

Dr. Rudolph F. Crew, Superintendent of Schools

SUBJECT: REQUEST THAT THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, AUTHORIZE THE SUPERINTENDENT TO ESTABLISH STELLAR (SCHOOLS TARGETING EXCELLENCE IN LITERACY, LEARNING, AND READING) AND IMPLEMENT A PLAN OF ACTION

COMMITTEE: EDUCATION AND SCHOOL OPERATIONS

In order to raise achievement and improve the literacy of all Miami-Dade County Public Schools' (M-DCPS) students, a second level of low performing schools has been identified and targeted for the 2004-2005 school year. Originally identified to the Board in the August 13, 2004 Weekly Briefing, STELLAR (Schools Targeting Excellence in Literacy, Learning, and Reading) includes 28 schools, 11 elementary, 8 middle and 9 senior high schools with a total population of 43,400 students. Attachment A lists the schools and the selection criteria. Attachment B depicts the schools in their respective feeder patterns.

The identified STELLAR schools meet the following criteria:

- Pattern of low Florida Department of Education (FDOE) school grade designation at least once in the previous four years;
- Pattern of not meeting Adequate Yearly Progress (AYP) as required by the No Child Left Behind Act of 2001;
- Large number of retained students in third grade (421 or 30% of the 1,381 3rd grade population); and
- Consistent low performance in reading and/or mathematics at all grade levels.

The STELLAR schools will be under the direct supervision of the Deputy Superintendent for Curriculum and Instruction and will receive support from all of the functional areas of M-DCPS; in particular from the Curriculum and Instruction Department, the Professional Development Department, and business partnerships. ACCESS Centers will have direct line responsibility for STELLAR principals. **The STELLAR plan is cost neutral.** Attachment C depicts the organization chart.

The following are essential components of the plan of action.

1. District and School-site leadership will:
 - Use data to identify students' needs and drive instruction;
 - Implement a variety of instructional strategies that provide for varying student ability levels based on the analysis of data and actively involve students in their own learning; and
 - Monitor student performance quarterly to ensure achievement.

A-9

2. Instructional program will:
 - Focus on literacy with emphasis on early grades and school readiness
 - Adhere to Sunshine State Standards
 - Implement Competency-Based Curriculum

3. Key strategies for improved academic achievement include:
 - Professional development on the Continuous Improvement Model for school principals and teachers;
 - Targeted after-school tutorials for students not meeting benchmarks;
 - Academies in 6th and 9th grade to assist students' transition to secondary education;
 - 9th grade students career/job portfolios;
 - National Parent Teacher Association standards for parental and community involvement
 - Attract business leadership to work as mentors and partners with school leaders.

The Continuous Improvement Model (CIM) will be instituted at each of the 28 identified schools. The elements of the instructional cycle, Data (Plan), Instruction (Do), Monitoring and Supervision (Check), and Professional Development (Act) will be the drivers of the Pre-kindergarten – 12 literacy focus. Attachment D depicts the CIM and the Eight-Step Process; a data-driven, cyclical continuous improvement approach that enhances and works hand-in-hand with the CIM.

RECOMMENDED:

That The School Board of Miami-Dade County, Florida, authorize the Superintendent to:

1. establish STELLAR (Schools Targeting Excellence in Literacy, Learning, and Reading);
2. implement the essential components as outlined above; and
3. submit a full implementation plan no later than the December Board meeting.

STELLAR

Schools Targeting Excellence in Literacy, Learning, and Reading

District and School Profiles 2002-2003

School	ACCESS Center	03-04 FCAT Total Points	03-04 School Grade			AYP Status		# of years of Principal Assignment	% Beginning Teachers	% Student Attendance	% Free/Reduced Lunch	% LEP	% ESE (Excluding Gifted and Speech/Language)	Mobility Index	Preliminary 3 rd Grade Retention		02-03 % Drop Out	03-04 # of overage students still in school
			99-00	00-01	01-02	02-03	1 st								2 nd			
Carol City	1	320	C			Y		3	24.5	92.59	83.0	1.6	12.6	42	-	-	-	
			D	D	D													
Centennial	6	325	C	C	C	Y		5	18.5	93.85	76.8	5.2	28.5	29	-	-	1	
			C	C	C													
Citrus Grove	4	293	D	C	C	Y		7	6.1	92.92	94.3	20.7	9.8	31	-	-	-	
			D	C	C													
Homestead	6	345	C			Y		NEW	11.5	92.94	84.4	8.7	14.5	35	-	-	-	
			D	D	C													
Thomas Jefferson	2	325	C			Y		1	22.6	93.37	83.5	9.5	21.9	29	-	-	5	
			D	D	C													
Mays	6	307	D	C	C	Y		7	22.7	93.62	83.0	4.3	14.1	32	-	-	-	
			C	C	C													
North Miami	2	315	D			Y		2	22.2	94.22	88.9	14.9	9.7	34	-	-	-	
			D	D	C													
Redland	6	311	D			Y		7	30.0	93.84	72.5	6.8	19.2	33	-	-	-	
			D	C	C													

MIDDLE SCHOOLS

STELLAR

Schools Targeting Excellence in Literacy, Learning, and Reading

District and School Profiles 2002-2003

School	ACCESS Center	03-04 FCAT Total Points	03-04 School Grade				AYP Status		# of years of Principal Assignment	% Beginning Teachers	% Student Attendance	% Free/Reduced Lunch	% LEP	% ESE (Excluding Gifted and Speech/Language)	Mobility Index	Preliminary 3 rd Grade Retention		02-03 % Drop Out	03-04 # of average students still in school
			99-00	00-01	01-02	02-03	1 st	2 nd											
American	1	308	C	C	C	D	✓	2	8.7	92.95	33.7	8.1	11.6	33	-	-	2.1	30	
Hiawah	1	309	D	D	C	D	✓	1	9.9	92.95	58.2	17.7	7.8	27	-	-	2.3	8	
Miami Carol City	1	281	D	D	C	D	✓	2	7.9	89.87	39.8	2.5	10.9	37	-	-	4.1	42	
Miami Senior	4	347	D	D	C	D	✓	9	7.5	92.97	70.0	24.3	10.9	32	-	-	3.0	56	
Miami Southridge	6	303	D	D	C	D	✓	3	11.6	93.26	46.2	5.2	15.9	31	-	-	2.2	38	
Miami Springs	3	328	C	C	C	D	✓	2	9.7	91.49	29.6	17.7	7.0	34	-	-	1.7	14	
North Miami	2	303	D	D	D	D	✓	1	3.6	92.79	33.6	17.1	7.2	37	-	-	1.7	49	
School for Applied Technology	4	265	D	D	D	C	✓	LEAD TEACHER	-	-	-	-	-	-	-	-	-	1	
South Dade	6	285	D	C	D	D	✓	3	11.0	91.64	55.5	6.4	16.9	31	-	-	2.2	50	

SENIOR SCHOOLS

STELLAR

Schools Targeting Excellence in Literacy, Learning, and Reading

District and School Profiles 2002-2003

School	ACCESS Center	03-04 FCAT Total Points	03-04 School Grade			AYP Status		# of years of Principal Assignment	% Beginning Teachers	% Student Attendance	% Free/Reduced Lunch	% LEP	% ESE (Excluding Gifted and Speech/Language)	Mobility Index	Preliminary 3 rd Grade Retention		02-03 % Drop Out	03-04 # of overage students still in school
			99-00	00-01	01-02	02-03	03-04								03-04			
Caribbean	6	321	C			Y	NEW	1.8	94.65	93.1	19.7	9.2	36	46	10	-	-	
Colonial Drive	5	358	D	D	C	Y	1	-	95.77	79.1	8.4	8.6	29	10	1	-	-	
			C	D	C													C
Comstock	4	335	C	D	C	Y	2	11.8	94.60	97.1	40.9	12.3	39	33	14	-	-	
			D	D	F													C
Franklin, Benjamin	3	347	C			Y	12	2.3	96.25	91.1	30.2	10.2	28	48	17	-	-	
			D	D	C													C
Golden Glades	1	324	C			Y	NEW	16.7	96.20	90.6	0.6	5.54	30	17	4	-	-	
			D	D	C													C
North County	1	317	D			Y	1	-	94.53	95.4	1.1	17.5	35	31	-	-	-	
			D	C	C													C
Pharr, Kelsey	4	351	C			Y	NEW	25.0	93.66	98.6	28.6	8.2	45	22	3	-	-	
			D	D	D													C
Skyway	1	295	D			Y	NEW	2.5	94.84	84.9	19.2	4.4	29	22	-	-	-	
			C	A	A													A
Tucker, Frances S.	4	296	D			Y	1	17.6	94.37	94.9	23.5	18.6	46	25	3	-	-	
			D	C	A													A
West Homestead	6	311	D			Y	1	21.7	94.31	98.2	24.3	21.9	46	58	33	-	-	
			D	D	D													C
Young, Nathan B.	1	349	C			Y	7	20.7	94.16	76.5	1.5	7.0	33	24	-	-	-	
			D	D	D													B

ELEMENTARY SCHOOLS

STELLAR
Schools Targeting Excellence in Literacy, Learning, and Reading

FEEDER PATTERNS

Attachment B

ACCESS CENTER 1			
Feeder Pattern Senior High School	SCHOOLS		
	Elementary	Middle	Senior High
Miami Carol City	Skyway	Carol City	Miami Carol City
American	North County	-	American
Hialeah	-	-	Hialeah
Hialeah-Miami Lakes	Golden Glades	-	-
	Nathan B. Young		

ACCESS CENTER 2			
Feeder Pattern Senior High School	SCHOOLS		
	Elementary	Middle	Senior High
North Miami	-	Thomas Jefferson North Miami	North Miami

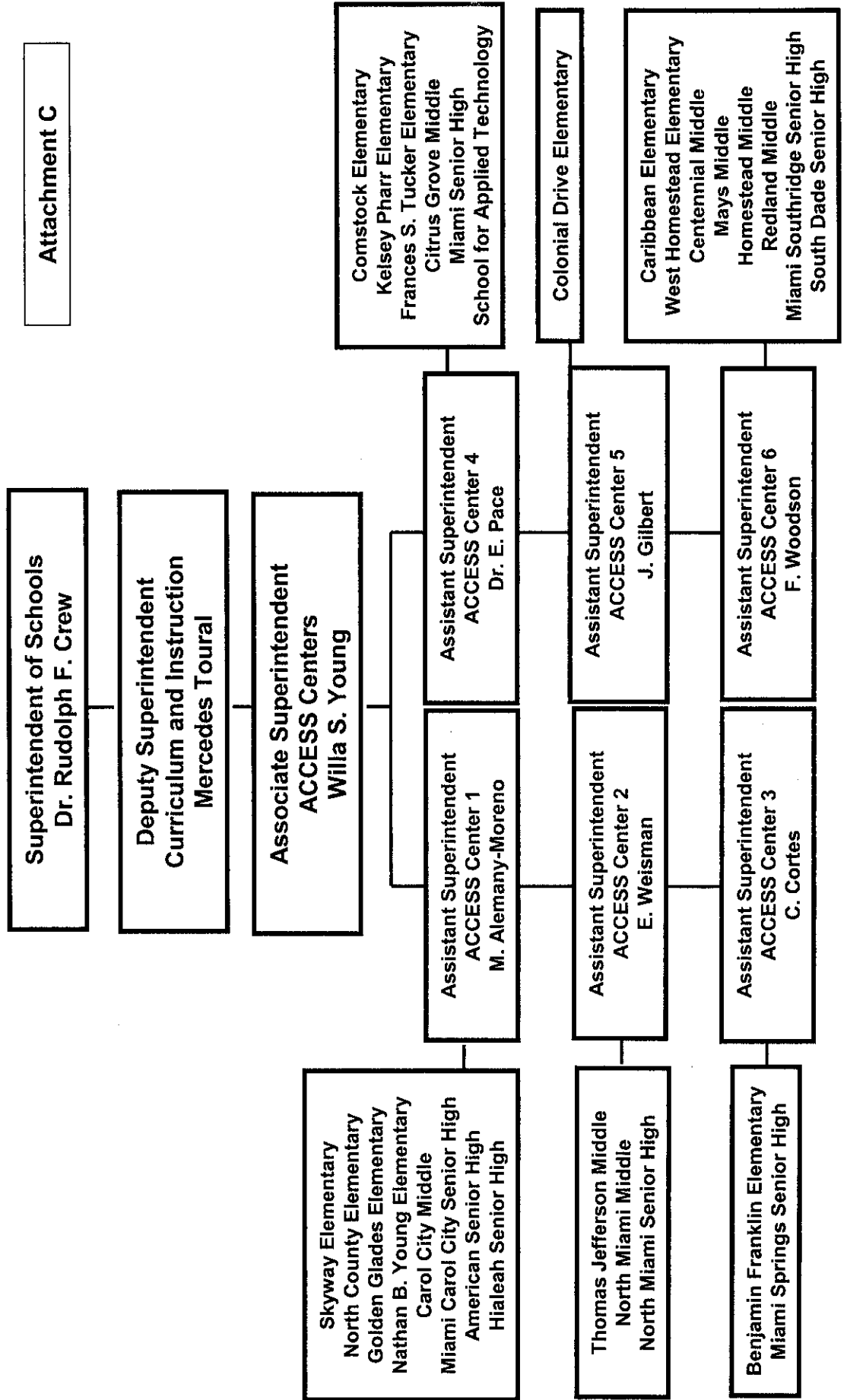
ACCESS CENTER 3			
Feeder Pattern Senior High School	SCHOOLS		
	Elementary	Middle	Senior High
Miami Springs	-	-	Miami Springs
Miami Central	Benjamin Franklin	-	-

ACCESS CENTER 4			
Feeder Pattern Senior High School	SCHOOLS		
	Elementary	Middle	Senior High
Miami Senior	-	Citrus Grove	Miami Senior
Miami Jackson	Comstock	-	-
	Kelsey Pharr		
Coral Gables	Frances S. Tucker	-	-
Booker T. Washington	-	-	School for Applied Technology

ACCESS CENTER 5			
Feeder Pattern Senior High School	SCHOOLS		
	Elementary	Middle	Senior High
Miami Killian	Colonial Drive	-	-

ACCESS CENTER 6			
Feeder Pattern Senior High School	SCHOOLS		
	Elementary	Middle	Senior High
Miami Southridge	-	Centennial	Miami Southridge
	Caribbean	Mays	
South Dade	West Homestead	Homestead	South Dade
		Redland	

ORGANIZATIONAL CHART



CONTINUOUS IMPROVEMENT

MODEL

