

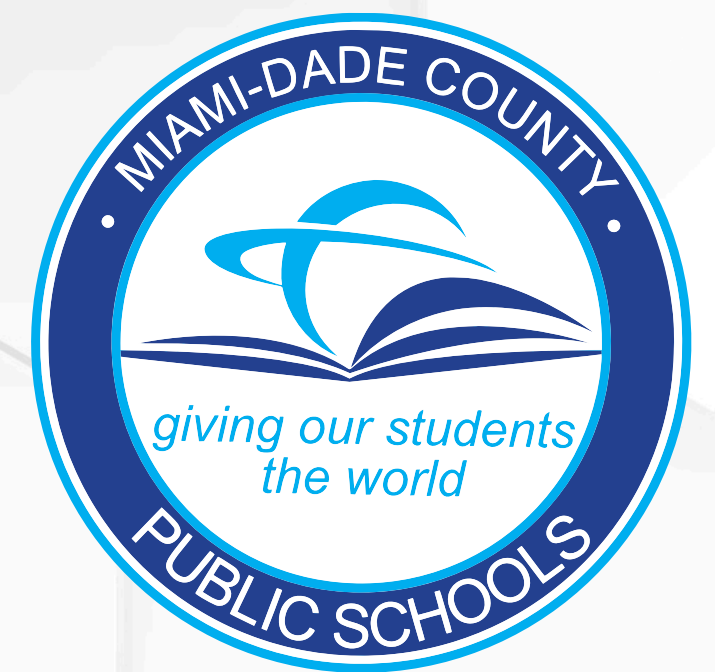
Paving a New Pathway in an Evolving Educational Landscape

MIAMI-DADE COUNTY PUBLIC SCHOOLS

School Board Workshop

Strategic Planning

October 20, 2025 (9:00AM to 1:00PM)





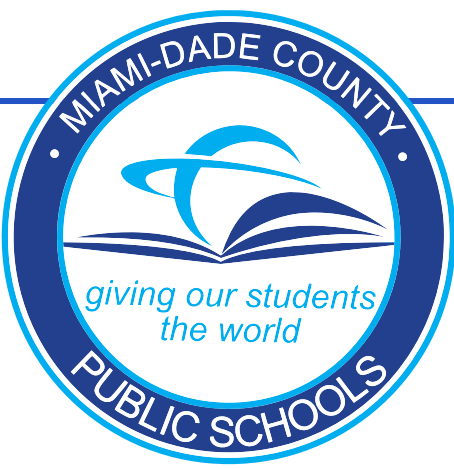
Miami's Education Ecosystem

Portrait of a Miami Graduate

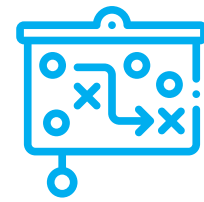
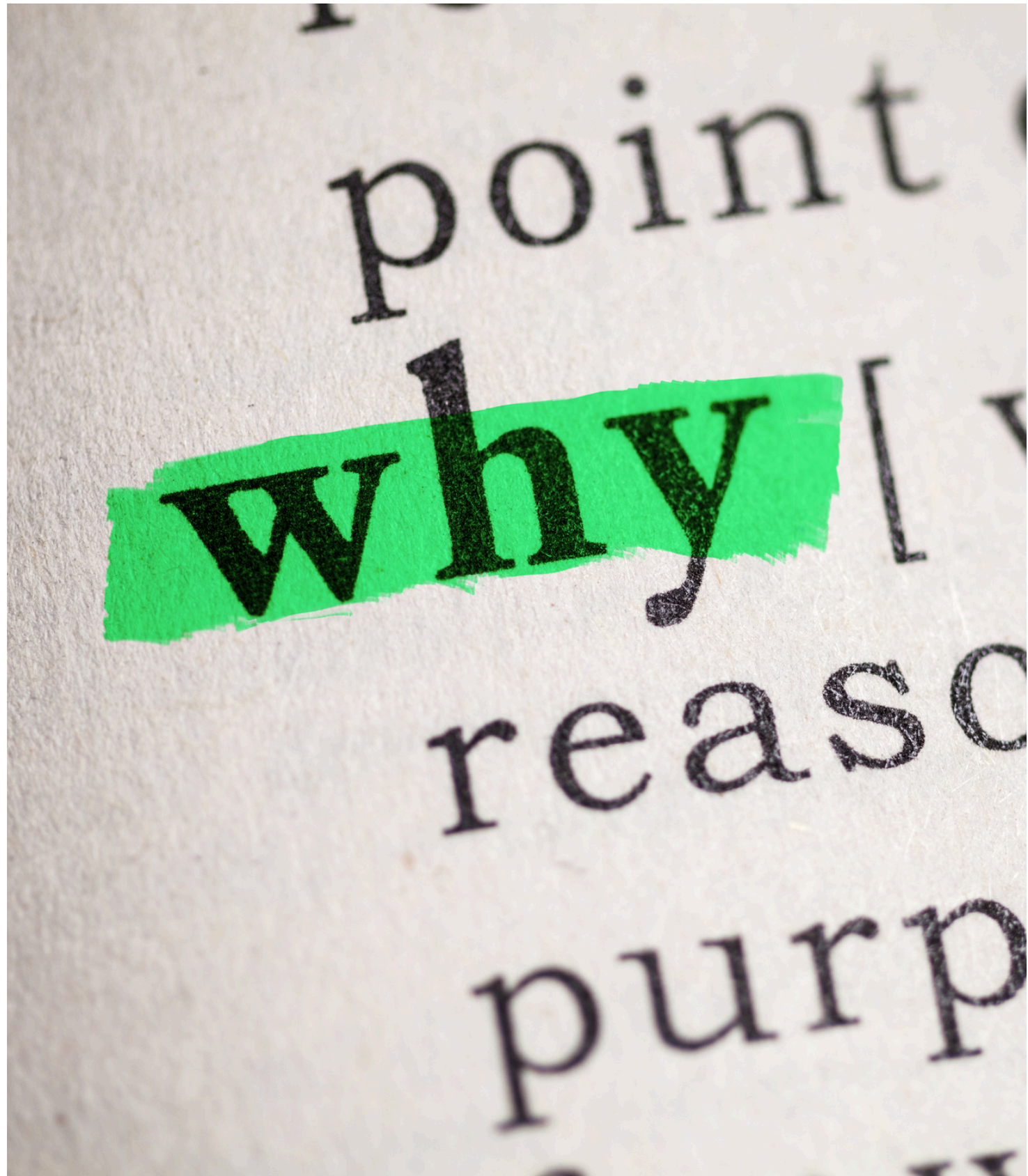
Learning happens everywhere—in homes, schools, workplaces, and cultural spaces, but no one shapes a child's future alone. Every child is full of potential, and it's up to all of us as families, educators, industry leaders, and community organizations to add the brushstrokes that help bring their Portrait of a Miami Graduate to life.

Together, we can create the opportunities, experiences, and support every child needs to thrive.





AGENDA



Introduction to the Next Strategic Plan Framework



Organizational Diagnostic Preliminary Findings



What is our "Why" Exercise



A NEW STRATEGIC PLAN FRAMEWORK

Connected to Miami's Education Ecosystem



From Insight to Action: Laying the Foundation for Our Next Strategic Plan

Sept 2023: Engaged parents and principals through the Your Best Choice Survey to identify the key features they value in a high-quality school.

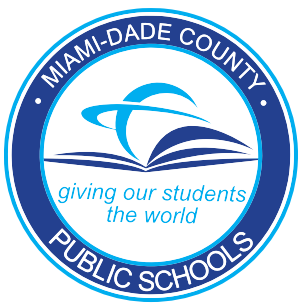
May–Sept 2024: Conducted surveys and focus groups with students, staff, families, and community partners to understand how people experience M-DCPS — what’s working well and where we can grow.

Oct 2024: Launched CANVAS Miami, regularly engaging a cross-bureau work group, nine pilot schools (one per voting district), and community partners to gather insights and data to inform strategic planning.

Mar 2025: Held “Start with Why” Cabinet Retreat to align leadership around our purpose and the next phase of strategic planning.

April–Sept 2025: Launched Portrait of a Graduate Surveys and Focus Groups to look beyond day-to-day operations and capture the community’s aspirations for the future of M-DCPS students.

Oct 2025: Held “Review, Reflect, and Elevate” Cabinet and Senior Leaders Workshop to examine community insight and shape priorities for the next phase of strategic planning.



Strategic Plan Timeline of Community Engagements

Partner Organizations

Students

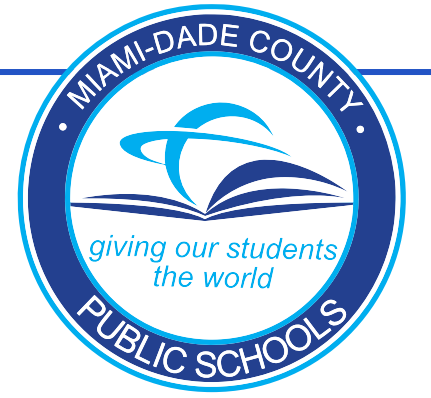
Parents and Families

Teachers and Staff

ALL GROUPS

KEY:





Stakeholder Input to Date

Over **192,000+** surveys completed by students, parents, teachers and staff, and community and industry partners.



70K Portrait of a Graduate Surveys



19K Stakeholder Experience Surveys



81K Student Perspectives Surveys



22K Your Best Choice Surveys

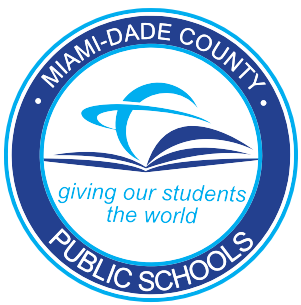


Stakeholder Input to Date

65 focus groups with 548 participants:



- **In-person and Virtual at schools in all 9 voting districts** and community locations.
- Focus groups were **held in English, Spanish, and Haitian Creole.**
- **Composed of:**
 - Students
 - Parents
 - Teachers, Staff, Administrators, and Senior Leaders
 - Industry and Community Partners
 - Private and Charter School Stakeholders



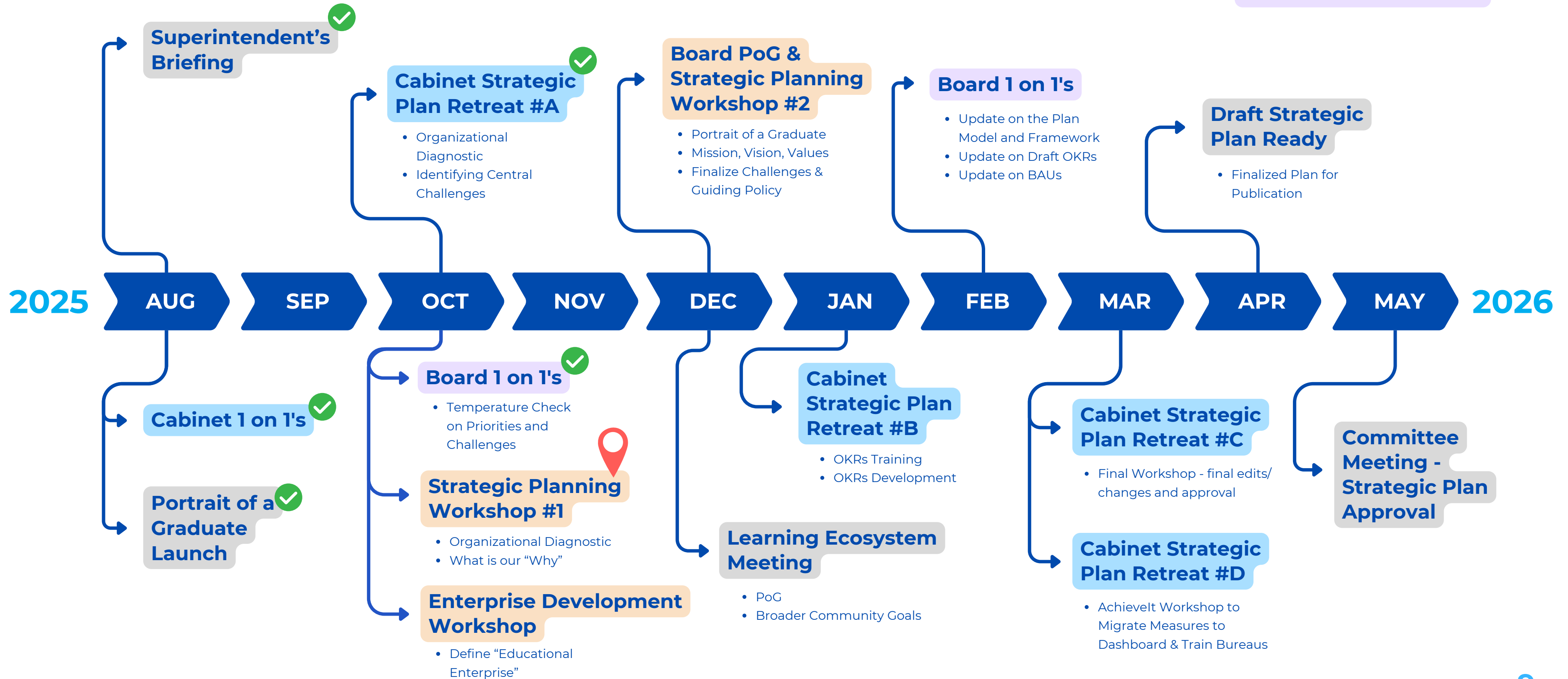
Strategic Plan Timeline of Leadership Engagement

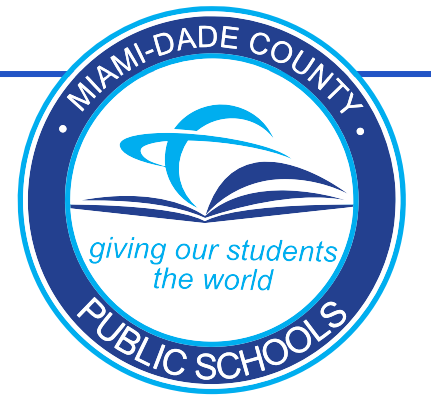
Cabinet & School Board

KEY:

Cabinet and Senior Staff

School Board Members





Our Current Plan

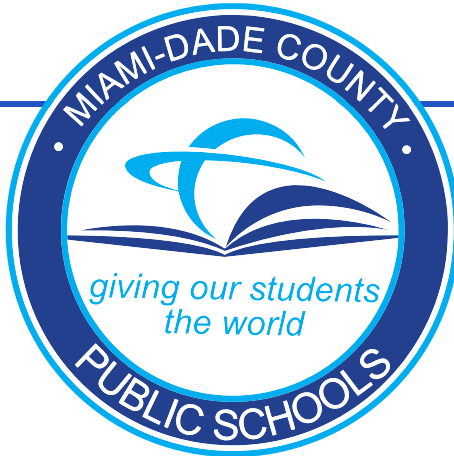
What We've Heard From You

What You Value:

- Mid-Year Updates and Annual Reporting
- Strong data visuals and narrative reporting that help connect the story to results
- Cross-bureau collaboration and opportunities for alignment
- Efforts to build transparency and structure around planning and monitoring
- End of year showcase of new initiatives to support strategic goals

What You'd Like to Strengthen:

- The plan could be more focused, with fewer, clearer goals tied to core challenges
- Measures can better capture outcomes and impact
- Cross-bureau alignment can be strengthened to increase collaboration and drive shared results
- Strategies should be more embedded in daily practice rather than separate initiatives



Strategic Plan Framework



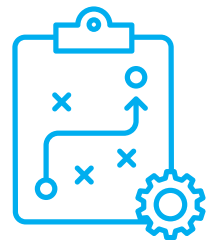
Our New Process



Keeps the student in focus through Portrait of a Graduate (PoG)



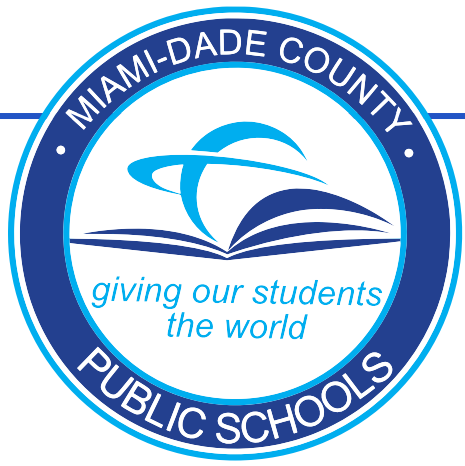
Aligns strategy around “Core Challenges”



Redefines “Strategy” and separates it from performance



Grounded in internal and external stakeholder input



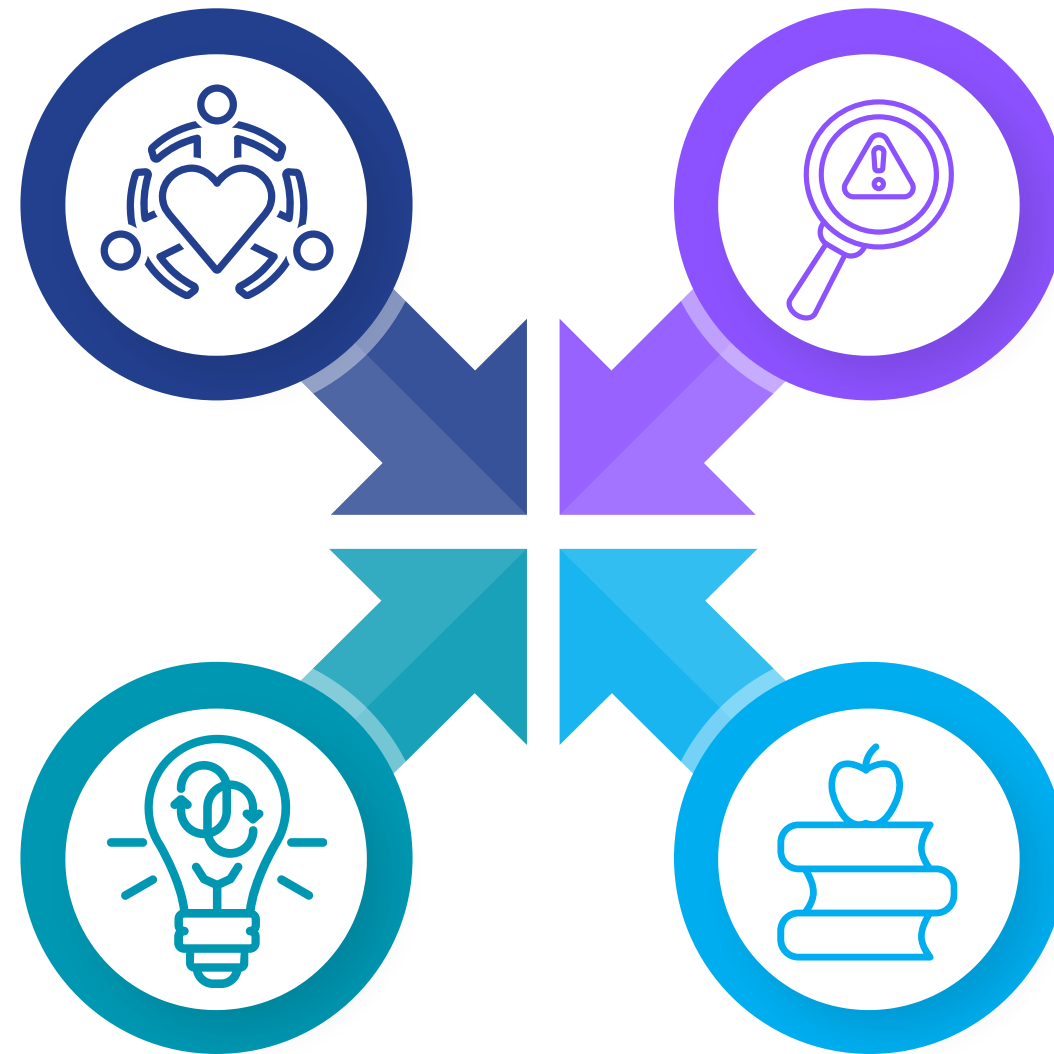
Strategic Plan Framework

COMMUNITY VOICE & PURPOSE

We begin by listening. Through a Portrait of a Graduate, we define the skills and character students need to thrive. Those insights become shared values that shape our Mission and Vision and guide how we build an aligned Education Ecosystem.

STRATEGIC DEVELOPMENT

Focus becomes strategy and a guiding policy sets clear priorities and clarifies where we will—and will not—invest our time and resources. A set of Objectives and Key Results (OKR) measures ensures both alignment to the most pressing challenges and visibility of progress.

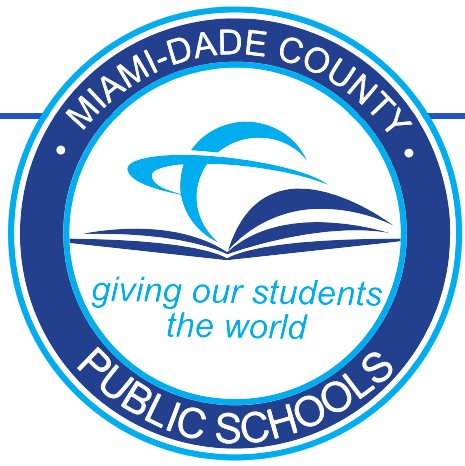


ORGANIZATIONAL DIAGNOSTIC

We look internally and across the broader landscape with thoughtful discipline. Through data and reflection, we surface core challenges to our mission and reframe them as opportunities that guide investment, shape practices, and define success for our students, staff, and community.

CORE BUSINESS DEVELOPMENT

We lead the daily work of education with intention and care. A focused set of key performance indicators (KPIs) tracks student outcomes, instructional quality, operations, finances, and the essential processes & systems that support learning every day. These measures reflect our values and drive consistent progress across the organization.



MIAMI-DADE COUNTY PUBLIC SCHOOLS Strategic Plan Framework



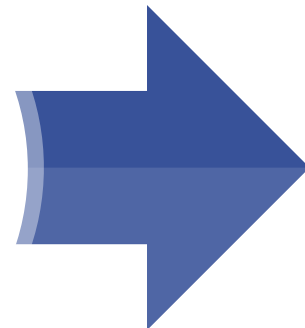
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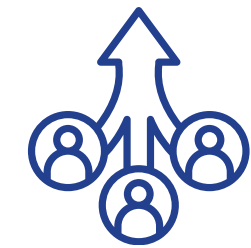
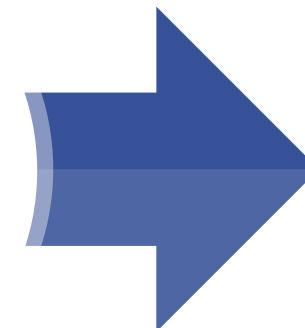
Community Input

- Community input is gathered through surveys and focus groups representing every neighborhood.
- This listening process surfaces the community's hopes, priorities, and shared aspirations for students.



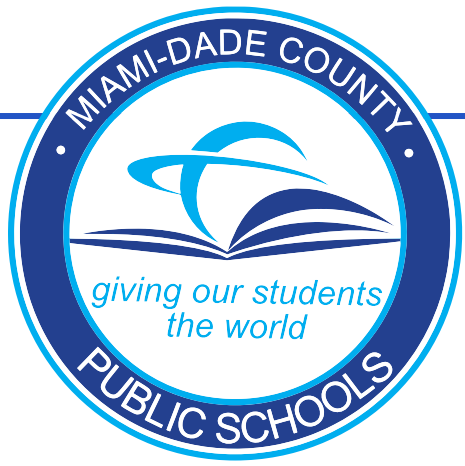
Portrait of a Graduate

- The Portrait of a Graduate reflects a collective vision for what our community wants for its young people.
- It becomes the foundation for defining our shared purpose and direction as a district.



Mission, Vision, & Values

- Insights from the Portrait shape our Mission, Vision, and Values.
- Together, they express what we stand for and how we'll move forward as one district, one community - an Educational Ecosystem of co-educators.

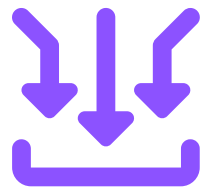


MIAMI-DADE COUNTY PUBLIC SCHOOLS Strategic Plan Framework



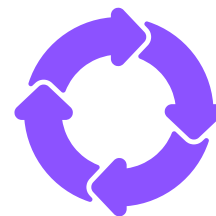
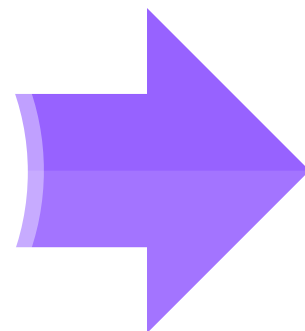
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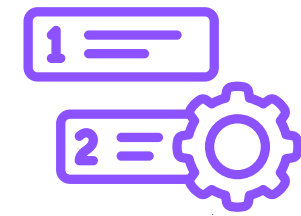
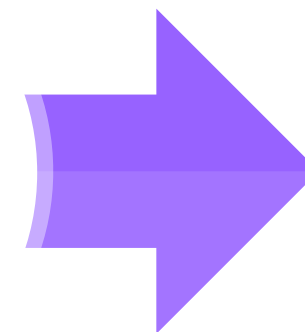
Data Collection and Prep

- Data is collected from School Climate Surveys, Strategic Plan Objectives, Stakeholder Input, and system reviews.
- Data is then processed and prepared for analysis.



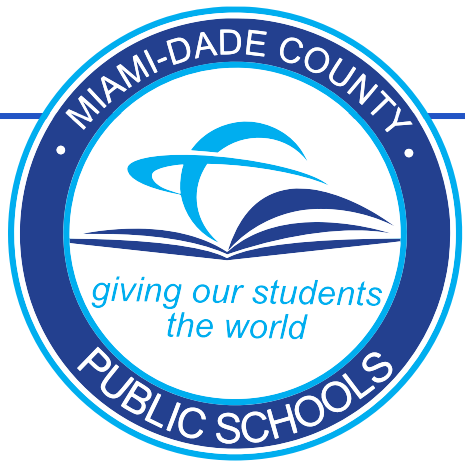
Diagnostic Process

- Data is then analyzed for patterns and insights.
- Root cause analysis is performed for key areas highlighted during preliminary data analysis.



Core Challenges

- Root cause analysis will reveal 2-3 core challenges from which all major organizational challenges originate.
- Core challenges will act as the strategic plan's focus areas.

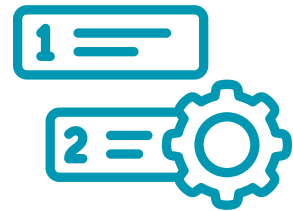


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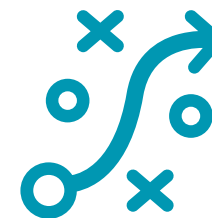
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Core Challenges

- Core challenges are analyzed to identify systemic patterns and leverage points for change.
- Stakeholders validate findings through dialogue and reflection, ensuring strategies address real needs and root causes.



Guiding Policy

- Translate core challenges into organization OKRs that define shared objectives and measurable results.
- Evaluate current processes for alignment to the OKRs to ensure coherence and impact.



Strategic Planning Measures

- OKRs translate the guiding policy into measurable goals that cascade through all departments.
- Shared dashboards efficiently track progress and drive accountability across bureaus.



MIAMI-DADE COUNTY PUBLIC SCHOOLS Strategic Plan Framework



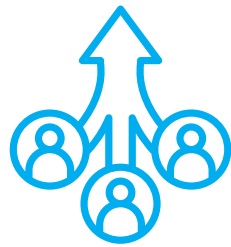
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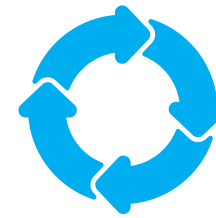
Educational Ecosystem

- We collaborate with families, higher education, business, and community partners to expand opportunities and supports that help every student thrive.



Mission, Vision, Values & Portrait of a Graduate

- Our Mission, Vision, and Portrait of a Graduate define our shared purpose and direction.
- They guide how every part of the organization works together to support student success.



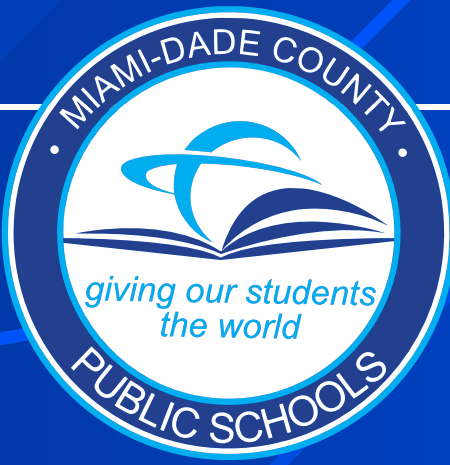
Alignment Process

- We connect daily work to our Mission and Vision through clear goals, measures, and accountability.
- Each body of work aligns its priorities to shared outcomes.

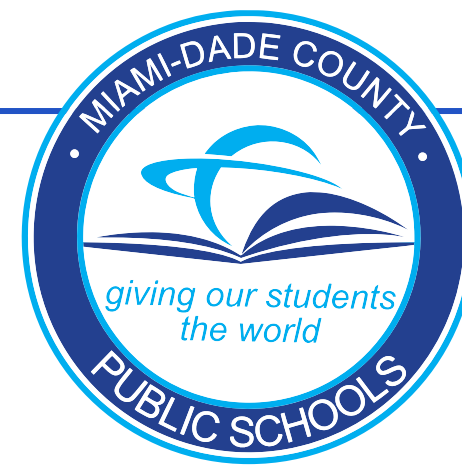


Core Business KPIs

- KPIs track student outcomes, instructional quality, operations, finances, and essential processes & systems.
- Ensure transparency, continuous improvement, and alignment with our values.



ORGANIZATIONAL DIAGNOSTIC PRELIMINARY FINDINGS



Key Findings

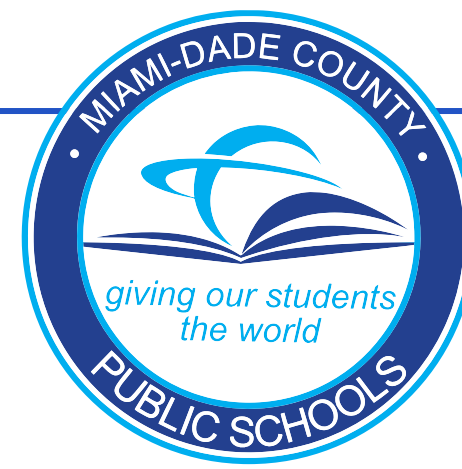
Academic Curriculum and Rigor

- Students and employees praised the district's curriculum as rigorous and effective in preparing students, particularly in magnet programs, which were noted for their academic depth and specialization.
- Focus group participants across stakeholder groups expressed positive feedback about the quality of the District's academic offerings.

Inclusive Services for Diverse Student Needs

- M-DCPS's commitment to providing resources and services for diverse student needs, including support for English Language Learners and students with disabilities, was identified as a key strength.





Key Findings

Positive Teacher-Administrator Relationships

- Teachers reported feeling supported by their principals, which fosters a collaborative and encouraging work environment that positively impacts teacher satisfaction and retention.
- Strengthening these relationships through open communication, feedback, and collaborative decision-making can enhance the school climate.

Support for Overall Wellbeing

- Stakeholders expressed appreciation when teachers and staff were available to address academic and emotional challenges effectively through peer mentorship, mental health support, and partnerships with local organizations.





Key Findings

Accessibility and Affordability

- M-DCPS was recognized for its accessibility in terms of location and as a zero-cost education option.
- Services such as transportation, free or reduced-cost lunch programs, and programs for special needs students were frequently cited as advantages.
- Strong Exceptional Student Education (ESE) programs and services, allow M-DCPS to serve a broader community.

Community and External Partnerships

- Community partners expressed satisfaction with their relationship with M-DCPS, noting that they intend to continue their partnerships with M-DCPS to support district goals and enhance student experiences.





Key Findings

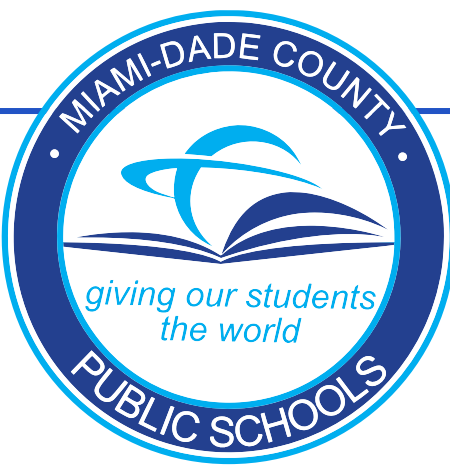
Strategic School Size Management

- It is essential to balance academic programs and extracurricular offerings across schools of various sizes, ensuring students have access to well-rounded education options regardless of their school's enrollment.

Targeted Outreach and Language Accessibility

- Simplifying the enrollment process and improving communication with families, particularly through multilingual outreach and online platforms, can foster better relationships with parents and encourage enrollment.





Key Findings

Compensation

- Employees across all levels highlight compensation relative to cost-of-living as a central challenge.
- Employees are frequently recruited for similar roles in other sectors with better compensation and working conditions.





Key Findings

Staff Development and Support

- Perception of on-the-job coaching for new administrators could be strengthened.
- Enhancements in school-site support for new teachers could increase retention.
- Investing in training and professional development opportunities for non-instructional staff and offering clear pathways for career advancement can help retain employees.
- Cross-functional training opportunities would help administrative staff expand skill sets, improving operational flexibility and organizational expertise.





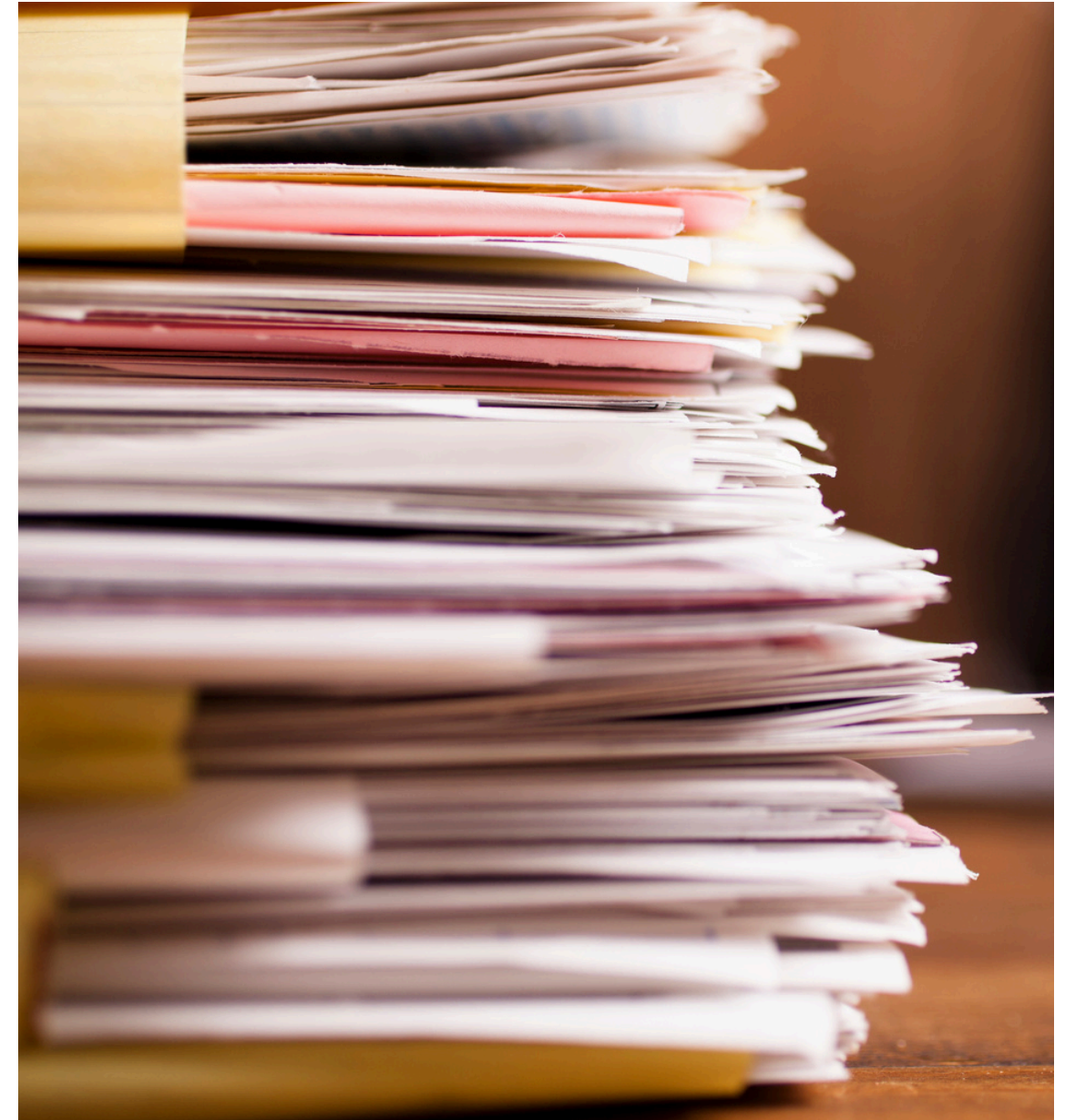
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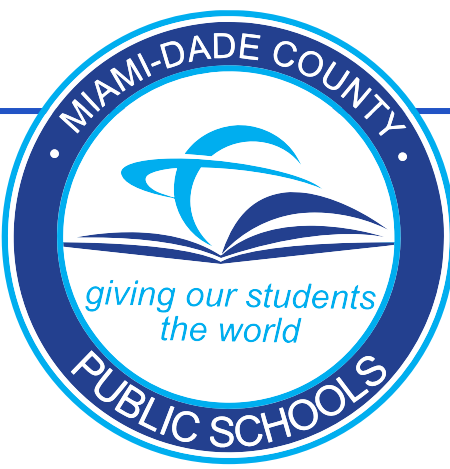
Administrative & Bureaucratic Barriers

- Community Partners face challenges with complex affiliation processes and district-level communication.

Modernizing Operations

- AI-enhanced administrative processes and workflow automation can reduce workload and improve efficiency.





Key Findings

Safety Concerns

- Most safety concerns raised by students were related to being fearful of a school shooting.
- Parents are concerned with school discipline practices impacting overall school safety.

Facility Conditions

- Facility maintenance challenges exist at some schools.





Key Findings

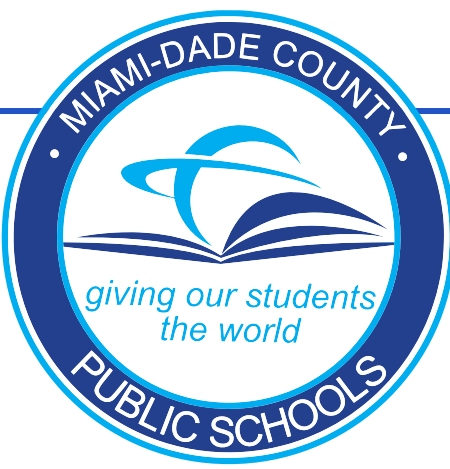
Perception of Enhanced Individualization and Specialized Programs

- Charter and private schools can project an image of innovation and personalization that appeals to families.

Implications of Enrollment Loss

- Reduced enrollment affects the district's ability to sustain current operational levels.





Key Findings

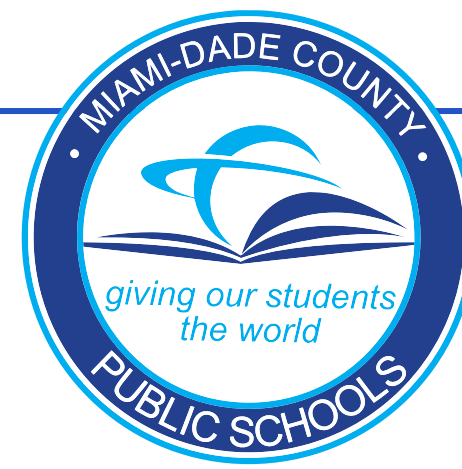
Pressure on Teacher Compensation

- With less funding, district schools face challenges.
- The competitive draw of alternate school models may be perceived to offer better conditions to teachers.

Employee Recruitment and Retention Amid Competitive Job Markets

- The broader job market, including flexible work opportunities, and the cost of living in South Florida, provide compelling alternatives for employees.





Key Findings

Hands-on Learning and Internships

- Hands-on and performance-based experiences such as culinary competitions, show choir, debate/public speaking, and sports were repeatedly identified as key to the student experience.
- Stakeholders want more paid internships, job-shadowing, and on-campus roles tied to interests.

Civil Discourse, Resilience, and Extracurriculars

- Debate/public speaking, project-based learning, student government, sports, music, theater, and community service were cited as the most reliable engines for confidence, teamwork, and cross-cultural understanding.
- Emphasis was placed on the importance of teaching students practical strategies to build resilience and professional learning for teachers to foster a classroom culture where seeking support and building confidence are encouraged and normalized.



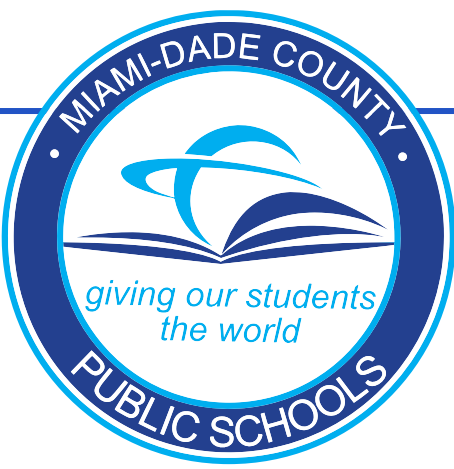


Key Findings

Community Partnership and Engagement

- Hands-on, public-facing work such as internships, service, performances, debates, and robotics/showcases forces students to plan, communicate, and handle feedback.
- Staff want a vetted directory of partners with alignment to curricular units so teachers can scale experiences without complex effort.
- Staff highlighted partnerships that gave students direct exposure to the world of work and civic life by setting professional expectations, broadening empathy, and practicing leadership: such as hospital rotations, government and courthouse visits, and collaborations with nonprofits offering service opportunities.





Key Findings

Industry Partners Insight

- Partners see bright spots in attitude and willingness to learn, but flagged gaps in writing (grammar, e-mail basics) and punctuality/attendance. Some students hesitate with difficult customer interactions or rely on tools instead of authentic communication.
- Partners recommended more authentic exposure: industry talks, tours, role-plays, externships, and mentored projects to build communication confidence and reveal the realities of pace, safety, and standards.





Key Findings

School Climate

- School climate, as perceived by staff and parents, impacts enrollment and retention, with teacher perceptions showing the strongest correlation.
- Varying ratings suggest a need for improved school culture and engagement at some locations.
- Most schools show stable climate ratings across six years, with a decline in 2023 followed by recovery in 2024, indicating district resilience and effective stabilization efforts.





Key Findings

School Quality and Portfolio

- Emphasis on continued focus on student proficiency in reading and math, scaling what's working in A-school practices and continuing to prioritize clear subgroup growth targets with early-warning indicators.
- Principals were described as needing to balance instructional leadership with marketing, community engagement, branding, operations, and business acumen in an increasingly competitive environment.
- Feedback suggests the need for a shift toward school-level marketing and hands-on support, engaging partners, municipalities, and legislators to co-create messaging that reflects local identity and builds loyalty.



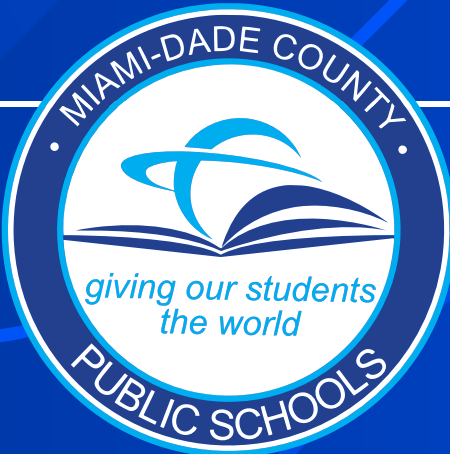


Key Findings

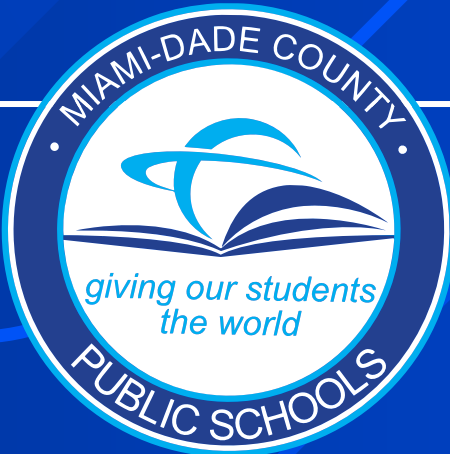
Systems and Processes

- Efforts to streamline workflows are seen as key to improving efficiency and stakeholder satisfaction, with continued attention to quality-control standards and ongoing monitoring.
- Alignment between real-estate strategy and academic portfolio decisions emerged as an area of focus, guided by clear, data-driven guardrails for co-location and school re-envisioning efforts.
- Application of Artificial Intelligence was discussed as a means to accelerate literacy, learning, and operational efficiency, with emphasis on embedding ethics and safeguards into practice.

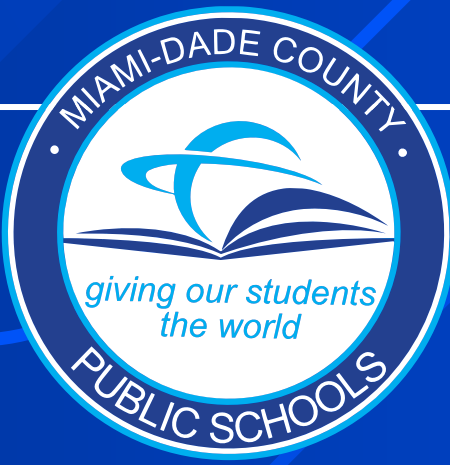




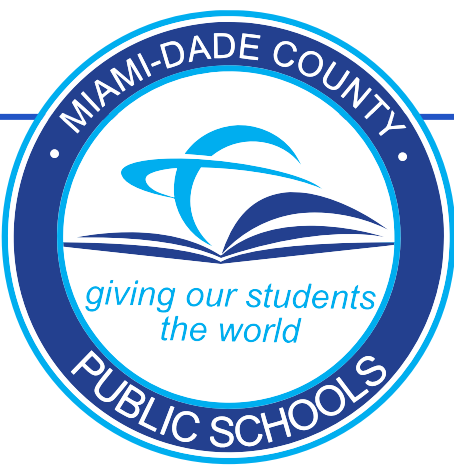
BREAK



REFLECTION



DEFINING OUR ORGANIZATION'S WHY



Golden Circle

WHY



This is your purpose or core belief; it explains the deeper reason your organization exists.

HOW

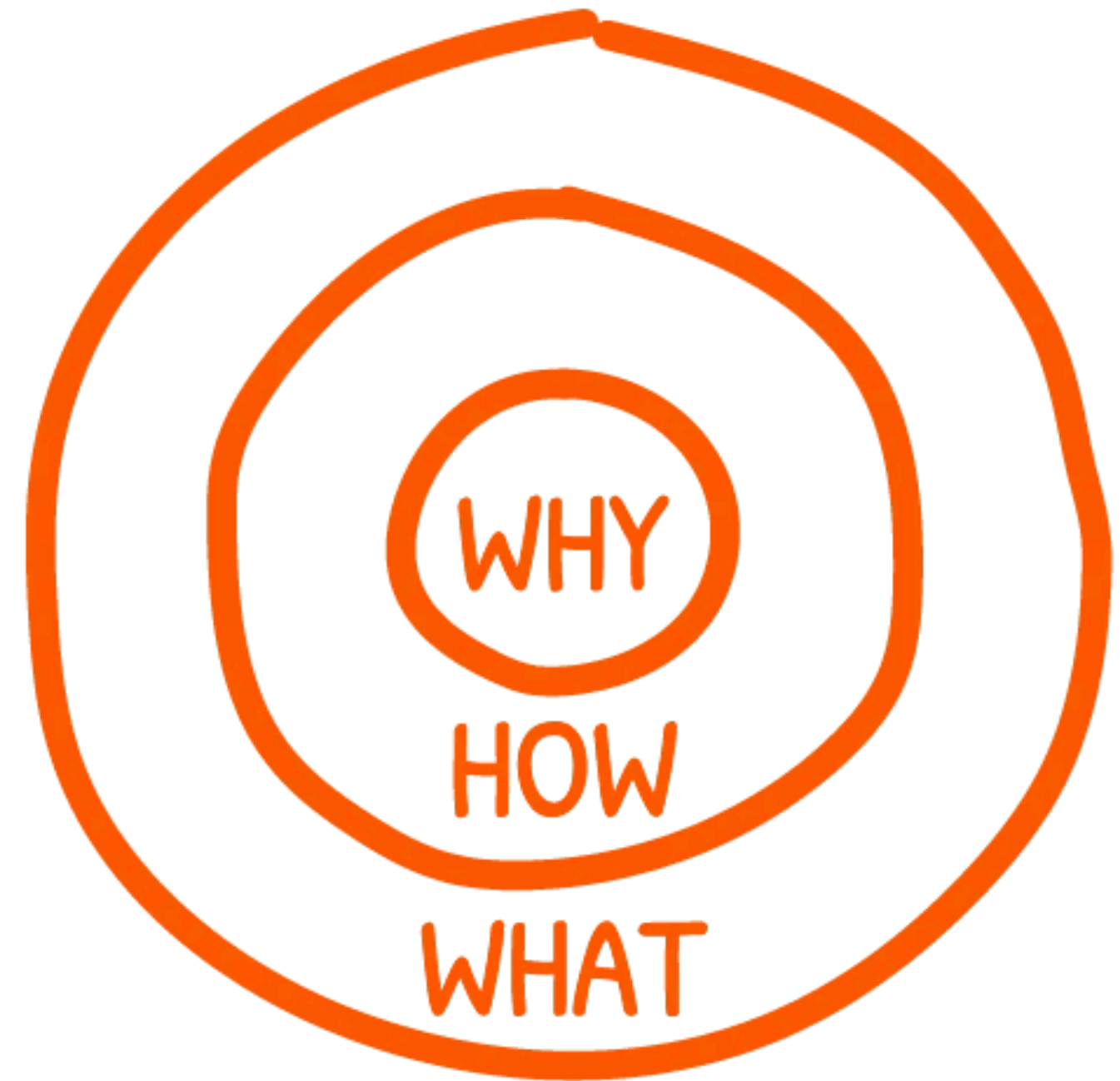


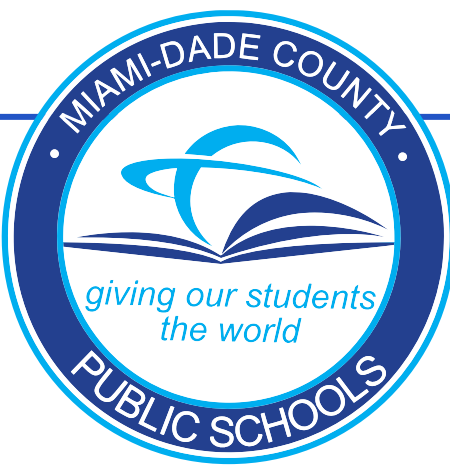
These are the guiding principles or methods that define how you realize your “Why” and bring it to life.

WHAT



This refers to the tangible products, services, or outputs you offer, which serve as the end result of your “Why” and “How.”





What is our WHY?

Purpose of this discussion

Everything in our next Strategic Plan will flow from one central idea — our shared “Why.”

This is our deeper purpose as an organization — the reason we exist.

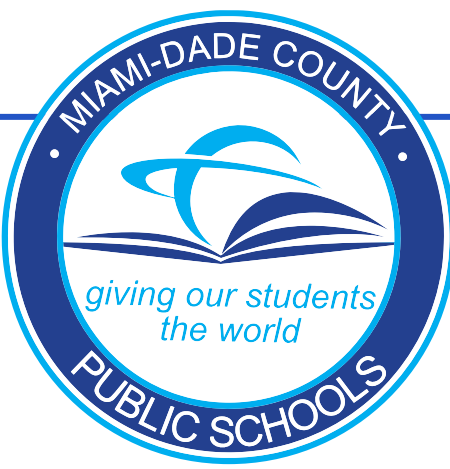
Why this matters

- Brings focus and alignment to all future goals and decisions
- Reflects the voice of the Board, district employees, and the Educational Ecosystem.
- Anchors our Mission, Vision, and Values



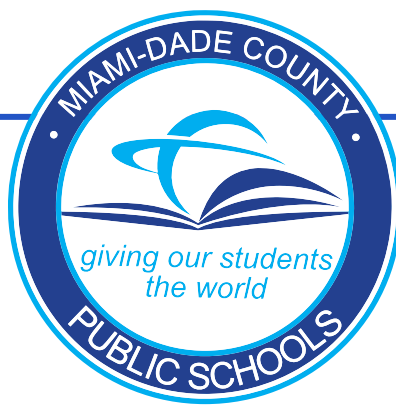
Key Themes

- **Community Impact** – Schools are the cornerstone of Miami-Dade, vital to our neighborhoods and civic life.
- **Future Leaders & Citizens** – We shape the next generation to lead with empathy, purpose, and skill.
- **Excellence & Opportunity** – Every child deserves literacy, confidence, and access to high-quality options.
- **Leadership at the Core** – Strong, proactive leaders and responsive systems drive our success.
- **Public Pride & Innovation** – Quality, transparency, and legacy keep families choosing public schools.



Finding Our Shared Why

Grounded in your input — here are several ways to express the purpose behind our work. *What resonates most?*



#1

“Our schools are the uplifting force of Miami-Dade — uniting all families, inspiring service, and strengthening the bonds that hold our community together. Public education is where unity, opportunity, and shared progress begin.”

#2

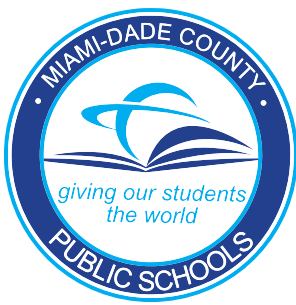
“M-DCPS schools are incubators for the real world where young people learn, lead, and contribute to something larger than themselves. Through creativity, collaboration, and problem-solving, we prepare all students to be productive citizens who will shape the future of our community.”

#3

“We ensure every child, regardless of background, has access to the education, support, and belief needed to dream big and achieve those dreams. Our schools open pathways to the American Dream and cultivate a lifelong journey of learning, growth, and purpose.”

#4

“We educate not only to prepare for college and career, but for citizenship and civic engagement, empowering students to think critically, act ethically, equipping every learner to lead with empathy, creativity, and purpose in an ever-changing world.”

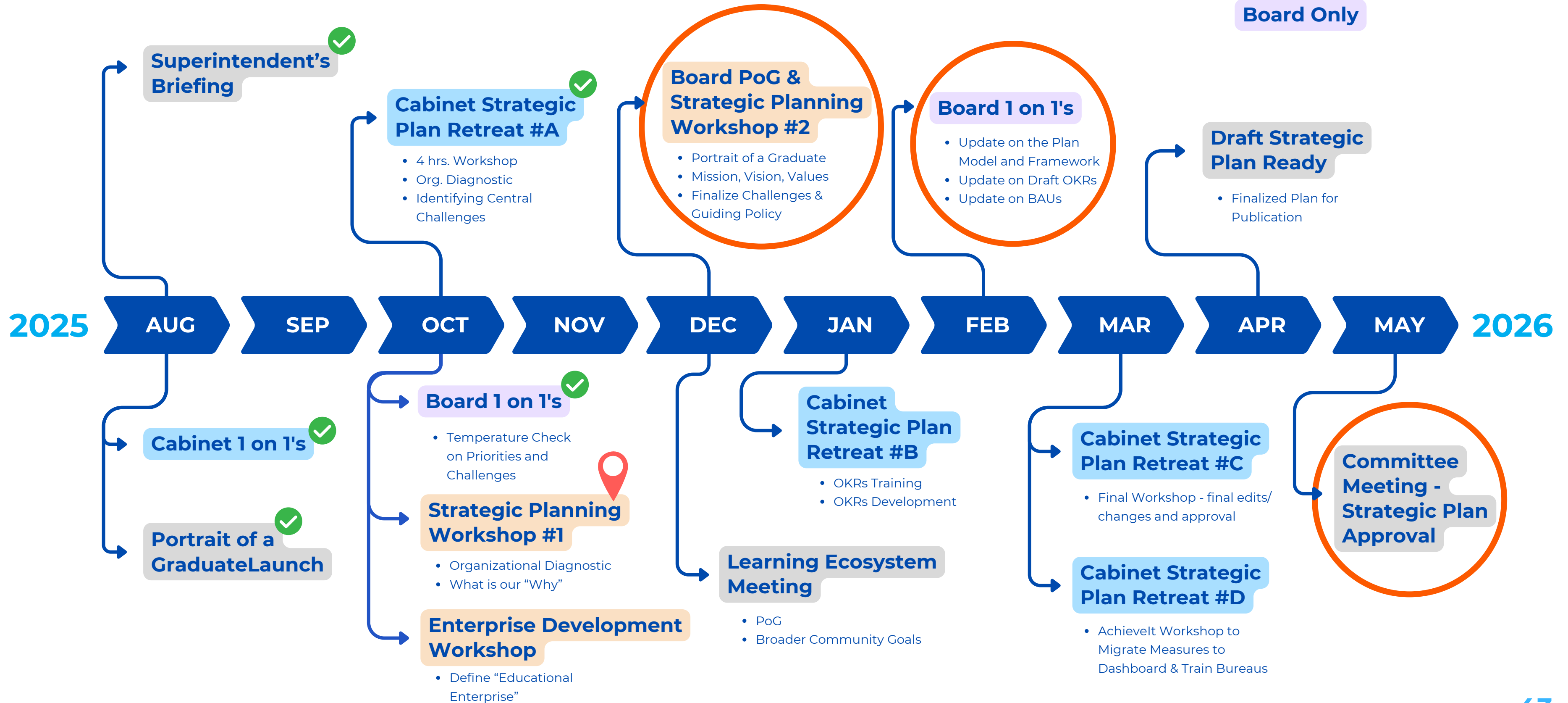


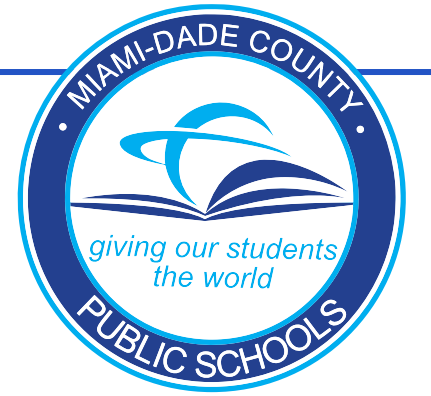
Strategic Plan Timeline of Leadership Engagement

Cabinet & School Board

KEY: Cabinet Only

Board Only

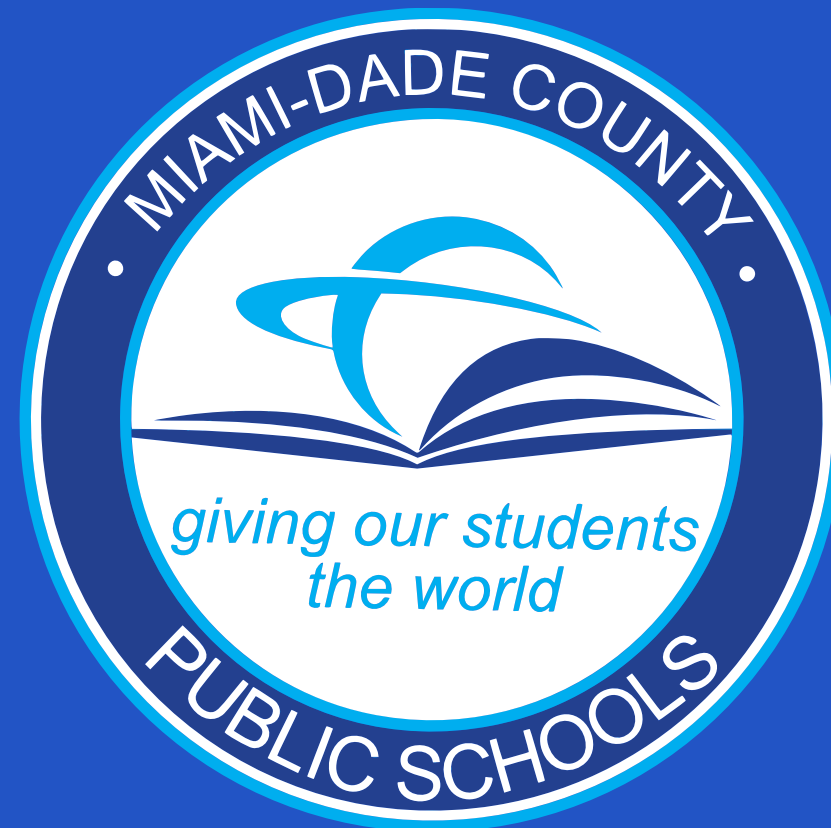




What's Ahead in the Strategic Planning Process

Timing	Engagement	Purpose/What to Expect
Ongoing — Fall 2025	Board 1-on-1 Conversations	Continued engagement with each Board Member to gather feedback, surface priorities, and ensure your perspectives shape the next phase of the plan.
December 2025	Board Strategic Planning Workshop #2	Review Portrait of a Graduate data and finalize the Portrait; examine community and organizational diagnostic findings; identify core challenges to address in the plan, and build out a guiding policy that will align the organization's strategy.
Spring 2026	Final Board Workshop: Strategic Plan Development	Review the plan measures, performance and strategic, and finalize the plan direction.

Thank You



“Strategy is about making choices, trade-offs; it’s about deliberately choosing to be different.”

-Michael Porter
