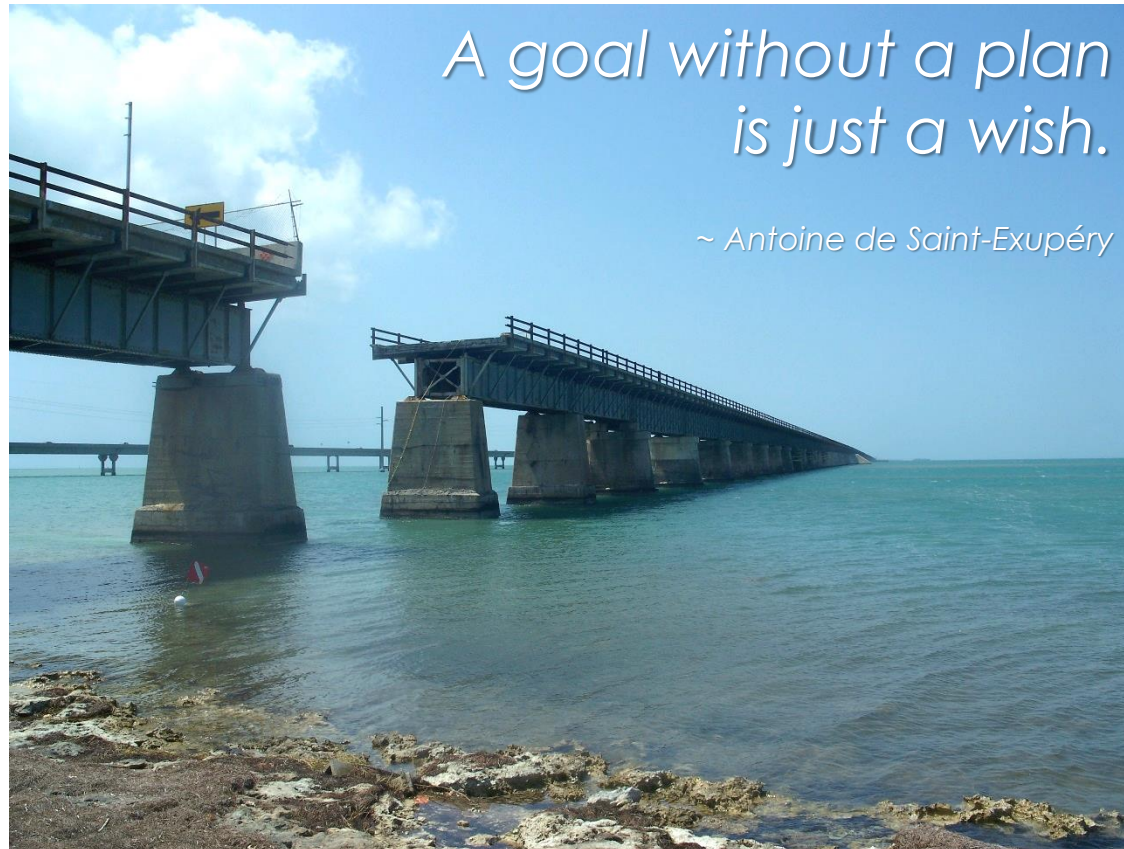


2017-18 Annual Outcomes Report & 2019-22 Strategic Plan Kickoff



Dr. Deborah Posner, Executive Director



*A goal without a plan
is just a wish.*

~ Antoine de Saint-Exupéry

Objectives for Board Input



- Feedback on 2017-18 Strategic Plan progress
- Feedback on 2019-22 Strategic Plan process
- Vision and priorities for 2019-22

Values, Vision, and Mission



What the organization believes; its “ethos” or “core” philosophies



How the organization “sees” these beliefs made evident in the real world



What the organization will do to make these core values and their implications into a reality

Current BCPS Vision



OUR VISION

Our vision statement vividly describes our ideal environment and outcomes—a picture of the future we want to create. It inspires, energizes and provides a long-term view.

**Educating
today's students
to succeed in
tomorrow's world.**

OUR MISSION

Our mission statement defines our purpose—why we exist and what we do to achieve our vision. It provides direction and focus, and helps guide all goals and decisions. It reminds us why we do the work we do.

**Broward County Public Schools
is committed to educating
all students to reach
their highest potential.**

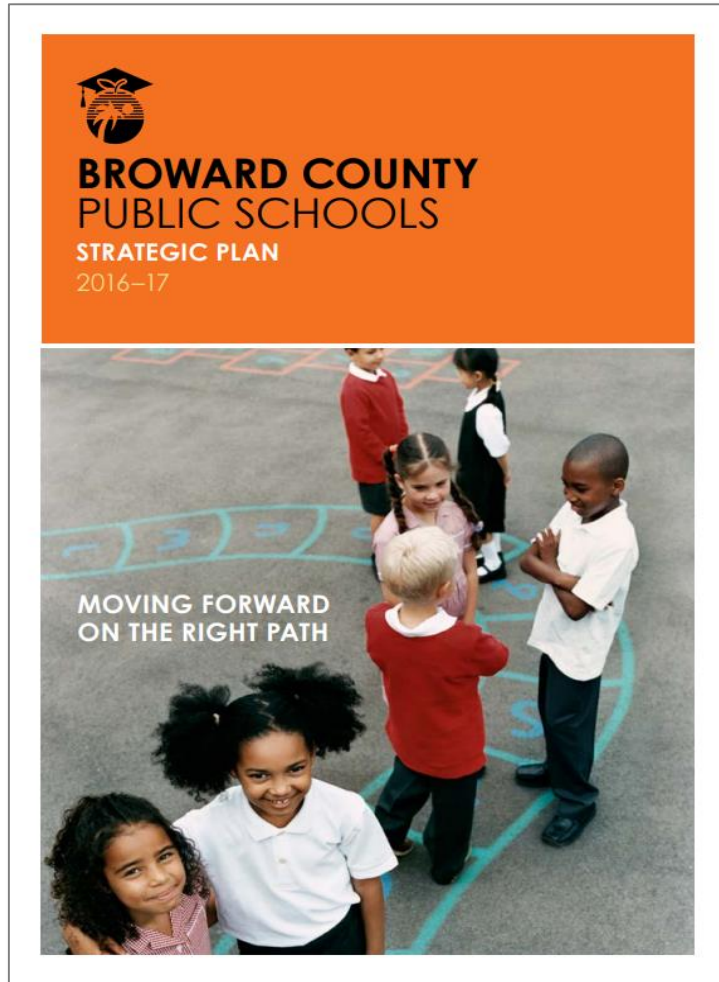
Current BCPS Values



OUR VALUES

- > All students will learn when their individual needs are met
- > Learning is a lifelong process
- > Every student has a right to a high-quality educational option
- > Engaged families combined with highly effective teachers and school leaders are the core components of a successful school
- > Positive character education is essential to whole child development
- > The diversity of our community is valuable and must be embraced
- > Students must be prepared as innovative thinkers and responsible citizens to compete in a global economy
- > High-quality customer service is a critical component of high-quality education
- > Positive stakeholder involvement enhances student achievement
- > Everyone must be held to the highest ethical standards to achieve excellence
- > Everyone must contribute to and be held accountable for student achievement
- > An equitable education provides all necessary resources to meet student needs
- > All District services must clearly tie to student achievement
- > Respect and dignity are critical, both in and out of the classroom
- > Public education is the foundation of a democratic society
- > It is essential that the District develops an informed, engaged, and responsible citizenry

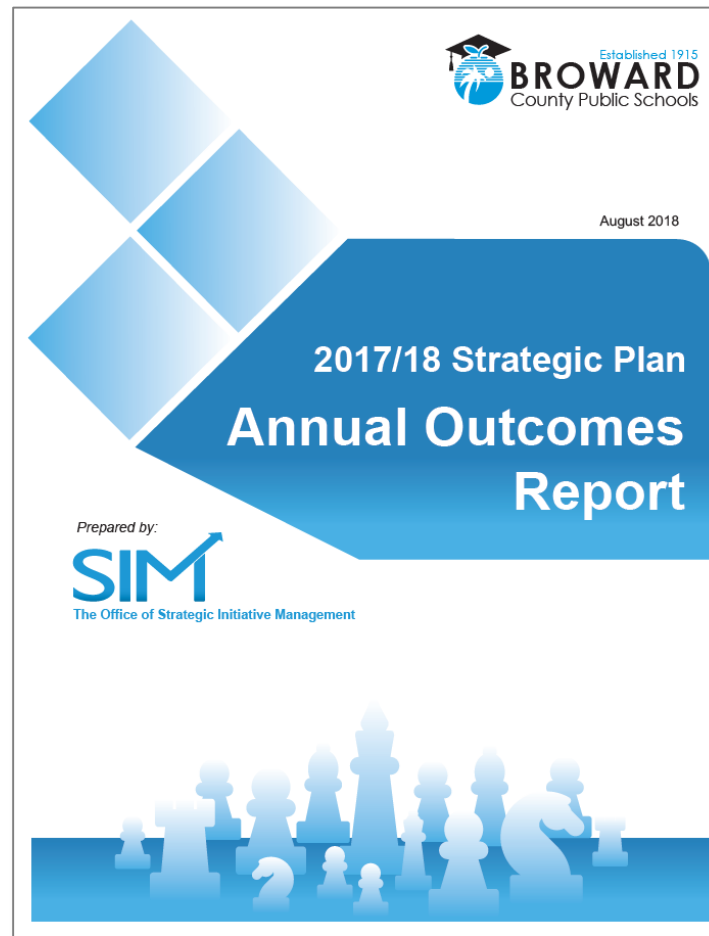
Current BCPS Goals



THREE GOALS

- 1**
High-Quality Instruction
- 2**
Continuous Improvement
- 3**
Effective Communication

Annual Outcomes Report



Annual Outcomes Report



	INITIATIVE	INTENT	KPI	IMPLEMENTATION
HQI	1 Standard measure for literacy	Know where students are	↑	BAS administered to over 98% of K-3 students
	2 Literacy materials & system supports	Optimize tools & environment	↑	3 rd Grade ELA FSA scores up 5 pts. from baseline
	3 Highly skilled teachers in K–2	Grow & place literacy experts	↗	Professional Learning Pathways defined
	4 Reimagine middle grades experience	Student engagement	↗	RMG initiative funded (\$6m+) and launched
	5 Academic rigor & life skills	Graduate students life-ready	→	Grad. rate up 4%, but safety, SEL need emphasis
CI	6 Budget equity & strategic alignment	Results-oriented investing	↑	Equity via formula-based school funding model
	7 Benchmark BCPS performance	Foster accountability	→	KPIs up in Transportation, Procurement, IT
	8 SMART bond projects	Enhance student experience	↗	Building & market conditions pose hurdles
	9 Use tools to monitor District progress	Alignment in execution	↑	Application of SIM toolset & project management PD
EC	10 Websites, tools, & customer service	Better customer experience	↗	New Website, Intranet & customer service PD

KEY: ↑ = Strong increase ↗ = Moderate increase → = Approaching

Annual Outcomes Report



Strategic Plan Dashboard

Goal: High-Quality Instruction

Based on Recalibrated Targets

Literacy and Early Learning

Middle Grades Learning

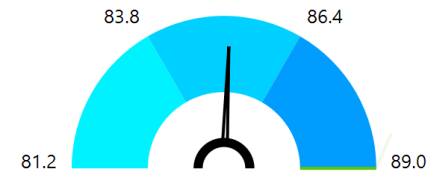
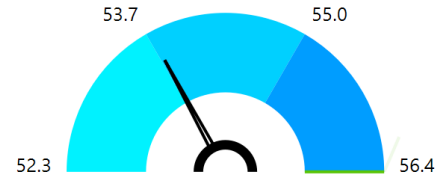
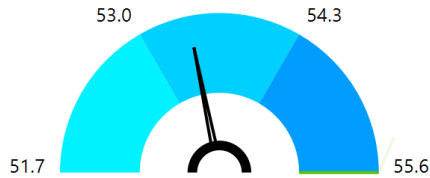
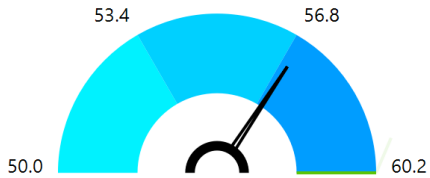
College and Career Readiness

English Language Arts Grades 3 to 5

English Language Arts Grades 6 to 8

English Language Arts Grades 9 and 10

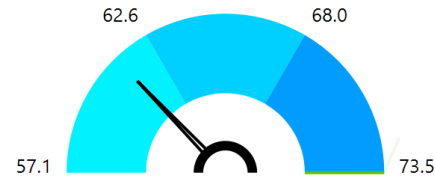
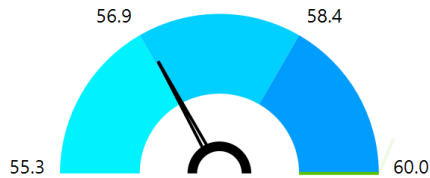
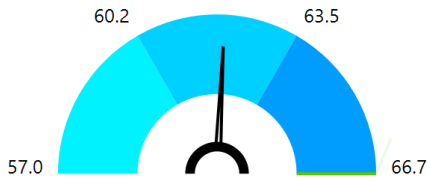
Graduation Rate



Math Grades 3 to 5

Math Grades 6 to 8

Algebra 1



Based on the recalibrated strategic plan targets.

Reported performance is as of the 2017/18 school year except graduation rates, which are as of 2016/17.

Charter schools are excluded.

- = Year 1
- = Year 2
- = Year 3

Annual Outcomes Report

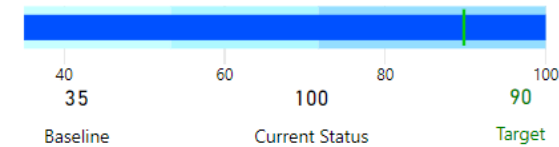


Strategic Plan Dashboard

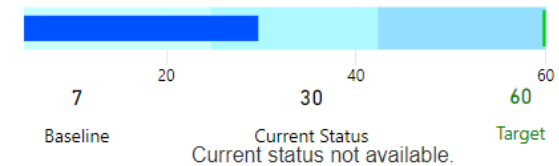
Goal: Continuous Improvement

Facilities and Construction

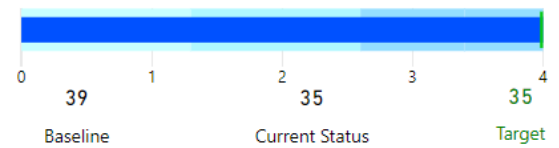
Facility-related projects underway in the SMART program



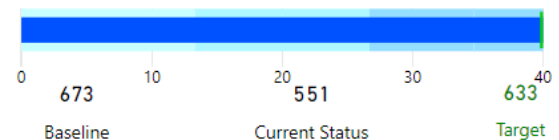
Facility-related projects in construction procurement, construct...



Decrease in work order completion time (days decreased)

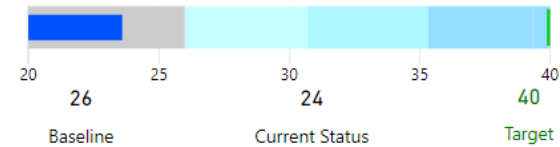


Decrease in routine maintenance cost per work order (\$ saved)

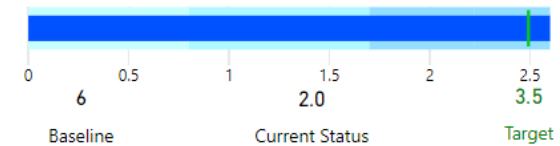


Operational Efficiencies

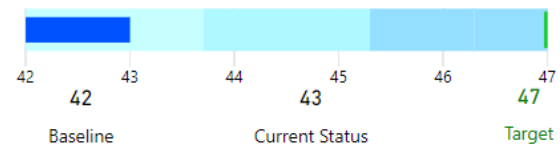
Percentage of business/support service KPI's in top quartile



Student-to-computer ratio (decrease)

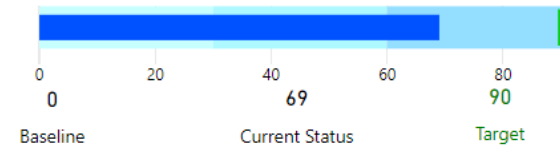


Increase 5-year retention

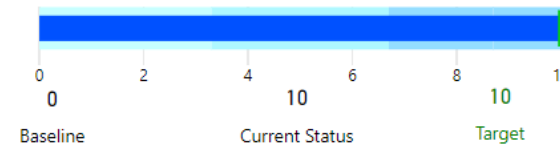


Strategic Initiative Management

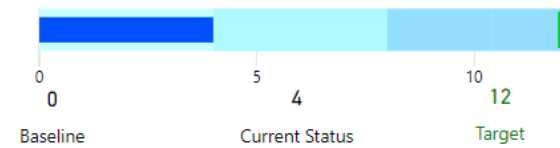
Percentage of project leads attending formal training



Number of strategic initiatives formally tracked



Performance management reviews for strategic initiatives



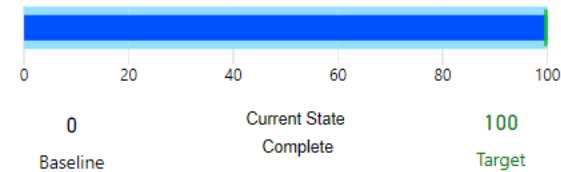
■ = Year 1
■ = Year 2
■ = Year 3

Annual Outcomes Report

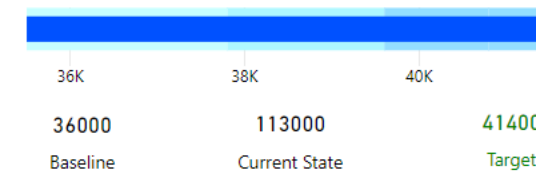


Strategic Plan Dashboard Goal: Effective Communication

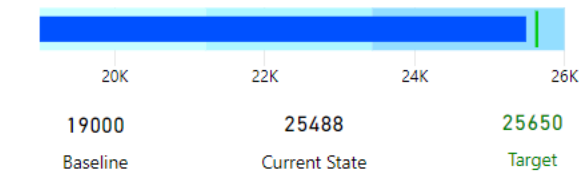
Launch a staff intranet to improve internal communications



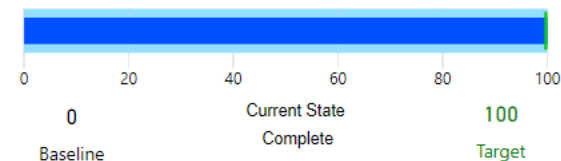
Social media engagement - Twitter Followers



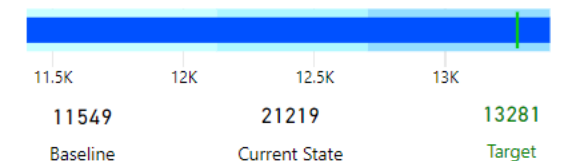
Increase mobile app (application) downloads



Restructure District website



Social media engagement - Facebook Likes

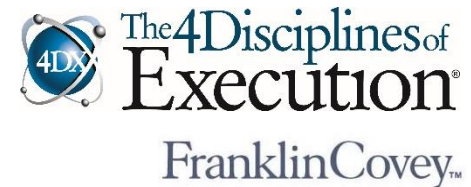


■ = Year 1
■ = Year 2
■ = Year 3

Framework for Planning & Execution



- **Discipline 1:** Focus on the Wildly Important
- **Discipline 2:** Act on the Lead Measures
- **Discipline 3:** Create a Compelling Scoreboard
- **Discipline 4:** Create a Cadence of Accountability



SMART Goals & Objectives



Theory of Action



Theory

Action Plan

Lead Measure

If we execute this strategy:

Action 1:



Action 2:

Lag Measure

Then we will realize this objective:

Action 3:

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound

Theory of Action



Theory

Action Plan

Lead Measure



If we execute this strategy:

Facilitate cross-school collaboration and sharing of best practices in assessment and instruction across the district.

Action 1: Identified teachers provide sister schools across the district with **professional development** on best practices.

Action 2: Identified teachers serve as **mentors** to teachers at sister schools.

Lag Measure

- ✓ **S**pecific
- ✓ **M**easurable
- ✓ **A**ttainable
- ✓ **R**elevant
- ✓ **T**ime-bound

Then we will realize this objective:

FSA test scores will increase by 1% for all students, by June 2019.

Action 3: Identified teachers **publish** stories of success, and design print and online **curriculum** to 'train the trainers'.

Theory of Action

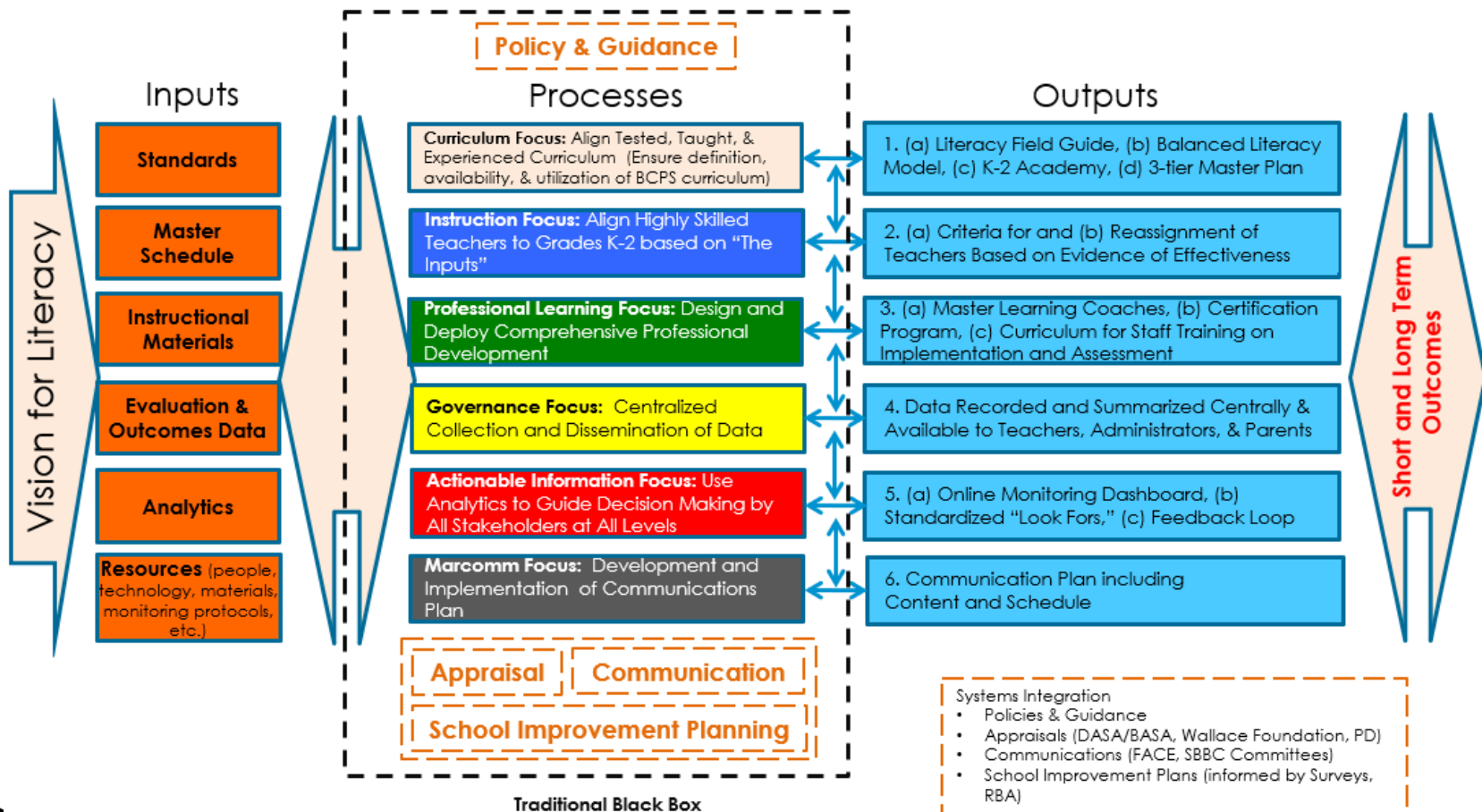


Prioritized Initiative: Literacy and Early Learning (Portfolio Manager: Dr. Lori Canning)

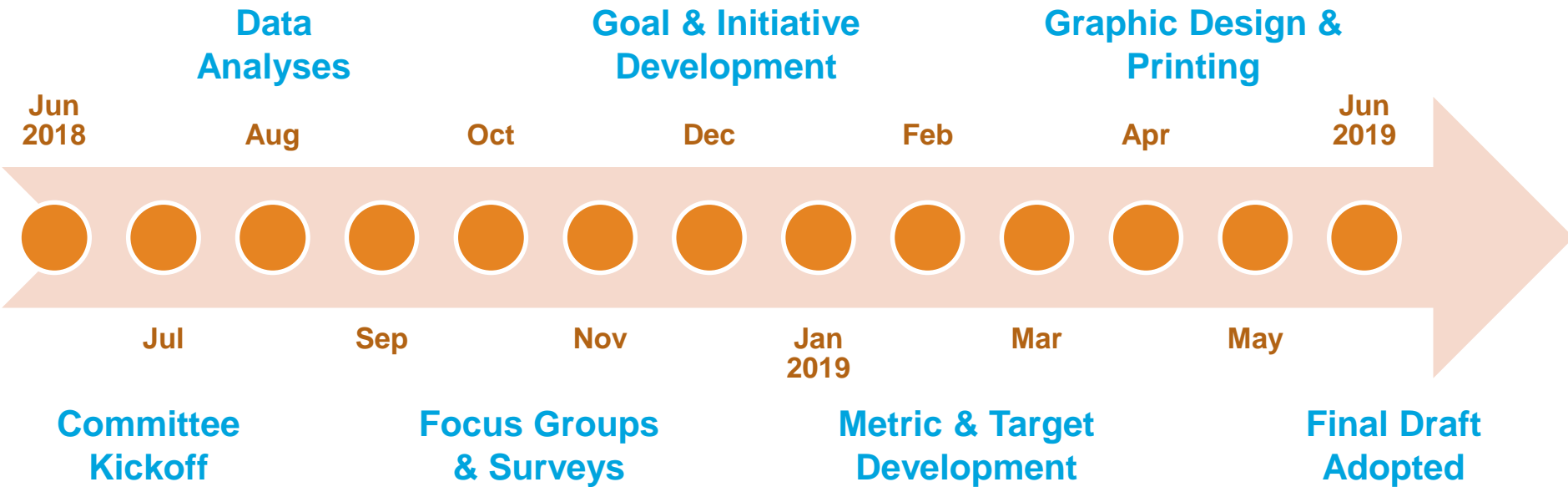
2016/17 Tactics	Theory of Action driving Logic Model	Project Manager*	Benefits
<p><u>PORTFOLIO SPONSOR: Dan Gohl</u> Promote literacy prior to Kindergarten (Birth-Pre-K)</p> <p>Implement Balanced Literacy framework, K-2</p> <p>Performance: monitor and analyze student outcomes</p> <p>MTSS/RtI: Deploy necessary interventions</p> <p><u>PORTFOLIO SPONSOR: Val Wanza</u> Quality Assurance for school-based implementation</p>	<p>IF we assign highly-skilled teachers to grades K-2, deliver a balanced literacy curriculum, use high quality instructional materials, effectively engage families, and monitor progress with a common, unified assessment system, THEN on-grade level literacy will increase and FSA ELA level 1 scores will decrease in 3rd grade for ALL students (including: race/ethnicity, gender, English Language Learner, students from disadvantaged backgrounds, students with disabilities, and gifted students).</p>	<p>Dr. Angela Iudica (Birth – Pre K)</p> <p>Mildred Grimaldo (Balanced Literacy)</p> <p>Dr. Nicole Mancini (Performance)</p> <p>Nadia Clarke (Family & Community Engagement)</p> <p>Adrienne Dixson-Paul (MTSS/RtI)</p> <p>Mark Narkier (Quality Assurance)</p>	<p>Incremental:</p> <ul style="list-style-type: none"> Aligned work-streams ✓ Decision-making with a common instrument ✓ Increased family/community engagement ↗ <p>Cumulative:</p> <ul style="list-style-type: none"> Grade 3: Decreased Level 1 (-4: 23 to 19)¹ Grade 3: Increased Level 3 and above (+4: 55 to 59)¹ No BCPS schools in lowest 300 (-2: 28 to 26)²

Logic Model (Driven by Theory-of-Action)

SMART Goals: Percent of Elementary Students (Grades 3 to 5) Level 3 or Higher in ELA by 2019 – 59.6%
 (Baseline 2015: 51.7%, 2016: 52.5%, 2017: 55.6%, 2018: **57.3%**)



Strategic Planning Timeline



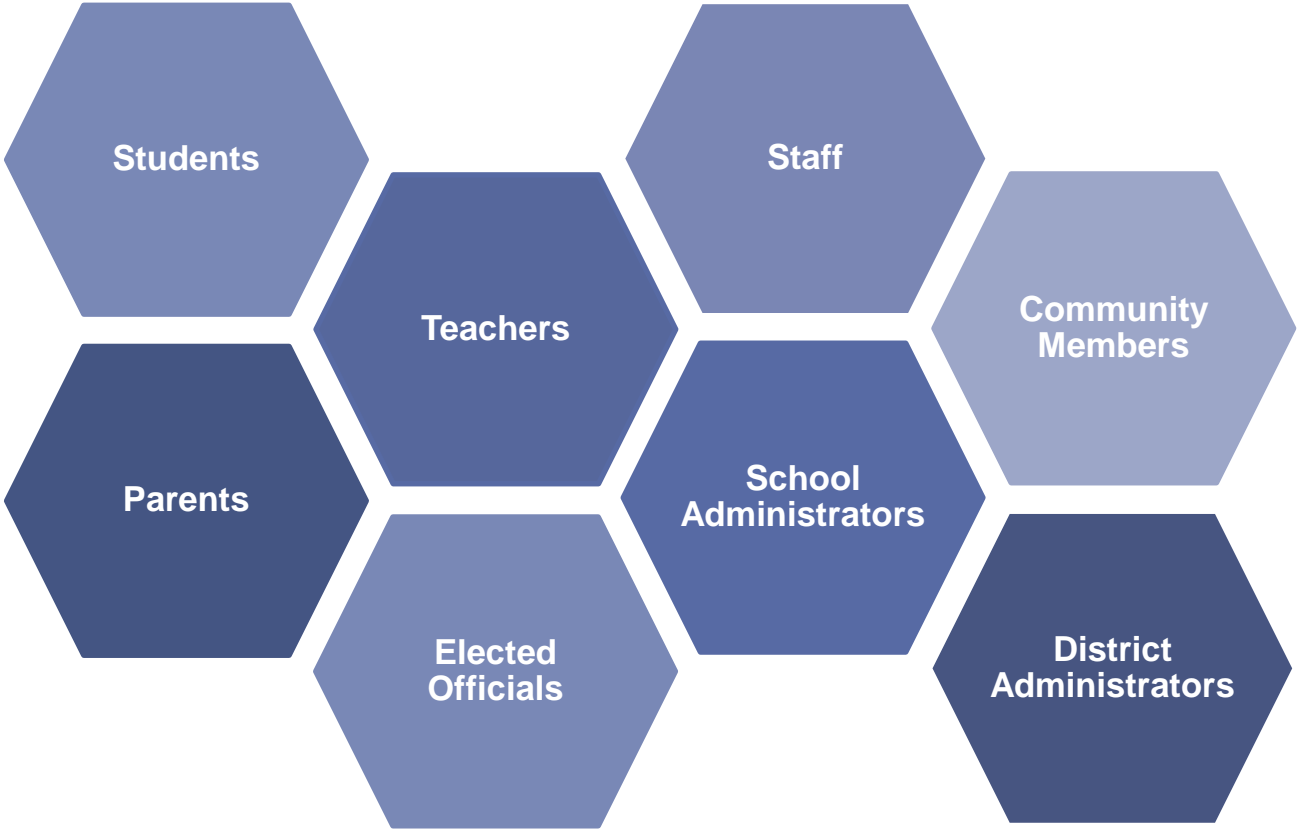
Strategic Planning Timeline



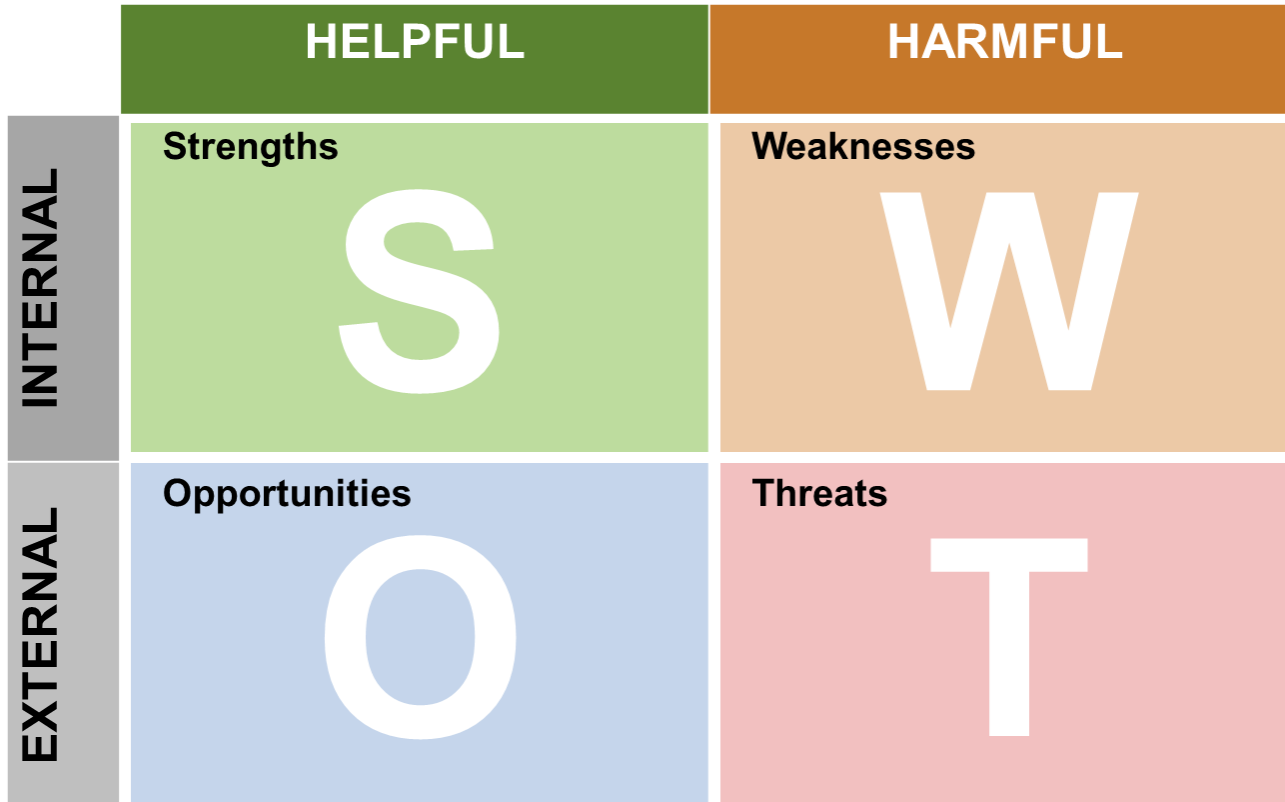
2018						
June	July	August	September	October	November	December
Kickoff: SP Steering Committee	Kickoff: SP Committee Meeting Data Analysis	Board Workshop: Strategic Plan Kickoff Board Workshop Data Analysis & Environmental Scan	Surveys, Interviews, & Focus Groups	Surveys, Interviews, & Focus Groups SP Committee Meeting	Survey, Interview, & Focus Group Analysis	Board Workshop: Strategic Plan -- Findings and Initial Recommendations

2019						
January	February	March	April	May	June	July
Goal & Initiative Development SP Committee Meeting	Goal & Initiative Finalization	Board Workshop: Strategic Plan Draft (aligned with Budget) Metric & Target Development SP Committee Meeting	Metric & Target Finalization Focus Groups	Graphic Design & Printing SP Committee Meeting	Board Workshop: Strategic Plan Final Adoption	2019-22 Strategic Plan Execution Begins

Strategic Plan Stakeholders



Surveys & Focus Groups



Strategic Plan Committee



Project Plan Tool

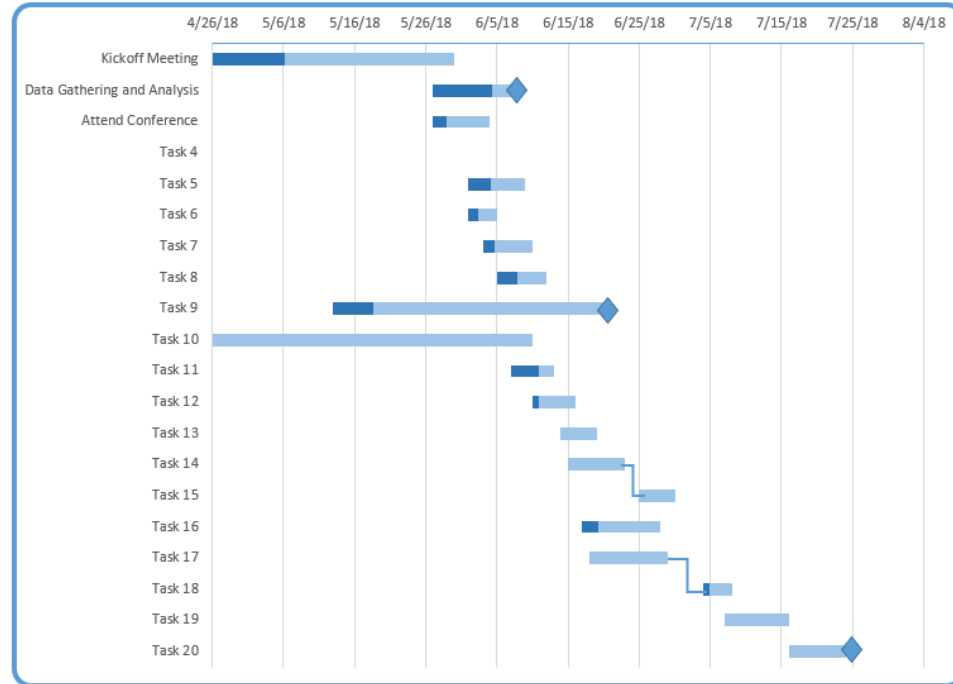


Project Plan

< Insert Project Title >

Project Managers: < Insert Names of Project Managers >

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
Kickoff Meeting		04/26/18	05/30/18	62%	30%	High
Data Gathering and Analysis		05/27/18	06/07/18	0%	75%	Low
Attend Conference		05/27/18	06/04/18	0%	25%	Low
Task 4		06/07/18	06/06/18	0%	100%	Low
Task 5		06/01/18	06/09/18	0%	40%	Low
Task 6		06/01/18	06/05/18	0%	35%	Low
Task 7		06/03/18	06/10/18	0%	25%	Low
Task 8		06/05/18	06/12/18	0%	40%	Low
Task 9		05/13/18	06/20/18	11%	15%	Low
Task 10		05/31/16	06/10/18	97%	30%	High
Task 11		06/07/18	06/13/18	0%	65%	Low
Task 12		06/10/18	06/16/18	0%	15%	Low
Task 13		06/14/18	06/19/18	0%	0%	Low
Task 14		06/15/18	06/23/18	0%	0%	Low
Task 15		06/25/18	06/30/18	0%	0%	Low
Task 16		06/17/18	06/28/18	0%	20%	Low
Task 17		06/18/18	06/29/18	0%	0%	Low
Task 18		07/04/18	07/08/18	0%	20%	Low
Task 19		07/07/18	07/16/18	0%	0%	Low
Task 20		07/16/18	07/24/18	0%	0%	Low



Project Management template provided by the Office of Strategic Initiative Management (SIM)

COMMENTS:

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Manual Entry Cell

Project Plan Tool

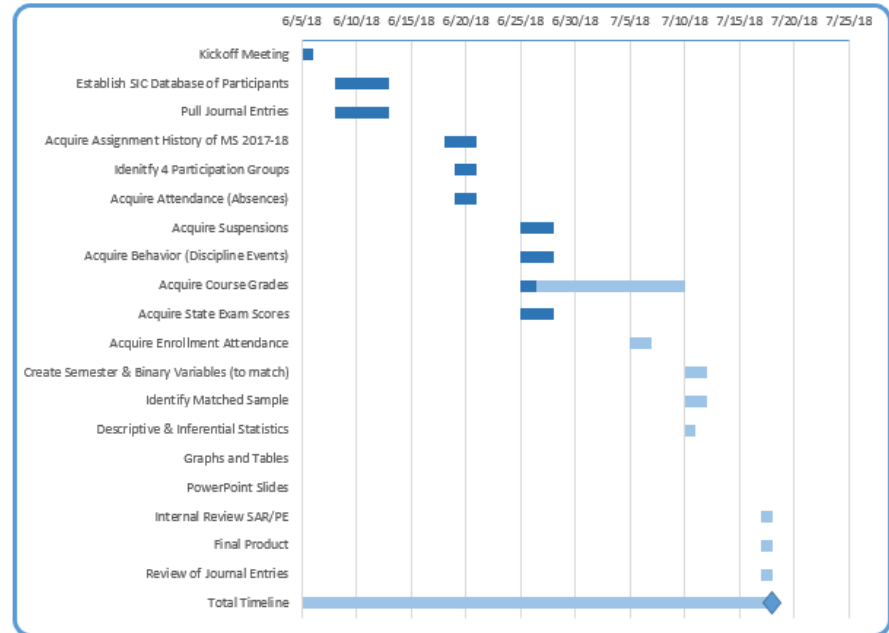


Project Plan

School is Cool End - End of Year Report Preparation

Project Managers: Elizabeth, Russ, Richie

Task Name	Owner	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
Kickoff Meeting	All	06/05/18	06/06/18	100%	100%	● Low
Establish SIC Database of Participants	Elizabeth	06/08/18	06/13/18	100%	100%	● Low
Pull Journal Entries	Elizabeth	06/08/18	06/13/18	100%	100%	● Low
Acquire Assignment History of MS 2017-18	Elizabeth	06/18/18	06/21/18	100%	100%	● Low
Identify 4 Participation Groups	Elizabeth	06/19/18	06/21/18	100%	100%	● Low
Acquire Attendance (Absences)	Elizabeth	06/19/18	06/21/18	100%	100%	● Low
Acquire Suspensions	Elizabeth	06/25/18	06/28/18	100%	100%	● Low
Acquire Behavior (Discipline Events)	Elizabeth	06/25/18	06/28/18	100%	100%	● Low
Acquire Course Grades	Melannie	06/25/18	07/10/18	67%	10%	○ High
Acquire State Exam Scores	Elizabeth	06/25/18	06/28/18	100%	100%	● Low
Acquire Enrollment Attendance	Jack	07/05/18	07/10/18	0%	0%	○ Low
Create Semester & Binary Variables (to match)	Elizabeth	07/10/18	07/12/18	0%	0%	○ Low
Identify Matched Sample	Elizabeth	07/10/18	07/12/18	0%	0%	○ Low
Descriptive & Inferential Statistics	Elizabeth	07/10/18	07/12/18	0%	0%	○ Low
Graphs and Tables	Elizabeth	07/16/18	07/17/18	0%	0%	○ Low
PowerPoint Slides	Elizabeth	07/16/18	07/17/18	0%	0%	○ Low
Internal Review SAR/PE	Elizabeth	07/17/18	07/18/18	0%	0%	○ Low
Final Product	Elizabeth	07/17/18	07/18/18	0%	0%	○ Low
Review of Journal Entries	Elizabeth	07/17/18	07/18/18	0%	0%	○ Low
Total Timeline	Elizabeth	06/05/18	07/18/18	70%	0%	○ High



Project Management template provided by the Office of Strategic Initiative Management (SIM)

COMMENTS:

Replication of the Mid-Year School is Cool Analyses with modifications:

1. Include the FSA results
2. Account for 4 potential patterns of participation: (a) full-year SIC participant, (b) SIC participant to non-participant, (c) non-participant to SIC participant, (d) full-year non-participant. Question: how many students account for patterns b and c?
3. Explore journal entries as to the interventions the volunteers provided, dose, etc. Any discernable patterns? Any correlations to behavior and/or performance outcomes?

KEY:

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Manual Entry Cell

These cells require manual input so the calculated cells have data to work with.

Project Plan Tool

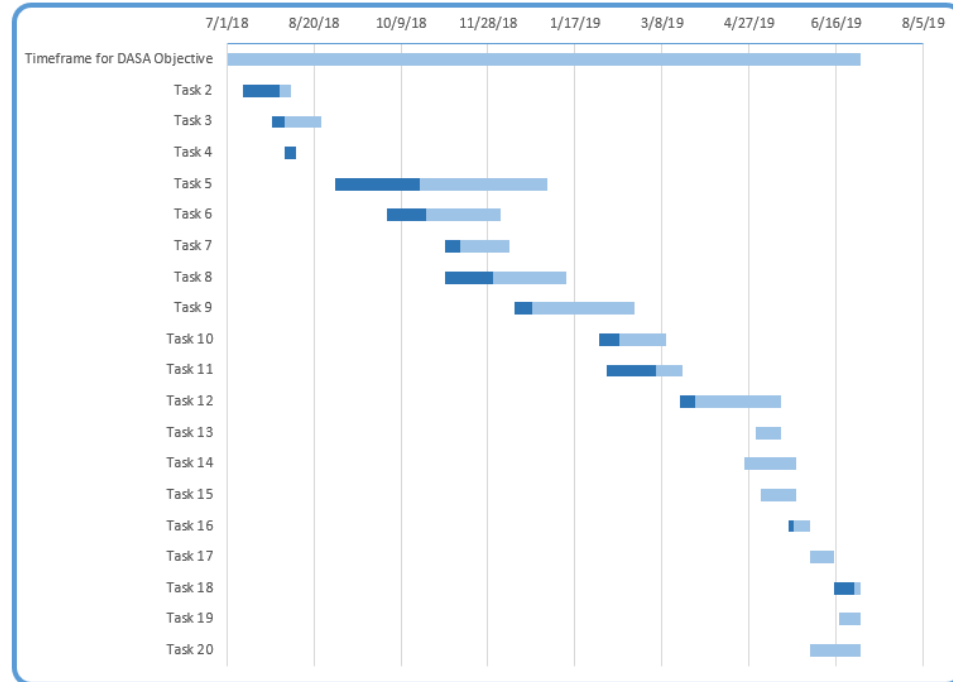


Project Plan

< Insert DASA Objective >

Project Manager: < Insert Employee Name >

Task Name	Start Date	End Date	Calc % Comp	Actual % Complete	Risk Level
Timeframe for DASA Objective	7/1/2018	6/30/2019			
Task 2	7/10/2018	8/7/2018	0%	75%	Low
Task 3	7/27/2018	8/24/2018	0%	25%	Low
Task 4	8/3/2018	8/10/2018	0%	100%	Low
Task 5	9/1/2018	1/1/2019	0%	40%	Low
Task 6	10/1/2018	12/5/2018	0%	35%	Low
Task 7	11/3/2018	12/10/2018	0%	25%	Low
Task 8	11/3/2018	1/12/2019	0%	40%	Low
Task 9	12/13/2018	2/20/2019	0%	15%	Low
Task 10	1/31/2019	3/10/2019	0%	30%	Low
Task 11	2/4/2019	3/20/2019	0%	65%	Low
Task 12	3/18/2019	5/15/2019	0%	15%	Low
Task 13	5/1/2019	5/15/2019	0%	0%	Low
Task 14	4/24/2019	5/24/2019	0%	0%	Low
Task 15	5/4/2019	5/24/2019	0%	0%	Low
Task 16	5/20/2019	6/1/2019	0%	20%	Low
Task 17	6/1/2019	6/15/2019	0%	0%	Low
Task 18	6/15/2019	6/30/2019	0%	75%	Low
Task 19	6/18/2019	6/30/2019	0%	0%	Low
Task 20	6/1/2019	6/30/2019	0%	0%	Low



Project management tool provided by the Office of Strategic Initiative Management (SIM)

COMMENTS:

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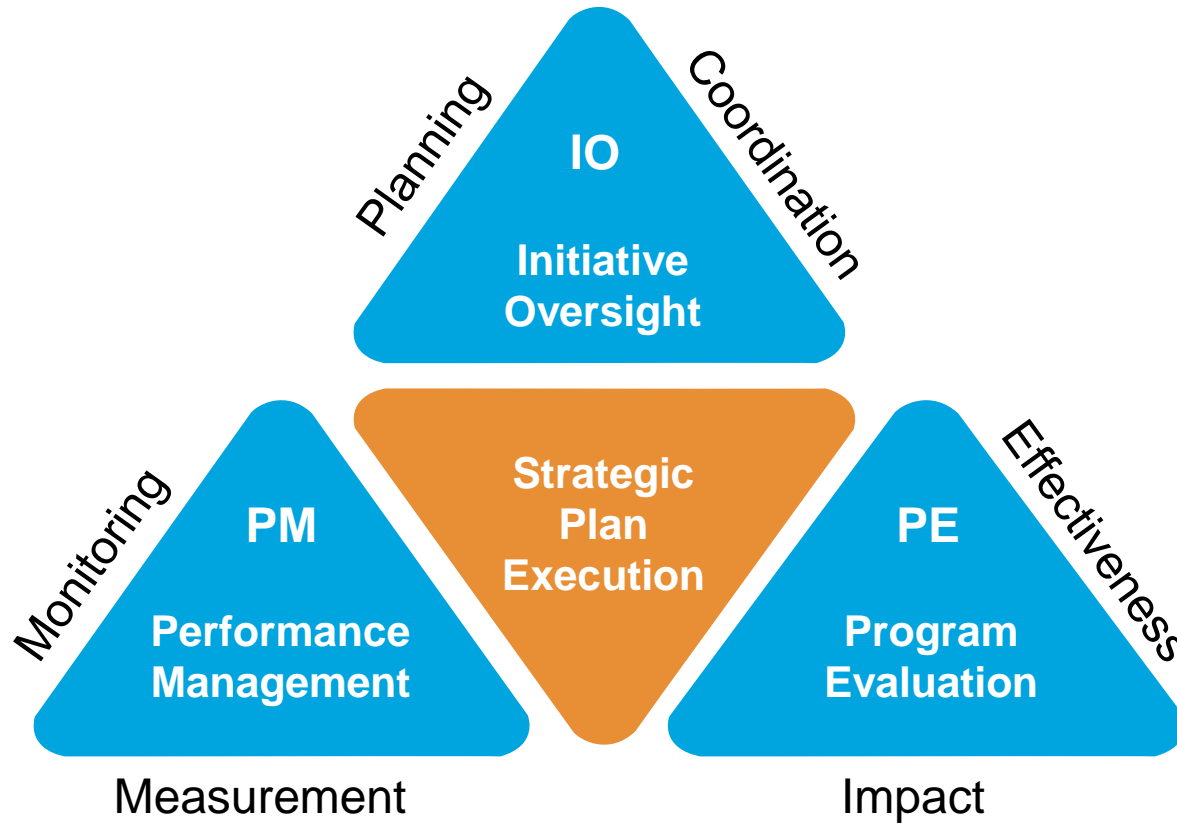
Manual Entry Cell

SIM's Structure & Purpose



Mission:

Driving organizational excellence through strategic plan execution.



SIM's Menu of Services



Services	Topics
<ul style="list-style-type: none">• Consultations• Data Analysis & Benchmarking• Focus Group Facilitation• Online Resources• Planning Retreats• Scorecards & Reports• Training Guides• Web Tool Development• Workshops	<ul style="list-style-type: none">• Accountability & Execution• Lean Six Sigma• Logic Model Development• Performance Management• Process Improvement• Program Evaluation• Project Management• Quality Assurance• Strategic Planning

SIM Communications



Goal 1: High-Quality Instruction

Goal 2: Continuous Improvement

Goal 3: Effective Communication

Newsletter: Volume 1, Issue 3

Quote of the Month:

"A goal without a plan is just a wish."

- Antoine de Saint-Exupéry

What We are Reading:

QUALITY TOOLBOX

The Quality Toolbox by Nancy R. Tague

OFFICE OF STRATEGIC INITIATIVE MANAGEMENT (SIM)

Dr. Deborah Posner, Executive Director
Ofelia Leyton, Department Secretary

PROGRAM EVALUATION:
Dr. Russell Clement, Director
Dean Vaughan, Evaluation Administrator

PERFORMANCE MANAGEMENT:
Dale Schmidt, Director
Leigh Kamens, Coordinator
Gregory Rawls, Senior Programmer

INITIATIVE OVERSIGHT:
TBA, Coordinator

BROWARD
County Public Schools

Established 1915

OFFICE OF STRATEGIC INITIATIVE MANAGEMENT

Driving organizational excellence through strategic plan execution

Goal 1:
High-Quality
Instruction

Goal 2:
Continuous
Improvement

Goal 3:
Effective
Communication

Newsletter: Volume 1, Issue 1 April 2018

Quote of the Month:

"Change is inevitable.
Growth is optional."

- John C. Maxwell

PERFORMANCE MANAGEMENT REVIEWS

Congratulations to Director **Mary Mulder** and the **Food and Nutrition Services** department for their outstanding Performance Management Review! They presented to the Senior Leadership Team on the progress of their various operational initiatives - all aligned to our Strategic Goal of Continuous Improvement.

A big thank-you for all your team does every day to ensure that our students are well-nourished and prepared to achieve academically.

What We are Reading:

The 4 Disciplines of Execution
(4DX) by Sean Covey

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Dale Schmidt, Director
Leigh Kamens, Coordinator
Gregory Rawls, Senior Programmer

INITIATIVE OVERSIGHT:
Vacant

Goal 1: High-Quality Instruction

Goal 2: Continuous Improvement

Goal 3: Effective Communication

Newsletter: Volume 2, Issue 2

PERFORMANCE MANAGEMENT REVIEWS

May 2018

Congratulations to Director **Mary Coker** and the entire **Procurement** department, as well as **Executive Director Patricia Snel** and the entire **Transportation** department, for presented to the Senior Leadership Management Review! They presented their various operational initiatives - all aligned to our Strategic Goal of Continuous Improvement.

A big thank-you for all your team does every day to ensure that our students are well-nourished and prepared to achieve academically.

TEAM ANNOUNCEMENT

We are pleased to announce that **Dr. Deborah Posner** has joined the District as the new **Executive Director** for Strategic Initiative Management. Dr. Posner previously served as Associate Vice President for Institutional Planning and Effectiveness at Broward College.

Her education includes an Ed.D., MBA, and Black Belt in Lean Six Sigma. She has served as a consultant and national speaker on strategic planning, process improvement, and change management. As an educator for over 20 years, Dr. Posner is excited to be returning to her roots in the public schools, where she began her career as a high school math teacher.

TEAM ANNOUNCEMENT

Congratulations to **Dr. Deborah Posner** and **Coordinator Ofelia Leyton** for their excellent work facilitating performance reviews across the District!

Dr. Posner is excited to be joining the District as the new Executive Director for Strategic Initiative Management. She will be working closely with the Senior Leadership Team on data analytics and student success initiatives.

Dr. Posner is excited to be returning to her roots in the public schools, where she began her career as a high school math teacher.

Established 1915
BROWARD
County Public Schools

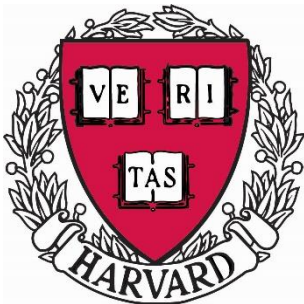
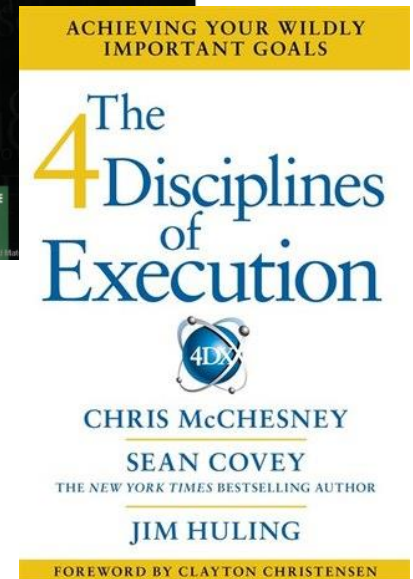
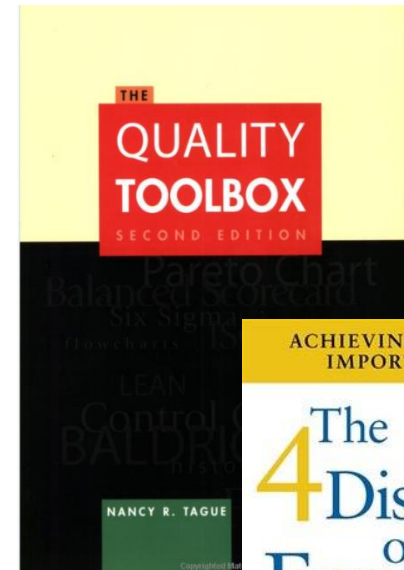
OFFICE OF STRATEGIC INITIATIVE MANAGEMENT

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SIM Professional Development



Council of the Great City Schools



Looking Ahead



2018 **2019** **2020** **2021** **2022**

- | | | | |
|------------------|------------------|---------------------|-------------------|
| ➤ Connect | ➤ Align | ➤ Scale | ➤ Sustain |
| ➤ Analyze | ➤ Execute | ➤ Strengthen | ➤ Evaluate |
| ➤ Plan | ➤ Build | ➤ Transform | ➤ Refocus |



2018/19 Short-Term Actions

2019/22 Long-Term Actions

- | | | |
|------------------------------------------------------|---|------------------------------------------------------------|
| • Guide Execution of District 2016/19 Strategic Plan | ➔ | • Improve District-wide Accountability and Goal Alignment |
| • Develop new District 2019/22 Strategic Plan | ➔ | • Execute new District 2019/22 Strategic Plan |
| • Complete SIM Team Professional Development | ➔ | • Provide District Professional Development and Services |
| • Overhaul SIM Communications and Marketing | ➔ | • Facilitate a Culture of Continuous Improvement |
| • Establish a Service Level Agreement Project Model | ➔ | • Increase SIM Customer Service Quality, Scale, and Impact |

District-wide Goal Alignment



Strategic Planning Cycle



Board Conversation



- Feedback on 2017-18 Strategic Plan progress
- Feedback on 2019-22 Strategic Plan process
- Vision and priorities for 2019-22

School Board of Broward County



Nora Rupert, Chair
Heather P. Brinkworth, Vice Chair
Robin Bartleman
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Patricia Good
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Laurie Rich Levinson
Ann Murray
Dr. Rosalind Osgood

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Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.