

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

**SUBJECT: REQUEST FOR APPROVAL OF SUPERINTENDENT'S
DOWNSIZING AND REORGANIZATION OF SELECTED
DISTRICT OFFICES AND REGIONAL CENTER OFFICES**

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

COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY

LINK TO DISTRICT STRATEGIC PLAN: REFORM BUSINESS PRACTICES TO ENSURE EFFICIENCY AND EFFECTIVENESS

State funding reductions for education are forecasted to continue into the 2008-09 school year. The Florida House has proposed a budget with a reduction of approximately \$219 million or 1.2 percent for public schools. The Florida Senate is considering a proposal that would lower statewide K-12 spending by \$298 million or 1.59 percent. In turn, the District is anticipating the need to reduce the 2008-09 budget by approximately \$200 million. To help address this shortfall, two complementary initiatives related to non-school site salaries and positions will be put forth for School Board approval. The first initiative, a downsizing and reorganization of District and Regional offices, is described in detail throughout this item. The second initiative is a reduction-in-force (RIF), which will be presented at the May 21, 2008, School Board meeting.

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REVISED

Authorization of the Board is requested to approve the Superintendent's downsizing and reorganization of selected District and Regional Center offices. In accordance with Florida Statute Sections 1001.49 and 1012.27, and School Board Rule 6Gx13-4A-1.15, it is within the Superintendent's authority to recommend a reorganization and restructuring to the Board for approval. Furthermore, School Board Rule 6Gx13-4A-1.15 states that when the aforementioned matter is to be considered by the Board, the following information must be provided:

- How the proposed reorganization enhances the District's strategic plan and improves the operations of the District.

The proposed reorganization will enable the District to meet the goals and objectives laid out in the strategic plan, specifically:

- *Creating efficient and less costly business processes*
- *Reducing operating budgets*
- *Implementing a seamless transition for the School Improvement Zone schools returning to the regional centers*

The proposed reorganization will successfully streamline the organization and provide cost savings without negatively impacting educational services delivered to students.

- The budgetary impact of the reorganization.

The proposed reorganization will result in annual recurring net savings to the General Fund of approximately \$13.7 million. Specifically, the restructuring and consolidation of six regional center offices into four regional center offices provides an annual cost savings of approximately \$8 million and the elimination of the central office positions of the School Improvement Zone provides an annual cost savings of \$5.4 million. The remaining savings will come from position eliminations and pay grade reductions.

- The reasons for the timing of the reorganization.

In light of the forecasted reduction in funding for fiscal year 2008-09, the District must reduce salary costs. As mentioned above, the reduction in cost will be done through a reorganization (proposed here) and a RIF. To realize savings in 2008-09 and to meet all contractual obligations, the reorganization and the RIF must be approved by the Board in April and May 2008 respectively and become effective by June 30, 2008.

Additional information about the downsizing and reorganization, including organizational charts (without employee names as specified in School Board Rule 6Gx13-4A-1.15) will be provided to the Board under separate cover.

The following is a summary of new managerial exempt positions that are part of this reorganization:

DEPUTY SUPERINTENDENT, SCHOOL OPERATIONS – The Deputy Superintendent, School Operations, reports directly to the Superintendent of Schools and is responsible for the oversight of all schools through the establishment of four regional center offices. The Deputy Superintendent, School Operations, also oversees Adult/Vocational Education, Alternative Education, Attendance Boundary Committee, Athletics, Attendance Services, and the Office of Professional Standards. The Deputy is also responsible for the newly-assigned offices of Food and Nutrition and School Choice and Parental Options.

ASSOCIATE SUPERINTENDENT, HUMAN RESOURCES, EVALUATION, AND TECHNOLOGY – The Associate Superintendent, Human Resources, Evaluation, and Technology, reports directly to the Superintendent of Schools and is responsible for Human Resources, Program Evaluation, and Strategic Planning. In addition, the Associate Superintendent is also responsible for the newly-assigned offices of Information Technology Services, Enterprise Resource Planning (ERP), Risk Benefits Management, Compensation Administration and Leave/Retirement/Unemployment Compensation.

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ASSOCIATE SUPERINTENDENT, CURRICULUM AND ASSESSMENT – The Associate Superintendent, Curriculum and Assessment, reports directly to the Superintendent of Schools and is responsible for the development and implementation of system-wide educational curriculum and support as well as district, state, and federal assessments.

ASSOCIATE SUPERINTENDENT, PROFESSIONAL DEVELOPMENT AND EDUCATIONAL SERVICES – The Associate Superintendent, Professional Development and Educational Services, reports directly to the Superintendent of Schools and is responsible for system-wide professional development programs, including leadership development, and the newly-assigned offices of Special Education and Psychological Services and Student Services.

RECOMMENDED: That effective June 30, 2008, or as soon thereafter as can be facilitated, The School Board of Miami-Dade County, Florida:

1. Approve the proposed downsizing and reorganization of selected District Offices and Regional Center Offices, specifically, the consolidation of six Regional Center Offices into four Regional Center Offices and the elimination of the central office of the School Improvement Zone.

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2. Authorize the Superintendent to terminate the impacted lease agreements resulting from the consolidation of the Regional Center Offices.
3. Delete the following Managerial Exempt (MEP) positions:
 - a. Deputy Superintendent, Curriculum and Instruction, MEP pay grade 28
 - b. Deputy Superintendent, Professional Development, MEP pay grade 28
 - c. Chief of Staff, MEP pay grade 27
 - d. Associate Superintendent, School Operations, MEP pay grade 26
 - e. Associate Superintendent, Curriculum and Instructional Support, MEP pay grade 26
 - f. Associate Superintendent, School Improvement Zone, MEP pay grade 26
 - g. Assistant Superintendent, Special Projects, MEP pay grade 25
4. Establish and Classify new MEP positions:
 - a. Deputy Superintendent, School Operations, MEP pay grade 28
 - b. Associate Superintendent, Human Resources, Evaluation, and Technology, MEP pay grade 27
 - c. Associate Superintendent, Curriculum and Assessment, MEP pay grade 27
 - d. Associate Superintendent, Professional Development and Educational Services, MEP pay grade 27
5. Appoint and assign MEP personnel:
 - a. **Freddie Woodson**, Associate Superintendent, School Operations, MEP pay grade 26 to Deputy Superintendent, School Operations, MEP pay grade 28
 - b. **Carolyn Spaht**, Chief of Staff, MEP pay grade 27 to Associate Superintendent, Human Resources, Evaluation, and Technology, MEP pay grade 27
 - c. **Antoinette Dunbar**, Deputy Superintendent, Curriculum and Instruction, MEP pay grade 28 to Associate Superintendent, Curriculum and Assessment, MEP pay grade 27

- d. **Ava Byrne**, Deputy Superintendent, Professional Development, MEP pay grade 28 to Associate Superintendent, Professional Development and Educational Services, MEP pay grade 27

6. Approve change of title to MEP positions:

- a. Associate Superintendent, Intergovernmental Affairs, Grants Administration and Community Services, MEP pay grade 27 to Associate Superintendent, Intergovernmental Affairs and Grants Administration, MEP pay grade 27

7. Approve change of pay grade to MEP positions:


- a. Chief of Police/District Security, MEP pay grade 26 to Chief of Police/District Security, MEP pay grade 25
- b. Chief of Accountability and System-wide Performance, MEP pay grade 26 to Chief of Accountability and System-wide Performance, MEP pay grade 25

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

MEMORANDUM

April 11, 2008

TO: The Honorable Chair and Members of The School Board of Miami-Dade County, Florida

FROM: Rudolph F. Crew, Superintendent of Schools 

SUBJECT: SUPPLEMENTAL INFORMATION FOR BOARD AGENDA ITEM A-2, FOR THE APRIL 16, 2008, SCHOOL BOARD MEETING – REQUEST FOR APPROVAL OF SUPERINTENDENT’S REORGANIZATION AND RESTRUCTURING OF SELECTED DISTRICT OFFICES AND REGIONAL CENTER OFFICES

Attached are the organizational charts and job descriptions that serve as supplemental information for Board Agenda Item A-2, for the April 16, 2008, School Board meeting.

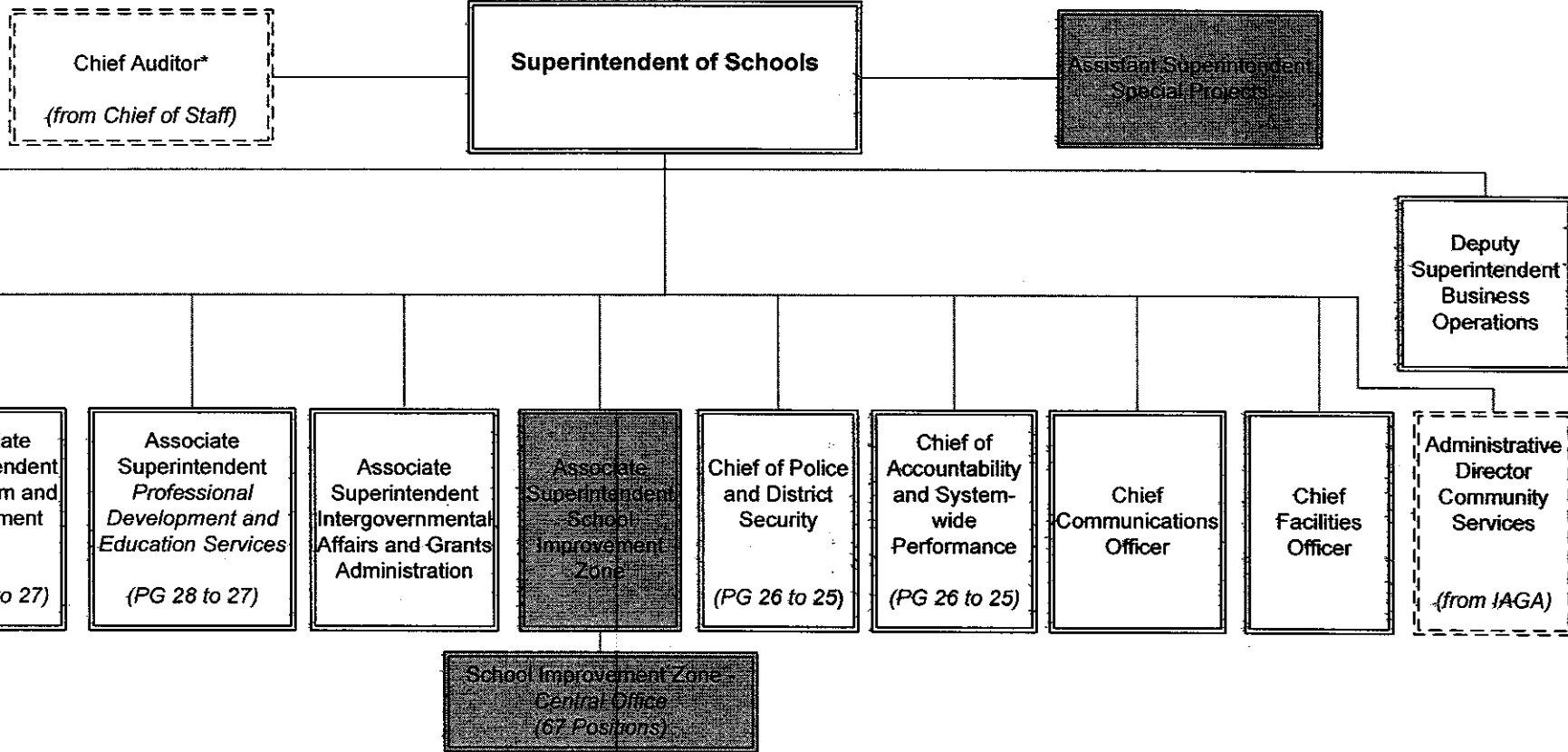
If you have any questions, please contact Ms. Carolyn Spaht, Chief of Staff, at 305-995-2940 or me at 305-995-1430.

RFC: lig
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Attachments

cc: Superintendent’s Cabinet
School Board Attorney

Office of the Superintendent



KEY CHANGES

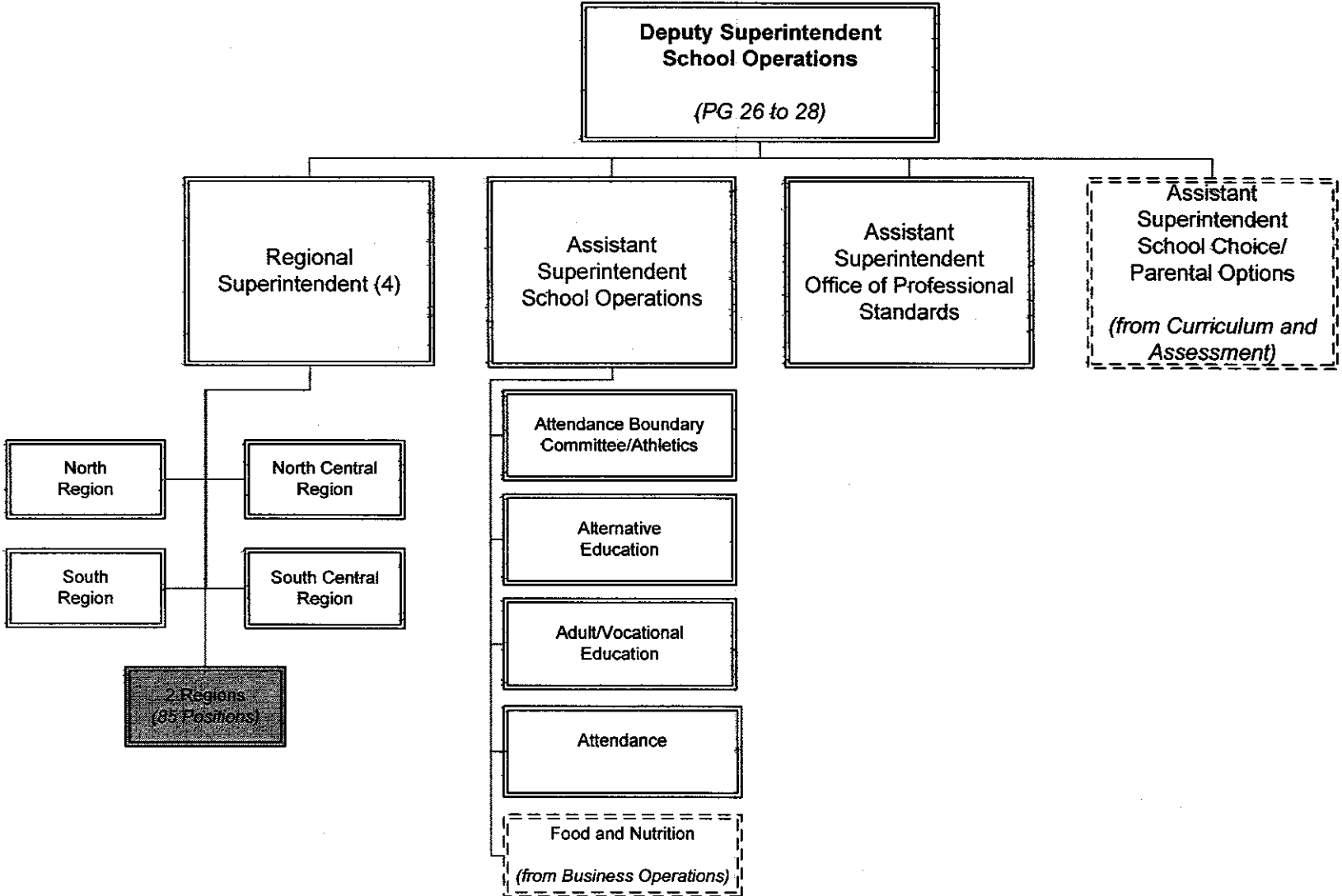
- Reduction from three to two Deputies
 - >Deputy Superintendent, Curriculum and Instruction, MEP pay grade 28 becomes Associate Superintendent, Curriculum and Assessment, MEP pay grade 27
 - >Deputy Superintendent, Professional Development, MEP pay grade 28 becomes Associate Superintendent, Professional Development and Educational Services, MEP pay grade 27
 - >Associate Superintendent, School Operations, MEP pay grade 26 becomes Deputy Superintendent, School Operations, MEP pay grade 28
- Eliminate Associate Superintendent, School Improvement Zone
- Eliminate Assistant Superintendent, Special Projects
- Office of Community Services moves from the Department of Intergovernmental Affairs and Grants Administration (IAGA) to directly report to the Superintendent
- Chief Auditor moves from Chief of Staff to directly report to the Superintendent
- Chief of Police and District Security changes from MEP pay grade 26 to MEP pay grade 25
- Chief of Accountability and System-wide Performance changes from MEP pay grade 26 to MEP pay grade 25
- Chief of Staff becomes Associate Superintendent, Human Resources, Evaluation and Technology

*Chief Auditor maintains a dotted reporting line to audit committee.

Dotted Outline: Signifies that the office reports to a new department

Shaded Box: Signifies eliminated positions

School Operations

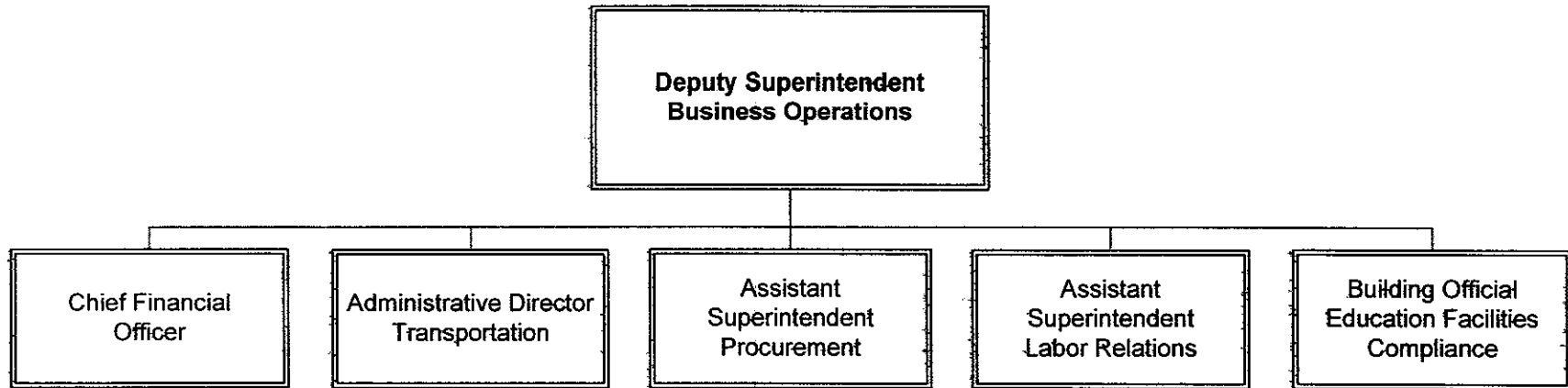


KEY CHANGES

- Six district region centers are consolidated into four district region centers
- The Office of Food and Nutrition moves from the Department of Business Operations to this Department
- The Office of School Choice/Parental Options moves from the Department of Curriculum and Assessment to this Department
- Associate Superintendent, School Operations, MEP pay grade 26 becomes Deputy Superintendent, School Operations, MEP pay grade 28

Dotted Outline: Signifies that the office reports to a new department
Shaded Box: Signifies eliminated positions

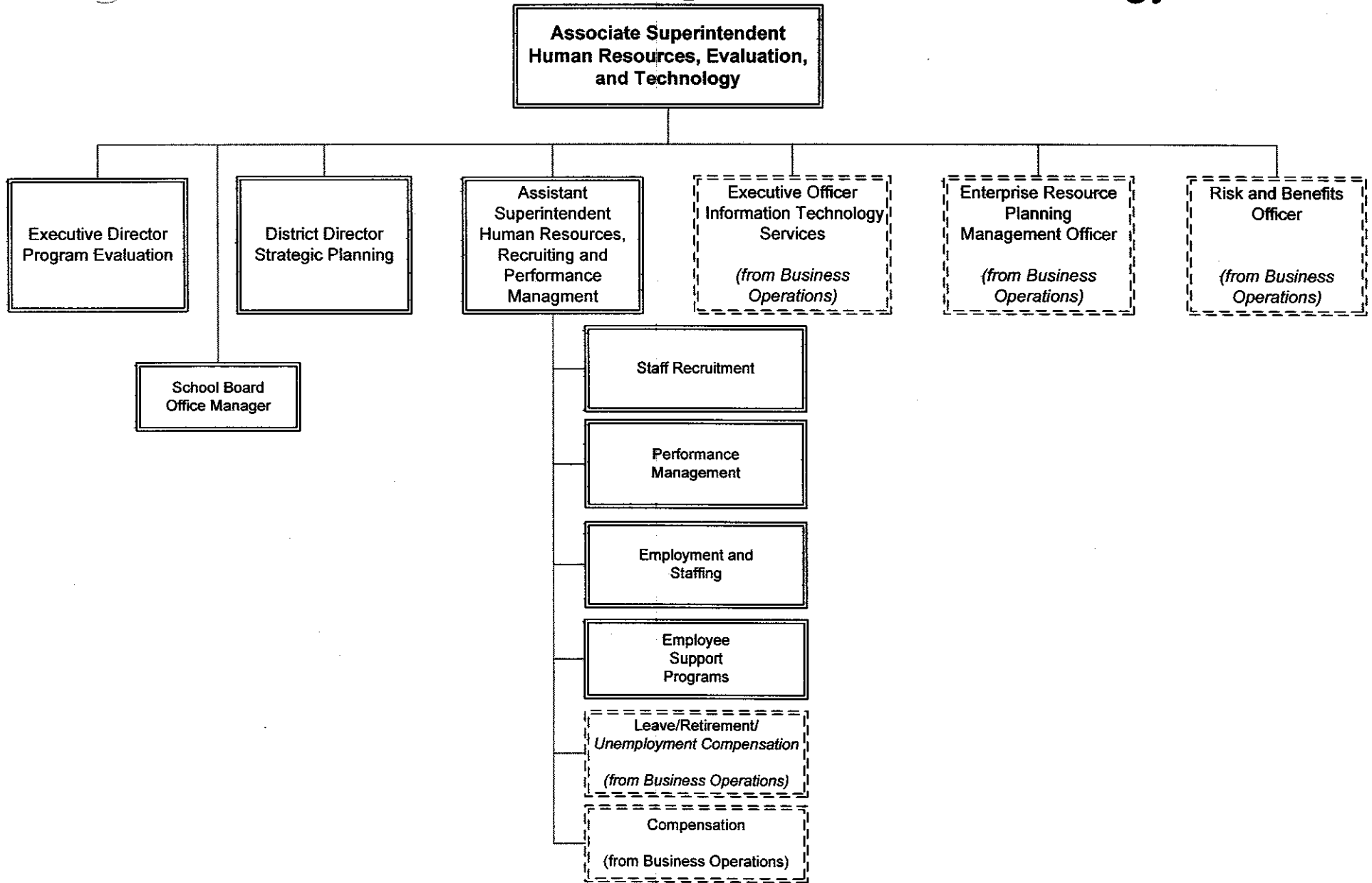
Business Operations



KEY CHANGES

- Office of Compensation, Office of Leave/Retirement/Unemployment Compensation, Office of Enterprise Resource Planning, Office of Risk and Benefits Management, and Office of Information Technology move from this Department to the Department of Human Resources, Evaluation and Technology
- Office of Food and Nutrition moves from this Department to the Department of School Operations

Human Resources, Evaluation, and Technology

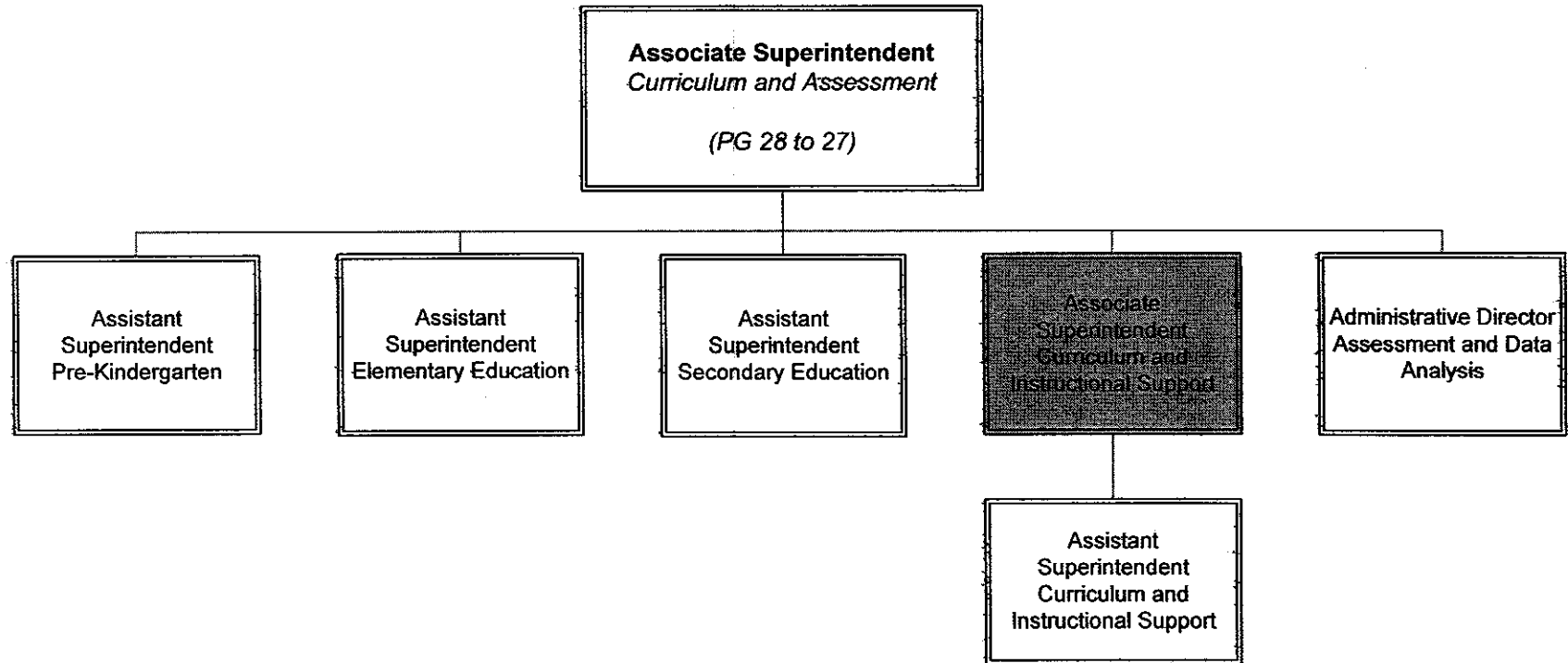


KEY CHANGES

- Title change from Chief of Staff to Associate Superintendent, Human Resources, Evaluation and Technology
- Offices of Compensation, Leave/Retirement/Unemployment Compensation, Enterprise Resource Planning, Risk Benefits Management, and Information T

Dotted Outline: Signifies that the office reports to a new department

Curriculum and Assessment

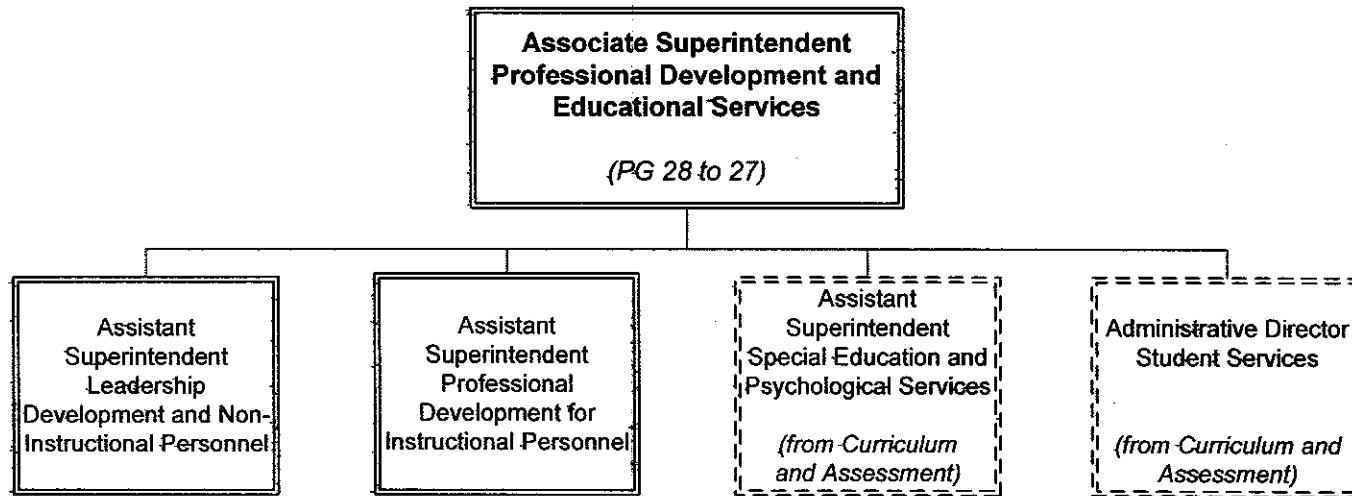


KEY CHANGES

- Office of School Choice/Parental Options moves from this Department to Department of School Operations
- Office of Special Education and Psychological Services and Office of Student Services move from this Department to Department of Professional Development and Educational Services
- Eliminate Associate Superintendent, Curriculum and Instructional Support
- Deputy Superintendent, Curriculum and Instruction, MEP pay grade 28 becomes Associate Superintendent, Curriculum and Assessment, MEP pay grade 27

Shaded Box: Signifies eliminated positions

Professional Development and Educational Services

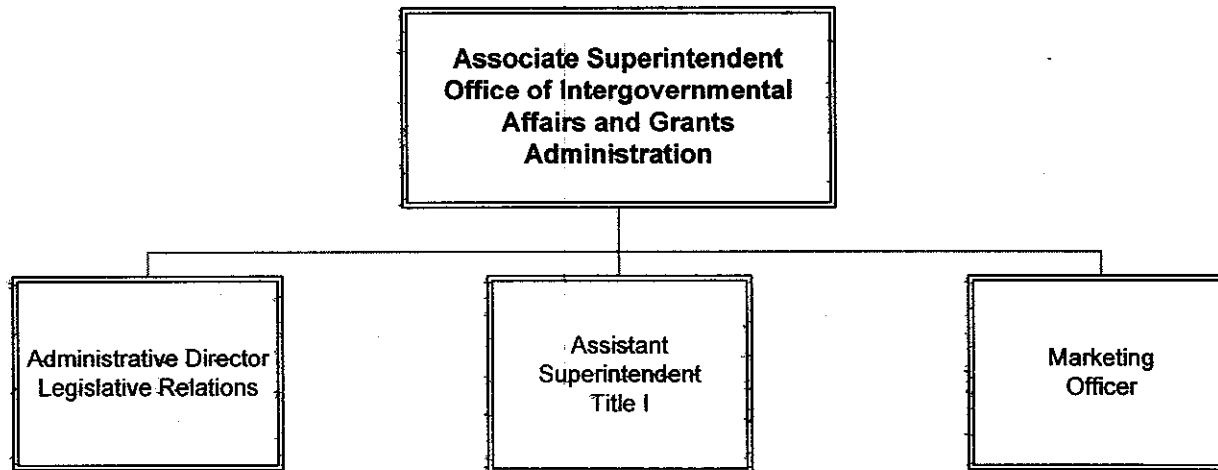


KEY CHANGES

- Offices of Special Education and Psychological Services and Student Services moves from Department of Curriculum and Assessment to this Department
- Deputy Superintendent, Professional Development, MEP pay grade 28 becomes Associate Superintendent, Professional Development and Educational Services, MEP pay grade 27

Dotted Outline: Signifies that the office reports to a new department

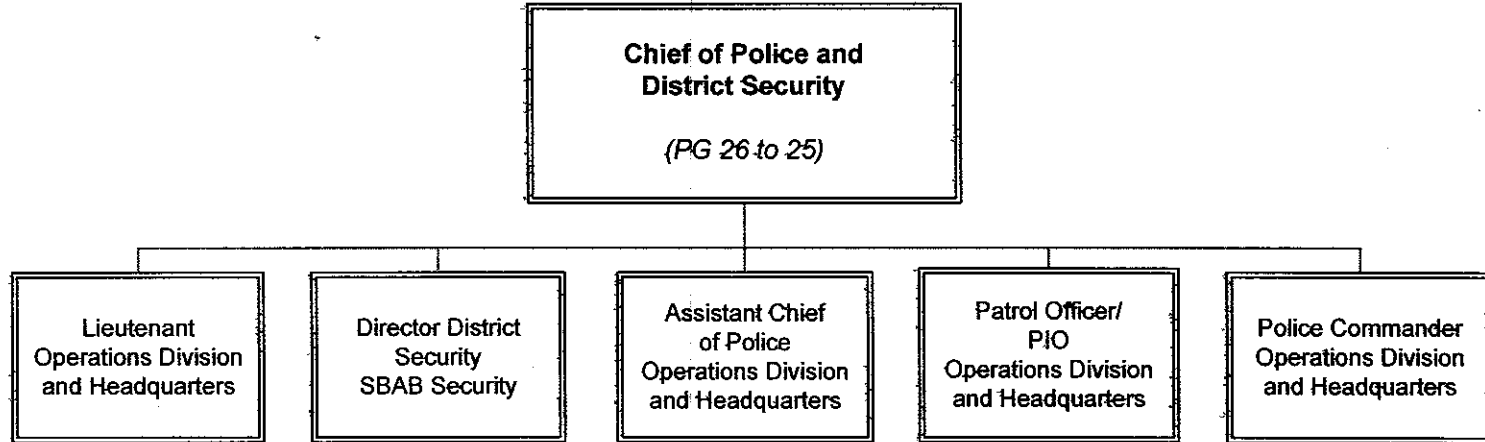
Intergovernmental Affairs and Grants Administration



KEY CHANGES

- Office of Community Services moves from this Department to directly report to the Superintendent

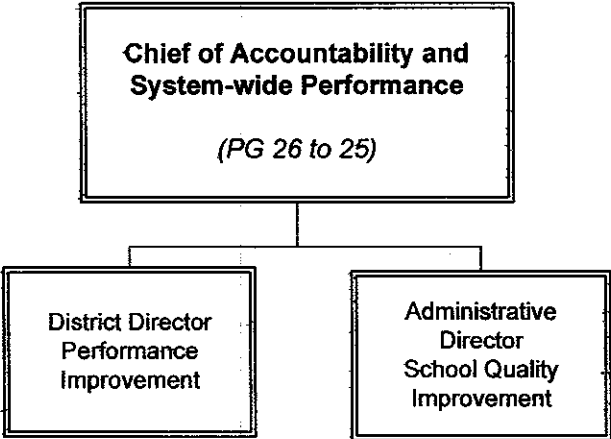
Police and District Security



KEY CHANGES

- Chief of Police and District Security changes from MEP pay grade 26 to MEP pay grade 25

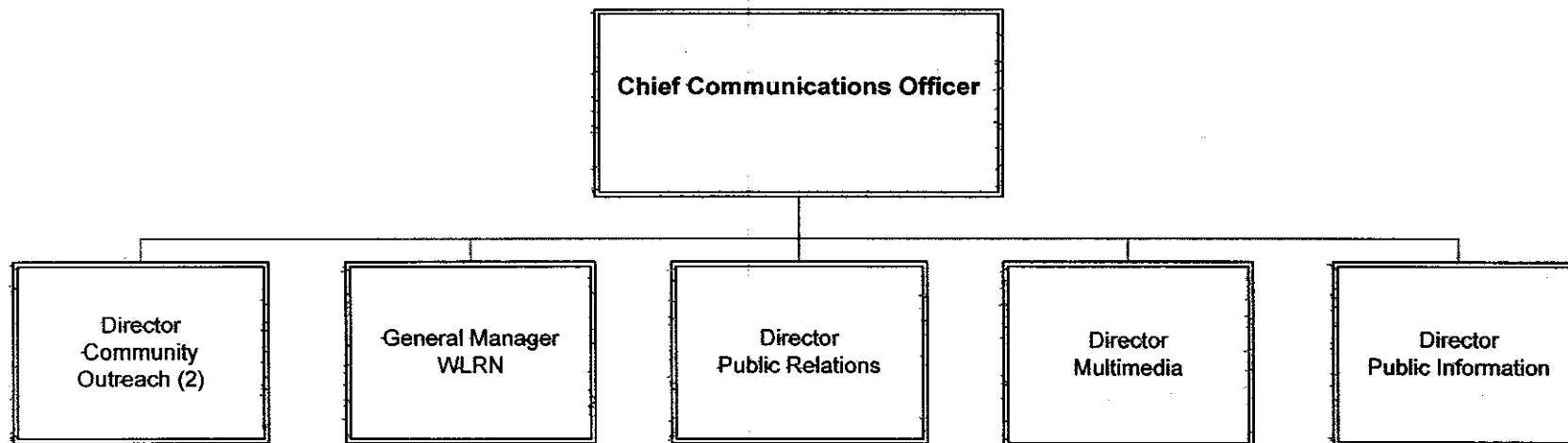
Accountability and System-wide Performance



KEY CHANGES

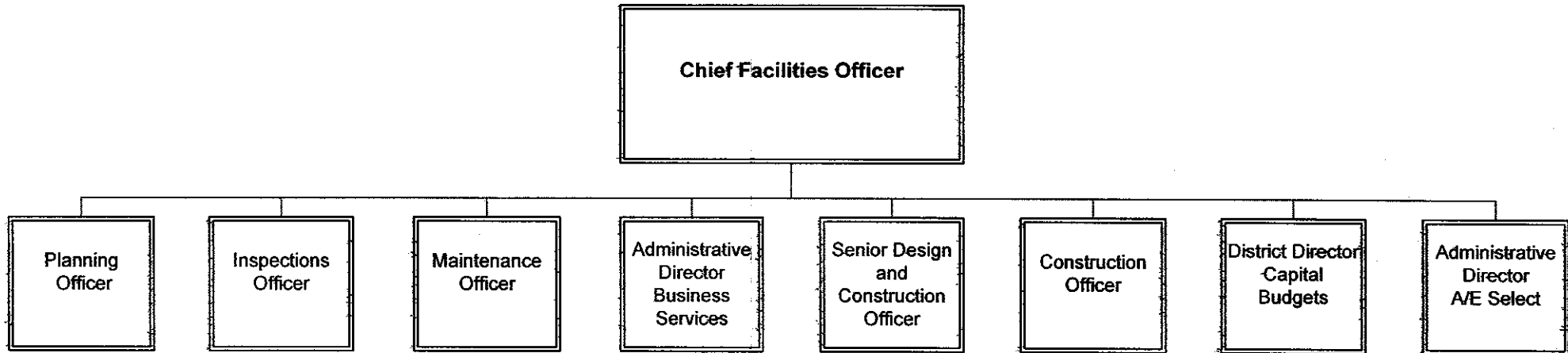
- Chief of Accountability and System-wide Performance changes from MEP pay grade 26 to MEP pay grade 25

Public Relations



No Key Changes

Facilities



No Key Changes

DRAFT**MIAMI-DADE COUNTY PUBLIC SCHOOLS****JOB DESCRIPTION****IDENTIFICATION INFORMATION**

1. **JOB TITLE:** Deputy Superintendent, School Operations
 2. **DEPARTMENT:** School Operations
 3. **IMMEDIATE SUPERVISOR:** Superintendent of Schools
 4. **PAY GRADE:** 28
 5. **JOB CODE:** TBA
 6. **BARGAINING UNIT:** 6
 7. **POSITION AUTHORIZED:** Board Item A-2, April 16, 2008
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OCCUPATIONAL SUMMARY

This position reports directly to the Superintendent of Schools and is responsible for the oversight of Regional Centers in support of the District's instructional and operational initiatives as well as Attendance Services, Adult/Vocational, and Alternative Education, Food and Nutrition, Office of Professional Standards, and Schools of Choice/Parental Options

EXAMPLE OF DUTIES

1. Provides oversight of Regional Centers and all personnel within those regions, as well as direction for their activities with the schools and the community.
2. Assists the Superintendent of Schools, Associate Superintendent, Curriculum and Assessment, and the Associate Superintendent, Professional Development and Educational Services, in planning, evaluating and monitoring educational initiatives at the school sites.
3. Oversees the allocation and distribution of fiscal, personnel and other resources to the school sites.
4. Oversees the development and operations of magnet and choice programs, including the application and recommendation process for new charter schools.
5. Supervises the provision of services to all Adult Centers in the areas of technical assistance, program implementation, and daily operations.
6. Responsible for the procedures related to the Office of Attendance services including student attendance and transfers, truancy referrals, and Full-time Equivalent (FTE) calculations.

7. Oversees the Office of Professional Standards to ensure that all M-DCPS employees are treated in an equitable manner that is in compliance with due process, contractual stipulations, Board rule and legal statutes.
8. Analyzes assessment data emerging from schools, and recommends appropriate procedures and/or programs to improve areas identified as deficient or minimal.
9. Performs other duties related to general administrative responsibilities and as assigned by the Superintendent of Schools.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: mobility, sitting, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Master's degree in Education or related field, with certification in supervision and administration, or educational leadership, or school principal.
2. Ten (10) years combined administrative and supervisory experience in an education-related field.
3. Demonstrated ability to communicate effectively in both oral and written forms.

DRAFT**MIAMI-DADE COUNTY PUBLIC SCHOOLS****JOB DESCRIPTION****IDENTIFICATION INFORMATION**

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|----|-----------------------|---|
| 1. | JOB TITLE: | Associate Superintendent,
Human Resources, Evaluation,
and Technology |
| 2. | DEPARTMENT: | Human Resources, Evaluation,
and Technology |
| 3. | IMMEDIATE SUPERVISOR: | Superintendent of Schools |
| 4. | PAY GRADE: | 27 |
| 5. | JOB CODE: | TBA |
| 6. | BARGAINING UNIT: | 6 |
| 7. | POSITION AUTHORIZED: | Board Item A-2, April 16, 2008 |
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OCCUPATIONAL SUMMARY

This position reports directly to the Superintendent and is responsible for the oversight of Human Resources, Program Evaluation, Information Technology Services, Enterprise Resource Planning (ERP), Strategic Planning and Risk Benefits Management.

EXAMPLE OF DUTIES

1. Supervises the development and implementation of the District Strategic Plan.
2. Oversees all personnel actions related to recruiting, hiring, terminations, salary increases and lateral assignments.
3. Oversees the implementation of the District's ERP project to ensure that deliverables are on time and on budget.
4. Ensures that all program evaluations are conducted in accordance with statutory and/or contractual guidelines.
5. Supervises new technology projects and maintenance of current systems and technology initiatives.
6. Oversees the development of programs covering liability, workers' compensation, property, bonds, and various other coverages, as needed.
7. Performs other duties related to general administrative responsibilities and as assigned by the Superintendent of Schools.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: mobility, sitting, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Master's degree in educational administration and supervision, public administration, or related field.
2. Ten (10) years experience as a senior-level administrator in a large school district, governmental agency, or business.
3. Demonstrated ability to communicate effectively in both oral and written form.

DRAFT**MIAMI-DADE COUNTY PUBLIC SCHOOLS****JOB DESCRIPTION****IDENTIFICATION INFORMATION**

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|----|-----------------------|---|
| 1. | JOB TITLE: | Associate Superintendent, Curriculum and Assessment |
| 2. | DEPARTMENT: | Curriculum and Assessment |
| 3. | IMMEDIATE SUPERVISOR: | Superintendent of Schools |
| 4. | PAY GRADE: | 27 |
| 5. | JOB CODE: | TBA |
| 6. | BARGAINING UNIT: | 6 |
| 7. | POSITION AUTHORIZED: | Board Item A-2, April 16, 2008 |
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OCCUPATIONAL SUMMARY

This position reports directly to the Superintendent of Schools and is responsible for overseeing, monitoring, and implementing district-wide curriculum, curriculum support and student assessments. Included within this responsibility is overseeing services surrounding instructional technology, summer school, bilingual programs, and advanced academics.

EXAMPLE OF DUTIES

1. Assists the Superintendent of Schools in the system-wide planning and management of curriculum by reviewing District-wide programs, operations, functions and services through visits and conferences with District and regional administrative staff.
2. Works in collaboration with the Deputy Superintendent, School Operations, and the Associate Superintendent, Professional Development and Educational Services, in planning, evaluating and monitoring educational initiatives at the school sites.
3. Plans, organizes and manages District Elementary and Secondary curriculum services and operations to accomplish specified objectives.
4. Provides oversight of all educational services associated with Pre-Kindergarten programs in the district.
5. Formulates and directs the implementation of mandated programs to address the needs of the specified student population.

6. Analyzes assessment data emerging from schools, and recommends appropriate procedures and/or programs to improve areas identified as deficient or minimal.
7. Directs the procurement and implementation of instructional technology, instructional materials and library media services.
8. Oversees Bilingual Education and World Languages to ensure that students can communicate orally and in writing in English and in another language with proficiency commensurate with their experiential and educational level, age, and interests.
9. Manages the operation of the Board's program of general citizen advisory committees, directing the provision of support services and information.
10. Performs other duties related to general administrative responsibilities as assigned by the Superintendent of Schools.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: mobility, sitting, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Master's degree in Education or related field.
2. Ten (10) years combined administrative and supervisory experience in an education-related field.
3. Demonstrated ability to communicate effectively in both oral and written forms.

DRAFT**MIAMI-DADE COUNTY PUBLIC SCHOOLS****JOB DESCRIPTION****IDENTIFICATION INFORMATION**

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|----|------------------------------|---|
| 1. | JOB TITLE: | Associate Superintendent, Professional Development and Educational Services |
| 2. | DEPARTMENT: | Professional Development and Educational Services |
| 3. | IMMEDIATE SUPERVISOR: | Superintendent of Schools |
| 4. | PAY GRADE: | 27 |
| 5. | JOB CODE: | TBA |
| 6. | BARGAINING UNIT: | 6 |
| 7. | POSITION AUTHORIZED: | Board Item A-2, April 16, 2008 |
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OCCUPATIONAL SUMMARY

This position reports directly to the Superintendent of schools and is responsible for the implementation of District initiatives regarding professional development, Special Education/Psychological Services and Student Services. This position has district-wide responsibility for planning, design and monitoring the implementation of educational services programs in the areas of special education and student services. Oversees all administrative, instructional and non-instructional professional development programs designed to improve abilities of the total workforce and thereby increasing student achievement. This position works in collaboration with local colleges and universities, non-for profit organizations and community organizations.

EXAMPLE OF DUTIES

1. Plans, organizes and directs operations which include: Professional Development, Special Education/Psychological Services, and Student Services.
2. Develops and recommends rules, regulations and directives for implementing special education, psychological services, student services, Medicaid and provides supervisory support to regions.
3. Provides oversight of all instructional and non-instructional professional development including administrator leadership development programs and teacher education programs/activities throughout the school system.
4. Ensures compliance with District, State, federal and Board requirements related to Professional Development, Special Education, and other departments within Professional Development and Educational Services.

5. Oversees the budget and dissemination of funds and resources to programs within Professional Development and Educational services.
6. Analyzes assessment data and service delivery data emerging from schools, regions and recommends appropriate professional development and/or educational support programs to improve areas as identified as deficient or minimal.
7. Performs other duties related to general administrative responsibilities and as assigned by the superintendent of schools.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: mobility, sitting, lifting, finger dexterity, grasping, repetitive motions, talking hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Master's degree in Education or related field.
2. Ten (10) years combined administrative and supervisory experience in a large organization.
3. Demonstrated ability to communicate effectively in both oral and written forms.

DRAFT**MIAMI-DADE COUNTY PUBLIC SCHOOLS****JOB DESCRIPTION****IDENTIFICATION INFORMATION**

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|----|------------------------|--|
| 1. | JOB TITLE: | Associate Superintendent, Intergovernmental Affairs and Grants Administration, and Community Services |
| 2. | DEPARTMENT: | Office of Intergovernmental Affairs and Grants Administration |
| 3. | IMMEDIATE SUPERVISOR: | Superintendent of Schools |
| 4. | PAY GRADE: | 27 |
| 5. | JOB CODE: | 0021 |
| 6. | BARGAINING UNIT: | 6 |
| 7. | POSITION AUTHORIZED: | Board Item A-3, August 18, 2004 |
| 8. | DATE OF LAST REVISION: | Board Item A-2, April 16, 2008 |
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OCCUPATIONAL SUMMARY

The Associate Superintendent reports directly to the Superintendent of Schools and is responsible for, the oversight of Intergovernmental Affairs, Grants Administration, Marketing and Title I Administration. This position functions as liaison between the School Board, Federal, State, and local governments and corresponding agencies; community and public advocacy groups concerning the School Board's legislative priorities. Secures supplemental and special funding to assist in supporting the educational programs and special projects of the Miami-Dade County Public Schools (M-DCPS); administers private, state and federally funded programs or grants; and monitors funded program operations.

EXAMPLE OF DUTIES

1. Assists with the development of policies for the school District.
2. Responds to issues designated by the Superintendent of Schools from governmental agencies, citizens' groups, individuals, and the business community.
3. Represents the Superintendent of Schools at local and out-of-county meetings with government agencies, professional organizations, advisory groups, and at conferences.

4. Coordinates the development, preparation and presentation of the School Board's annual state and federal legislative programs, as well as prepares periodic legislative reports for the Superintendent to the School Board.
5. Represents the School District at state and federal legislative hearings, and provides testimony when designated by the Superintendent of Schools.
6. Supervises, monitors, and evaluates the performance of Board-contracted state and federal lobbying firms.
7. Oversees the planning and implementation of programs under Title I, part A, C and D to ensure District and state standards are being met, and full compliance with the requirements under the No Child Left Behind Act of 2001.
8. Supervises the coordination and technical assistance for the development of grant proposals for funding through federal, state, local, and private sources, negotiates project funding levels, submits all required reports and monitors compliance with grant program and financial restrictions and requirements.
9. Maintains and supervises all relationships with state and federal agencies; monitors and recommends changes in pending state/federal legislation, rules, and regulations.
10. Supervises the development and implementation of the District-wide marketing plan.
11. Performs other duties related to general administrative responsibilities and as assigned by the Superintendent of Schools.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: sitting, mobility, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors and requires frequent in-county and out-of-county travel.

MINIMUM QUALIFICATION REQUIREMENTS

1. Master's degree in education or related field with certification in administration and/or supervision, or educational leadership or school principal.
2. Minimum of eight (8) years combined school-based regional and/or District administrative experience.

3. Two (2) years of professional experience in intergovernmental affairs and two (2) years of professional experience in grants administration.
4. Ability to communicate effectively in both oral and written form.

DRAFT**MIAMI-DADE COUNTY PUBLIC SCHOOLS****JOB DESCRIPTION****IDENTIFICATION INFORMATION**

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|----|------------------------|---------------------------------------|
| 1. | JOB TITLE: | Chief of Police and District Security |
| 2. | DEPARTMENT: | School Police |
| 3. | IMMEDIATE SUPERVISOR: | Superintendent of Schools |
| 4. | PAY GRADE: | 26 <u>25</u> |
| 5. | JOB CODE: | 0185 |
| 6. | BARGAINING UNIT: | 6 |
| 7. | POSITION AUTHORIZED: | Board Item A-1, February 13, 2002 |
| 8. | DATE OF LAST REVISION: | Board Item A-2, April 16, 2008 |
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OCCUPATIONAL SUMMARY

Manages the Miami-Dade County Public Schools (M-DCPS) Police Department; monitors, administers security and adjunct services to protect the School District's students, staff, and property. Assists Professional Standards, Personnel Management, Management and Compliance Audits, School Operations, and other offices as required.

EXAMPLE OF DUTIES

1. Hires, directs, and supervises police and security personnel throughout the District.
2. Reviews reports and makes recommendations for improvements.
3. Plans and reviews budget and expenditures.
4. Establishes and maintains effective working relationships with school officials, co-workers, law enforcement agencies, and the extended school community.
5. Represents department and district at community meetings.
6. Monitors the implementation of the mutual aid agreements with municipal police departments.
7. Serves as the district liaison between other Federal, State, and local law enforcement agencies.
8. Monitors and recommends Federal, State legislation and county and municipal ordinances.
9. Monitors the department's role as it relates to the Dade State Attorney's office Truancy Intervention Program (TIP).
10. Assists the Office of Professional Standards with personnel investigations.
11. Performs other duties related to general administrative responsibilities and as assigned by the Superintendent of Schools.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: climbing, bending, stooping, kneeling, twisting, reaching, sitting, standing, walking, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors and outdoors and requires frequent in-county travel.

MINIMUM QUALIFICATION REQUIREMENTS

1. A Bachelor's degree in criminal justice, public administration, or related field (Master's degree preferred).
2. Certified or certifiable in the State of Florida as a law enforcement officer under the Florida Department of Law Enforcement standards.
3. A minimum of 15 years of law enforcement experience and graduation from a police command school; i.e. FBI Academy, Southern Police Institute.
4. A minimum of seven years of supervisory experience as a Captain or above in an organization of comparable size and scope.
5. Broad range of experiences within law enforcement administration and extensive knowledge in the areas of juvenile delinquency community oriented policing; urban law enforcement, and strong managerial leadership skills.
6. Demonstrated ability to work collaboratively in a diverse cultural environment and to communicate, lead, and manage.
7. Ability to deal tactfully and effectively with others.
8. Ability to communicate effectively in both oral and written forms.

DRAFT**MIAMI-DADE COUNTY PUBLIC SCHOOLS****JOB DESCRIPTION****IDENTIFICATION INFORMATION**

1.	JOB TITLE:	Chief of Accountability and System-wide Performance
2.	DEPARTMENT:	Accountability and System-wide Performance
3.	IMMEDIATE SUPERVISOR:	Superintendent of Schools
4.	PAY GRADE:	26 <u>25</u>
5.	JOB CODE:	0056
6.	BARGAINING UNIT:	6
7.	POSITION AUTHORIZED:	Board Item A-3, July 14, 2004
8.	DATE OF LAST REVISION:	Board Item A-2, April 16, 2008

OCCUPATIONAL SUMMARY

Provides general leadership and direction for the District's data management and accountability systems, with specific overall responsibility for the Offices of Performance Improvement and School Quality Improvement.

EXAMPLE OF DUTIES

1. Aligns district-wide metrics with strategic goals, objectives, and initiatives.
2. Designs and implements District accountability systems, including School Improvement Plans (SIPs), to improve effectiveness of instruction and efficiency of support services and operations.
3. Designs and develops school, region, and function level scorecards as part of the District's internal accountability system and performance incentive pay system for Managerial Exempt Personnel.
4. Conceptualizes and directs research studies to facilitate policy formulation, decision making, and resource allocation at the Pre-K - 12 levels.
5. Collects, analyzes, interprets, and synthesizes data into information that helps guide policy and decision-making.
6. Designs and implements processes to integrate the Continuous Improvement Model (CIM) in all schools and non-school site locations to ensure a district-wide culture of continuous improvement.

7. Identifies opportunities for process improvement in district-wide functions by conducting needs assessments and benchmarking studies; and, collaboratively designing or re-designing processes based on best practices.
8. Prepares and disseminates reports and information regarding success stories and best practices in Miami-Dade County Public Schools.
9. Monitors and reports on performance metrics for the Superintendent's Performance Objectives and year-end evaluation as well as for District and function level performance indicators.
10. Monitors state and federal accountability mandates and ensures that functions are in compliance with regulations.
11. Performs other duties related to general administrative responsibilities and as assigned by the Superintendent of Schools.

PHYSICAL REQUIREMENTS

This is sedentary work which requires the following physical activities: sitting, standing, walking, talking, hearing and visual acuity. The work is performed primarily indoors and includes frequent travel.

MINIMUM QUALIFICATION REQUIREMENTS

1. Master's degree with a major in Educational Leadership and Administration, Curriculum Development and Evaluation, Human Resource Management, Organizational Development, Performance Improvement in Education, Business Administration, Research, Assessment and Data Analysis, or other fields related to the major duties of the position. Doctoral degree preferred.
2. A minimum of ten (10) years of progressively responsible administrative experience related to the major duties of the position.
3. Knowledge and experience in the design and implementation of effective accountability systems programs and technology within an educational organization.
4. Demonstrated ability to organize complex information and communicate effectively, both orally and in writing.
5. Understanding of the methodology and application of balanced scorecards within the public policy, business, and education sectors.

Page 3
Job Code 0056

6. Ability to select capable staff, to plan and coordinate their work efforts, and to lead them to perform high quality work.
7. Ability to work effectively with diverse individuals and groups.