

Mr. Roberto J. Alonso, Board Member

SUBJECT: DEVELOPMENT OF A LEADERSHIP PROFILE OF OUR NEXT SUPERINTENDENT

COMMITTEE: PERSONNEL, STUDENT, SCHOOL & COMMUNITY SUPPORT

LINK TO STRATEGIC PLAN: EFFECTIVE & SUSTAINABLE OPERATIONAL PRACTICES

Miami-Dade County Public Schools (M-DCPS), as the third largest school district in the United States, operates within an increasingly complex and rapidly evolving educational landscape. The district faces significant challenges and opportunities related to student achievement, workforce readiness, operational excellence, innovation, fiscal stewardship, and community trust. At the center of addressing these challenges is the leadership of the Superintendent, whose role is critical to advancing the district's long-term vision and strategic priorities.

Over the past several years, M-DCPS has realized meaningful progress under the leadership of Superintendent Dr. Jose L. Dotres. Most recently, the Florida Department of Education reported that all public schools combined in Miami-Dade County achieved a record-high graduation rate of 93.1% for the 2024-2025 school year, an increase from 91.8% the prior year, and the highest on record for the community. District traditional schools again exceeded 95% for the fourth consecutive year, reflecting sustained improvement across student groups. In addition, district assessment results reported by the district show gains in the percentage of students scoring at grade level or above, including growth in FAST ELA Reading performance across grade levels and stronger performance than the state in key elementary grades, including Grade 3.

In parallel, the district has continued expanding and strengthening options that meet students where they are and prepare them for the future, including a robust portfolio of magnet and choice programs and additional opportunities for families to access magnet seats. The district has also advanced workforce readiness through its technical colleges and career pathways, supported by targeted state investments. For example, the district received \$8.3 million through the Workforce Development Capitalization Incentive Grant to create and expand K-12 and postsecondary dual enrollment workforce development programs, and additional grant funding to expand pre-apprenticeship and apprenticeship opportunities in high-demand fields, including an approved secondary pre-apprenticeship pathway in Data Scientist.

The selection of the district's next Superintendent represents one of the most consequential responsibilities entrusted to the School Board. As the current Superintendent approaches retirement and the district prepares for a new era of leadership, it is essential that the Board engage in a deliberate, transparent, and thoughtful process to define the leadership attributes, competencies, and values required to successfully lead M-DCPS forward. This effort is not a response to failure. It is a transition grounded in respect for strong leadership and a commitment to identify a successor who can sustain momentum, build on measurable progress, and accelerate outcomes for students.

This item seeks to authorize the development of a Leadership Profile for the District's next Superintendent. The Leadership Profile will serve as a foundational document that clearly articulates the Board's expectations for future leadership, aligns those expectations with the

district's long-term strategic plan, and ensures continuity between the district's adopted goals and the superintendent selection process.

This process is intended to be Board-led and community-informed. While the Board retains full responsibility for the selection of the Superintendent, meaningful input from parents, students, educators, and community stakeholders is essential to ensure that the Leadership Profile should reflect the skills required to lead a large, diverse district in an era of rapid technological, workforce, and instructional change of the Miami-Dade community. Structured engagement will help ensure that the profile is both aspirational and grounded in the real needs of the district.

Given the significance of this responsibility and the Board's fiduciary duty, it is important that this effort remain independent of the district's administration to potential bias and preserve the integrity of the process. The Board Chair, in coordination with legal counsel, will facilitate this work on behalf of the Board and identify an independent body or consultant to support stakeholder engagement, gather and synthesize input, and assist in developing a clear and actionable Leadership Profile.

To promote transparency and collaboration, this process should include a minimum of one publicly noticed Board workshop, with the option to convene additional workshops as appropriate. These workshops will allow Board members to collaborate on leadership expectations and, where appropriate, provide structured opportunities for community engagement. No Leadership Profile shall advance without formal review and approval by the full School Board.

This item has been reviewed and approved by the Office of the General Counsel as to form and legal sufficiency.

**ACTION PROPOSED BY
MR. ROBERTO J. ALONSO:**

That The School Board of Miami-Dade County, Florida:

1. Authorize the development of a Leadership Profile for the district's next Superintendent aligned with the district's long-term strategic plan;
2. Authorize the Board Chair, in coordination with legal counsel, to lead this process on behalf of the School Board and to identify and engage an independent body or consultant to support stakeholder engagement, synthesize input, and development of the Leadership Profile.
3. Provide that the full School Board be engaged throughout the process of the development of the Leadership Profile and that no final profile advance without formal School Board review and approval and;
4. Require a minimum of one publicly noticed Board workshop, with the option for additional workshops as appropriate, to allow for the Board collaboration and structured community engagement; and
5. Authorize the Board Chair, in coordination with legal counsel, to develop and provide to the School Board a report describing the plan and timeline for the development of the Leadership Profile.