

Dr. Rudolph F. Crew, Superintendent of Schools

SUBJECT: REQUEST THAT THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, REVIEW AND ADOPT THE SUPERINTENDENT'S GOALS, PERFORMANCE OBJECTIVES, AND EVALUATION INSTRUMENT FOR THE 2008-2009 YEAR, IN ACCORDANCE WITH THE SUPERINTENDENT'S EMPLOYMENT AGREEMENT

COMMITTEE: INNOVATION, EFFICIENCY & GOVERNMENTAL RELATIONS

LINK TO DISTRICT

STRATEGIC PLAN: IMPLEMENT ACCOUNTABILITY SYSTEMS TO IMPROVE ORGANIZATIONAL EFFECTIVENESS

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 2008-2009 have been developed and are being proposed by the Superintendent. These performance objectives are reflective of the strategic goals and prioritized reform initiatives delineated in the Board-approved District Strategic Plan 2005-2008 (Revised). These documents are attached herein for your consideration as part of this item.

The Superintendent's Performance Incentive Pay will be determined as the Board deems appropriate. Agenda Item A-2 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 2008-2009 year.

RECOMMENDED:

That The School Board of Miami-Dade County, Florida, review and adopt the Superintendent's goals, performance objectives, and evaluation instrument for the 2008-2009 year, in accordance with the Superintendent's Employment Agreement.

REVISED ²
A-2

Superintendent's 2008-2009 Evaluation

Proposed Performance Objectives		Did Not Meet Objective	Partly Met Objective	Mostly Met Objective	Completely Met Objective
Percentage of objective met	ACTUAL 2008	(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) Reading					
i) From 65% to 68% for grades 3-5	68%				
ii) From 55% to 58% for grades 6-8	58%				
iii) From 34% to 40% for grades 9-10	40%				
b) Mathematics					
i) From 67% to 70% for grades 3-5	70%				
ii) From 55% to 58% for grades 6-8	58%				
iii) From 60% to 63% for grades 9-10	63%				
2. Performance gap in reading between groups decreases (as measured by the increase in the percentage of students scoring at level 3 or above in reading on the FCAT for each subgroup)					
i) From 40% to 46% for Black subgroup	46%				
ii) From 56% to 59% for Hispanic subgroup	59%				
3. Percentage of students scoring 3 and above on the FCAT Science subtest increases					
i) From 39% to 44% for grade 5	44%				
ii) From 35% to 42% for grade 8	42%				
iii) From 29% to 36% for grade 11	36%				
4. Percentage of students scoring 4.0 and above on the FCAT Writing essay increases					
i) From 69% to 72% for grade 4	72%				} REVIS ED
ii) From 77% to 80% for grade 8	80%				
iii) From 59% to 62% for grade 10	62%				
5. Maintain ninety percent of schools earning an "A," "B," or "C" in school accountability grades					
6. Percentage of students retained in grade 3 is maintained at or below 10%					

Superintendent's 2008-2009 Evaluation

Proposed Performance Objectives		Did Not Meet Objective	Partly Met Objective	Mostly Met Objective	Completely Met Objective
Percentage of objective met	ACTUAL 2008	(0%)	(1-50%)	(51-99%)	(100%)
7. Percentage of students enrolled in advanced level courses (grades 9-12) increases					
i) From 20.2% to 22.2% for Black subgroup	20.2%				
ii) From 30.4% to 32.4% for Hispanic subgroup	30.4%				
8. Longitudinal graduation rate increases by 3 percentage points, from 63.1% to 66.1%	64.4				
9. Longitudinal drop-out rate decreases by 2 percentage points, from 11.6% to 9.6%	2.1%				
10. Number of students with 15 or more cumulative absences decreases, on average, by 3 percent for each Regional Center (i.e., 1400 fewer students are truant Districtwide)	11,425 or 18.8%				
11. Ratio of serious targeted incidents reported per 1,000 students is maintained below 10	9.94				
12. Expand the number of elementary schools offering Pre-Kindergarten programs that are aligned to the Ready Schools model from 77 to 100	77				
13. Number of grade 11 and 12 student Career Executive Opportunity (CEO) internships increases from 1138 to 1500 in years 1 and 2 cohort of 30 Secondary School Reform schools	1138				
14. Revised secondary school curriculum (grades 6-12) has a global perspective and is rolled out in all schools.	60%				
15. Expand District-operated alternative schools and programs and conduct a preliminary evaluation to establish baseline data regarding its impact	100%				
Goal 3: Actively engage family and community members to become our partners in raising and maintaining high student achievement.					
16. Number of Education Compacts with detailed outcomes increases from 9 to 12	9				
17. Convene the Education Council of International Cities (ECIC) congress and develop strategic plan	90%				
18. Increase the number of high school students served by mentors by 10% and increase contact hours by 10%	11/2 (110%)				
19. Develop and implement a countywide Cultural/Arts Compact in order to ensure the continued cultural and civic development of our youth	11/3 (110%)				

Superintendent's 2008-2009 Evaluation

Proposed Performance Objectives		Did Not Meet Objective	Partly Met Objective	Mostly Met Objective	Completely Met Objective
Percentage of objective met	ACTUAL 2008	(0%)	(1-50%)	(51-99%)	(100%)
Goal 4: Reform business practices to ensure efficiency, effectiveness, and ethical standards.					
20. 100% of fourth-year targets in the five-year Technology Plan/Blueprint are met for those projects budgeted	100%				
21. Complete the Enterprise Resource Planning System (ERPS) build, deliver, and operate phases for:					
i) Release 1 – Finance & Procurement at 100%	N/A				
ii) Release 2 – Human Resources and Payroll at 75%	N/A				
iii) Release 3 – Procurement at 75%	N/A				
22. 100% of fourth-year targets in the five-year Capital Plan are met for those projects budgeted	100%				
23. 100% of facilities maintenance plans for the previous Quarter for each Regional Center are completed	98%				
Goal 5: Recruit, develop, and retain high-performing, diverse and motivated faculty and staff.					
24. Year 2 of Board-approved, 3-year Teacher Recruitment Plan is implemented	100%				
25. Re-designed hiring processes for teachers are fully Implemented	N/A				
26. Year 2 of Board-approved Mentoring and Induction of New Teachers (MINT) program is implemented and the impact on retention is					
i) 92% for new teachers hired from an educational background	98%				
ii) 82% for new teachers hired from a non-traditional background	95%				
iii) 75% for all second year teachers	N/A				

Superintendent's 2008-2009 Evaluation

Standards Critical for Achieving Goals	Not Acceptable	Needs Improvement	Good	Excellent
Relationship with Board				
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				
Management of District				
I) Instructional Leadership				
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				
II) Management of Employees				
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				

Superintendent's 2008-2009 Evaluation

Standards Critical for Achieving Goals	Not Acceptable	Needs Improvement	Good	Excellent
10. Develops/Improves measures/tools for gathering feedback from employees.				
<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				