

Office of School Board Members
Office of Superintendent of Schools
Board Meeting of June 14, 2006

May 31, 2006

Mr. Agustin J. Barrera, Chair
Dr. Rudolph F. Crew, Superintendent of Schools

SUBJECT: REQUEST THAT THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, AND THE SUPERINTENDENT DISCUSS AND ADOPT THE MUTUALLY-AGREED UPON SUPERINTENDENT'S GOALS, PERFORMANCE OBJECTIVES AND, EVALUATION INSTRUMENT FOR THE 2006-2007 YEAR

COMMITTEE: INNOVATION, EFFICIENCY & GOVERNMENTAL RELATIONS

In accordance with the Superintendent's Employment Agreement (herein agreement) entered into at the May 17, 2004, Special School Board meeting (and amended by the School Board on December 15, 2004 and again on April 21, 2005), the School Board and Superintendent must develop and adopt mutually-agreed upon goals and annual performance objectives.

Additionally, the agreement provides that the School Board and Superintendent must adopt a mutually-agreed upon standard of measurement for the achievement of goals and performance objectives and the evaluation as to whether the goals and objectives have been achieved satisfactorily.

The recommended goals and annual performance objectives for 2006-2007 have been completed by the Superintendent. These performance objectives are reflective of the strategic goals and reform initiatives delineated in the District Strategic Plan 2005-2008 (Revised). These documents will be provided to the School Board under separate cover and a copy will be placed on file in the Citizen Information Center and in the Office of the Recording Secretary.

The Superintendent's Performance Incentive Pay would be based on the percentage of objectives met. The average of the scores of the 40 objectives and sub-objectives would be used to determine the overall percentage of Performance Incentive Pay earned. For example, an average score of 81% on objectives would result in an award of 81% of the Superintendent's Performance Incentive Pay.

Agenda Item A-4 requests that The School Board of Miami Dade County, Florida, and the Superintendent adopt the mutually-agreed upon Superintendent's goals, performance objectives, and evaluation instrument for the 2006-2007 year.

**ACTION PROPOSED BY
CHAIR AGUSTIN J. BARRERA
AND SUPERINTENDENT
RUDOLPH F. CREW:**

That The School Board of Miami-Dade County, Florida, adopt the mutually-agreed upon Superintendent's goals, performance objectives, and evaluation instrument for the 2006-2007 year.

Superintendent's 2006-2007 Evaluation

Proposed Performance Objectives	Did not meet objective	Partly met objective	Mostly met objective	Completely met objective
Percent of objective met	(0%)	(1-50%)	(51-99%)	(100%)
Goal 1: Ensure achievement of high academic standards by all students.				
Goal 2: Develop students so that they are able to successfully compete in a global economy.				
1. Percentage of students scoring 3 and above on the FCAT increases				
a) From 51% to 55% in overall reading				
i) From 66% to 72% for grades 3-5				
ii) From 51% to 55% for grades 6-8				
iii) From 30% to 37% for grades 9-10				
b) From 55% to 59% in overall mathematics				
i) From 63% to 69% for grades 3-5				
ii) From 49% to 54% for grades 6-8				
iii) From 53% to 59% for grades 9-10				
2. Percentage of students scoring 3 and above on the FCAT Science subtest increases				
i) From 27% to 30% for grade 5				
ii) From 23% to 26% for grade 8				
iii) From 22% to 25% for grade 11				
3. Percentage of students retained in grade 3 decreases by 3 points				
4. Percentage of schools meeting Adequate Yearly Progress (AYP) increases to 55%				
5. 90% percent of schools earn an A, B, or C in school accountability grades				
6. 100% of year one recommendations of the new, Board-approved, Gifted Education Program are implemented				
7. Percentage of students enrolled in advanced level courses (grades 9-12) increases				
a) From 15.5% to 18.5% for Black students				
b) From 24.5% to 27.5% for Hispanic students				
8. Alternative Education Program is redesigned, Board-approved and implemented				

Superintendent's 2006-2007 Evaluation

Proposed Performance Objectives	Did not meet objective	Partly met objective	Mostly met objective	Completely met objective
Percent of objective met	(0%)	(1-50%)	(51-99%)	(100%)
9. Performance gap between groups decreases (as measured by the difference in the percentage of students scoring at level 3 or above in reading on the FCAT)				
From 34% to 30% between White and Black students				
From 19% to 15% between White and Hispanic students				
10. 95% of Zone schools make performance gains				
11. 100% of all schools audited are serving meals in compliance with the School Meal Initiative (SMI) regulations for meeting the Dietary Guidelines for Americans (as evidenced by menu and production record nutritional analyses)				
12. Number of students with 15 or more cumulative absences decreases by 2 percent (i.e. 1,368 fewer students are truant)				
13. Ratio of serious incidents reported per 1,000 students decreases from 13.32 to 11				
14. Secondary School Reform (SSR) is successfully implemented in Cohort 1 (11) schools as measured by first-year targets outlined in SSR plan				
<i>Goal 3: Actively engage family and community members to become our partners in raising and maintaining high student achievement.</i>				
15. Three-year Marketing Plan is designed, Board-approved and implementation is begun				
16. Number of certificates of course completion issued by the Parent Academy increases from 18,205 to 28,000				
17. Increase the number of education compacts from 4 to 7 to expand collaborative opportunities between municipalities and M-DCPS throughout the county, and develop detailed outcome measures for each compact				
<i>Goal 4: Reform business practices to ensure efficiency, effectiveness, and ethical standards.</i>				
18. 100% of second-year targets in the five-year Technology Plan/Blueprint are met				
19. 100% of second-year targets in the five-year Capital Plan are met				
20. The budget autonomy project (LEADS) is expanded from 18 school sites for 2006-2007 to 100 school sites for 2007-2008				
21. 100% of school maintenance plans are completed				

Superintendent's 2006-2007 Evaluation

Proposed Performance Objectives	Did not meet objective	Partly met objective	Mostly met objective	Completely met objective
Percent of objective met	(0%)	(1-50%)	(51-99%)	(100%)
Goal 5: Recruit, develop, and retain high-performing, diverse and motivated faculty and staff.				
22. Plan to raise beginning teachers salary to \$40,000 is 100% designed				
23. New evaluation tool and performance pay system for teachers is piloted				
24. Three-year teacher recruitment plan is 100% designed				
25. Hiring processes for teachers and MEP employees are 100% re-designed				
26. Performance scorecards are designed and implemented for all MEP employees				
27. New (Performance Management) evaluation system is piloted for MEP employees				
28. Implement year 2 of Board-approved, 4-year Succession Management Plan				
29. District-wide knowledge management strategy is 100% designed and Board approved				

Superintendent's 2006-2007 Evaluation

Standards Critical for Achieving Goals	Not Acceptable	Needs Improvement	Good	Excellent
<i>Relationship with Board</i>				
1. Keeps Board informed on issues, needs, and operation of school system in a timely manner				
2. Makes appropriate recommendations, based on thorough study/analysis				
3. Appropriately interprets and executes the intent of Board policy				
4. Supports Board policy and actions when interacting with public and staff				
5. Creates and maintains professional working relationship with Board				
6. Accepts responsibility for his recommendations				
7. Takes leadership role in maintaining appropriate relationships between Board and district's employees				
<i>Management of District</i>				
<i>I) Instructional leadership</i>				
1. Provides vision and strategic direction to district				
2. Visits school sites and communicates effectively with teachers, students and staff				
3. Implements a strong staff development program for all employees				
4. Encourages the implementation of continuous improvement in academics				
<i>II) Management of employees</i>				
5. Delegates appropriate authority to senior staff; monitors their follow-through				
6. Accurately evaluates senior staff performance – to include ongoing commendations and constructive suggestions				
7. Treats all personnel fairly and impartially				
8. Works to improve good employee morale and loyalty to the organization				
9. Inspires employees to work toward the highest standards				
10. Develops/Improves measures/tools for gathering feedback from employees.				

Superintendent's 2006-2007 Evaluation

Standards Critical for Achieving Goals	Not Acceptable	Needs Improvement	Good	Excellent
<i>Relationship with Community</i>				
1. Maintains respect of community in the course of conducting school district business				
2. Solicits opinions/feedback from community groups and individuals and adjusts actions, as appropriate				
3. Responds in an appropriate and timely way to issues brought by members of the community				
4. Develops and maintains meaningful, respectful and cooperative media and legislative relationships				
5. Engages community in the work of the school system, as appropriate				
<i>Professional/Personal Attributes</i>				
1. Maintains high standards of ethics, honesty and integrity in all personal and professional matters				
2. Demonstrates tact and diplomacy in working with individuals and groups				
3. Responds appropriately when faced with unforeseen events				