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**SUBJECT: 2021-2026 MIAMI-DADE COUNTY PUBLIC SCHOOLS
STRATEGIC BLUEPRINT**

COMMITTEE: ACADEMICS, INNOVATION, EVALUATION & TECHNOLOGY

**LINK TO STRATEGIC
BLUEPRINT: RIGORUOUS, RELEVANT AND INNOVATIVE ACADEMICS**

The Miami-Dade County Public Schools recognizes both the importance and value of having a meaningful, measurable, deliberate, and collaborative strategic focus and plan around improving the educational, operational, and fiscal areas of the school district. In doing so, the fulcrum of such efforts must be led by the School Board, in collaboration with the Superintendent, administrators, principals, teachers, parents, students, and members of the broader community through the strategic planning process.

Modern strategic planning has been influenced by systems theory and the ideas put forth by Peter Drucker, Edward Deming, and Peter Senge to name a few. The shift from the machine age to the knowledge age changed the thinking from top down, command and control to worker empowerment, decentralization and bottom-up planning. However, since the 1970's, when Ira Gordon first introduced his Community Impact and Parent Involvement Model, the education sector has amassed a rich history of community engagement which served as its advent into the use of strategic planning as an approach to improve education and school districts as a whole.

School districts in the United States began adopting the practice of strategic planning in the 1980's. The term appeared in educational publications for the first time around 1984, and by 1987 an estimated five hundred U.S. school districts were using some type of strategic planning. As school districts adopted strategic planning models used in business, they changed the process to better suit their needs and philosophies, and it had become widely accepted that nothing affects a school district more than its ability to create and execute a strategic plan. A good strategic blueprint can improve student outcomes, find and keep great employees through recruitment, retention, and succession management, and enhance the overall reputation of the School Board and district leadership.

School Board Policy 0173-Strategic Plan, specifically states that *“Strategic planning is the systematic process of specifying the goals of the school system, determining the present attainment of those goals, and then selecting strategies to reduce the discrepancies. The major emphasis of the District’s planning system shall be the achievement by all students of State and local goals.”*

School Board Policy 0173 further states that *“The District Strategic Plan is the basis for focusing all aspects of the District school system toward the accomplishment of identified goals. The plan shall be sufficiently broad to address the system’s major plans for improvement in meeting both student and management needs of the system. In addition, the plan shall be responsive to the requirements of Florida’s High-Quality Education System.”*

The development, adoption, and implementation of a strategic blueprint for M-DCPS promote and ensure accountability, focus, involvement, and the monitoring and measurement of performance outcomes. In addition to the plan, the process ensures a heightened sense of community discourse and involvement in key areas of Board, district, and school operations, and even more importantly, student learning outcomes. It enables the District to focus on a process that develops and strengthens curriculum, instruction, assessment, programs, professional development, finances, equity, and community engagement, and serves as a guide for all M-DCPS stakeholders to share their vision for the education of students and the best means and methods to achieve them. The plan and process also serve as a coherent, comprehensive, and collaborative platform to ensure the achievement of the goals and objectives of the District.

The adoption and utilization of the strategic planning process has been recognized as a best and necessary practice of M-DCPS. In fact, an embrace of this approach is reflected in the 2015-2020 Miami-Dade County Public Schools Strategic Blueprint, which was developed over five years ago. The Blueprint is set to expire in 2020, which ends in less than two weeks. This Blueprint, which was collaboratively developed by the Board, the administration, and a host of internal and external M-DCPS stakeholders, according to the plan’s introduction, took over seven months through a process that included two Board workshops, focus groups, community meetings, and stakeholder working groups. In addition, baseline survey data and exit information from Broad, Stanford Leads and the AdvancED were reviewed to ensure research-based content informed the plan development.

This framework for the Blueprint was reportedly built on a singular goal – student achievement and a new foundation for decision making based upon four strong pillars of work. These pillars in the Blueprint included Education, School/District Leadership, Student, Parent, and Community Engagement and Financial Efficiency/Stability. This work was deemed vital to M-DCPS’ success because it established a common language across all facets of the District, underscoring the belief that students always come first.

The Blueprint was also to be used at the school site level during the development of school site School Improvement Action Plans. It was also the intent of the administration to provide an annual update on districtwide progress toward meeting the established objectives delineated within the Blueprint. However, said updates have been inconsistent and infrequent.

The Blueprint built upon the strengths of the 2009-2014 Strategic Framework. It was cited to be rooted in student achievement; yet include a reach and approach closely aligned with the AdvancED accreditation process. The current 2015-2020 Miami-Dade County Public Schools Strategic Blueprint was scheduled to run on an AdvancED accreditation process parallel timeline through 2020—which ends in less than two weeks.

On January 1, 2021, the current 2015-2020 Miami-Dade County Public Schools Strategic Blueprint will be expired. Consequently, the Miami-Dade County Public Schools will be devoid of a current District Strategic Plan. Absent a coherent, collaborative, and comprehensive strategic plan will leave the school district rudderless in terms of a clear and measurable focus and direction.

However, despite the looming end of this documented timeline, there has been no recent discourse and/or information related to both the review of the present plan and development of a new Blueprint for the Miami-Dade County Public Schools. In addition, with the emergence of new challenges, as well as new opportunities, and a third of school board members being new to the School Board, there comes a new obligation for the School Board, which bears the ultimate level of accountability for M-DCPS, to lead and weigh in on a new trajectory for the District in such areas of student learning and outcomes, district and school operations, fiscal accountability and transparency, and stakeholder engagement.

Despite the challenges faced by the District, state, and nation in the midst of the COVID-19 pandemic, leadership on the part of the School Board remains critically paramount. As the current 2015-2020 Miami-Dade County Public Schools Strategic Blueprint nears an end, it is incumbent upon the School Board to provide leadership and direction in not only the development of a new five-year blueprint, but in the future direction of the teaching, learning, and overall district and school operations in the nation's 4th largest school district, Miami-Dade County Public Schools.

This item seeks to direct the Superintendent to provide an update to the School Board on the current status and achievement of metrics and deliverables included in the current 2015-2020 Miami-Dade County Public Schools Strategic Blueprint; develop, plan, and schedule a presentation of critical trend data points that include but are not limited to areas such as student performance trends, financial conditions and forecasts, teacher and employee recruitment, retention, and succession, professional development and training, school and district safety, facilities, technology, and parental and community engagement at a School Board Workshop no later than February 19, 2021; present a plan of action to coordinate the development of a new, 2021-2026 Strategic Blueprint for Miami-Dade County Public Schools with actions that include but are not limited to School Board Workshops, focus groups, surveys, data and internal and external audit and report collection, review, and analysis, community meetings, and stakeholder workgroups, no later than February 26, 2021; provide updates to the School Board on a monthly basis at the scheduled Academics, Innovation, Evaluation, and Technology Committee Meetings through the completion of the development, finalization, and School Board approval of a new, 2021-2026 Strategic Blueprint for Miami-Dade County Public Schools; and initiate rulemaking to amend School Board Policy 0173 to require that the process for revising, developing, and/or amending the Districtwide Strategic Plan occurs no less than six months prior to its expiration and that an update on the status and achievement of metrics and deliverables included in the Districtwide Strategic Plan be presented and approved by the School Board annually.

This item has been reviewed by the School Board Attorney for legal sufficiency.

**ACTION PROPOSED BY
DR. STEVE GALLON III:**

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

1. provide an update to the School Board on the current status and achievement of metrics and deliverables included in the current 2015-2020 Miami-Dade County Public Schools Strategic Blueprint;
2. develop, plan, and schedule a presentation of critical trend data points that include but are not limited to areas such as student performance trends, financial conditions and forecasts, teacher and employee recruitment, retention, and succession, professional development and training, school and district safety, facilities, technology, and parental and community engagement at a School Board Workshop no later than February 19, 2021;
3. present a plan of action to coordinate the development of a new, 2021-2026 Strategic Blueprint for Miami-Dade County Public Schools with actions that include but are not limited to School Board Workshops, focus groups, surveys, data and internal and external audit and report collection, review, and analysis, community meetings, and stakeholder workgroups, no later than February 26, 2021;
4. provide updates to the School Board on a monthly basis at the scheduled Academics, Innovation, Evaluation, and Technology Committee Meetings through the completion of the development, finalization, and School Board approval of a new, 2021-2026 Strategic Blueprint for Miami-Dade County Public Schools; and
5. initiate rulemaking to amend School Board Policy 0173 to require that the process for revising, developing, and/or amending the Districtwide Strategic Plan occurs no less than six months prior to its expiration and that an update on the status and achievement of metrics and deliverables included in the Districtwide Strategic Plan be presented and approved by the School Board annually.