

Rudolph F. Crew, Ed. D., Superintendent of Schools

**SUBJECT: SUPERINTENDENT'S REORGANIZATION AND RESTRUCTURING OF  
SELECTED DISTRICT OFFICES**

1. APPROVE THE PROPOSED REORGANIZATION AND RESTRUCTURING OF SELECTED DISTRICT OFFICES
2. DELETE MANAGERIAL EXEMPT AND CONTRACTED POSITIONS
3. RECLASSIFICATION OF MANAGERIAL EXEMPT POSITION
4. ESTABLISH AND CLASSIFY NEW MANAGERIAL EXEMPT POSITIONS
5. APPROVE CHANGE OF TITLE
6. APPOINT AND ASSIGN
7. AUTHORIZE THE SUPERINTENDENT TO MAKE MINOR PERSONNEL ADJUSTMENTS IN THE REORGANIZATION, IF NECESSARY, AND REPORT IN WRITING TO THE BOARD

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**COMMITTEE: LEGISLATIVE RELATIONS, PUBLIC RELATIONS AND PERSONNEL  
SERVICES**

Authorization of the Board is requested to approve the Superintendent's reorganization and restructuring of selected District offices. In accordance with Florida Statute Sections 1001.42 and 1012.22, and School Board Rule 6Gx13- 4A-1.15, it is within the Superintendent's authority to recommend a reorganization involving personnel and offices within the District and then to submit this recommended reorganization and restructuring to the Board for approval. Additional information about the reorganization, inclusive of an organizational chart, will be provided to the Board under separate cover.

The proposed reorganization reflects the District's Strategic Plan and the Superintendent's priorities: to improve low performing schools, address finance, construction and budget issues, and enhance the District's focus on curriculum and instruction. The Superintendent has included among the criteria considered in the selection of key personnel to:

1. seek the highest quality individuals in their respective fields;
2. find experts who are willing to make multi-year commitments;
3. bring people in to address designated priorities without inflating the current budget; and
4. build a team that reflects the ethnic and linguistic diversity of our community.

The criteria and objectives of the reorganization are as follows:

1. The organizational structure will be focused on education as the primary mission of the District.

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2. A major focus within the area of education is on the oversight of state monitored and other designated schools requiring specialized educational services. Although this function will be the primary responsibility of the Deputy Superintendent, School Improvement, the Deputy Superintendent, Curriculum and Instruction and the Deputy Superintendent, Business, Operations, Finance, and Construction will also assist in accomplishing this critical task.
3. The structure will substantially improve management and accountability for the efficient and effective business infrastructure of the District by consolidating the business, operations, finance and construction functions under one deputy superintendent.
4. The reorganization will facilitate and enhance the District's strategic plan supporting the goals of effective learning environment, efficient management practices, and school to career.

The following is a summary of the new and revised positions that are part of this reorganization:

**DEPUTY SUPERINTENDENT, SCHOOL IMPROVEMENT** – The Deputy Superintendent, School Improvement reports directly to the Superintendent of Schools and is responsible for the oversight of state monitored and other designated schools requiring specialized educational services. The Deputy Superintendent will formulate and direct the implementation of mandated programs to address the needs of the specified student populations.

**DEPUTY SUPERINTENDENT, CURRICULUM AND INSTRUCTION** – The Deputy Superintendent, Curriculum and Instruction has direct supervisory responsibilities for the operations of the District's schools as well as the development and implementation of systemwide educational programs and services. This position will also provide support to and assist with the school improvement efforts regarding state monitored and other designated schools requiring specialized educational services.

**DEPUTY SUPERINTENDENT, BUSINESS, OPERATIONS, FINANCE, AND CONSTRUCTION** – The Deputy Superintendent, Business, Operations, Finance, and Construction serves as the chief business officer for systemwide planning and development of business operations programs. The Deputy Superintendent will provide oversight management of major business, financial, facilities, and operational activities. This position will also provide support to and assist with the school improvement efforts regarding state monitored and other designated schools requiring specialized educational services.

**CHIEF OF STAFF** – The Chief of Staff is directly responsible for handling the business of the Office of the Superintendent and coordinates and implements major projects that have significant districtwide impact on the goals of the District and involve the coordination of other offices and divisions.

**CHIEF OF ACCOUNTABILITY AND SYSTEMWIDE PERFORMANCE** – The Chief of Accountability and Systemwide Performance provides general leadership and direction for the District's management planning, accountability, auditing, and monitoring operations.

**DIRECTOR, MEDIA RELATIONS** – The Director, Media Relations, works closely with the Chief Communications Officer and is responsible for the planning and direction of District services provided to members of our multi-lingual community, school population, and the media. The Director, Media Relations interacts with the media at the local, national and international levels.

**DEVELOPMENT OFFICER** – The Development Officer is responsible for developing and implementing a global resource development strategy consistent with the vision, mission, core values and goals described in the District Strategic Plan. The Development Officer is the primary fund raiser for the District including, but not limited, to education grant makers, corporate giving, foundations, direct mail and other fund raising activities.

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

1. Approve the proposed reorganization and restructuring of selected district offices;
2. Delete the following Managerial Exempt and Contracted Positions:
  - a. Executive Assistant, Strategic Initiatives, Contracted Position
  - b. Unit Commander, Youth Crime Watch, MEP pay grade 18
3. Reclassify the following managerial exempt position:

Chief of Police and District Security, MEP pay grade 25, to  
Chief of Police and District Security, MEP pay grade 26
4. Establish and classify the following administrative positions:
  - a. Deputy Superintendent, School Improvement, MEP pay grade 28
  - b. Deputy Superintendent, Business, Operations, Finance, and Construction, MEP pay grade 28
  - c. Chief of Accountability and Systemwide Performance, MEP pay grade 26
  - d. Director, Media Relations, MEP pay grade 25
  - e. Development Officer, MEP pay grade 24

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5. Approve the following change of title:

Deputy Superintendent of Schools and Chief Education Officer, MEP pay grade 28, to Deputy Superintendent, Curriculum and Instruction, MEP pay grade 28

6. Appoint and assign administrative personnel effective July 15, 2004, or as soon thereafter as can be facilitated with the exception of the effective dates as noted in the item:

- a. Mercedes Toural, Deputy Superintendent of Schools and Chief Education Officer, MEP pay grade 28, to Deputy Superintendent, Curriculum and Instruction, MEP pay grade 28
- b. Ofelia San Pedro, to Deputy Superintendent, Business, Operations, Finance, and Construction, MEP pay grade 28
- c. Irving S. Hamer, Jr., to Interim Chief of Staff, MEP pay grade 26, effective upon completion of background check
- d. Howard S. Tames, to Interim Chief Personnel Officer, MEP pay grade 26, effective July 1, 2004
- e. Gerald L. Darling, to Chief of Police and District Security, MEP pay grade 26, effective upon completion of background check
- f. Caroline Spaht, to Chief of Staff, MEP pay grade 26, effective upon completion of background check
- g. Peter W. Roulhac, to Development Officer, MEP pay grade 24, effective upon completion of background check, and
- h. Claudia O. Sandoval, to Administrative Assistant to the Superintendent, MEP pay grade 20, effective upon completion of background check

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7. Authorize the Superintendent to make minor personnel adjustments in the reorganization, if necessary, and report in writing to the Board.

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