

Miami-Dade County Public Schools

DISTRICT BACKGROUND 2010–11:

Enrollment.....	347,000 students
\$/Pupil.....	\$7.4K per pupil
% Free & Reduced Lunch.....	70%
% Special Education.....	22%
% English Language Learners.....	18%
Year Turnaround Program Initiated.....	2010–11

	Schools	Turnaround Schools
Elementary	213	7
K–8	46	2
Middle	79	7
High School	68	10
Total	406	26



IN A NUTSHELL: Establish an autonomous turnaround region with authority and resources to provide intense support to schools.

TURNAROUND ELEMENTS

Strong leaders: Replace many principals; performance bonus up to \$3K per year; leadership team of principal, 3-4 APs and VP of operations

Effective teaching teams with expert support: Replace more than 50% of teachers; collaborative planning for 2+ hours per week; standardized coaching cycle; performance bonus up to \$3K per year

Individual attention & time: Extra intervention and enrichment tutoring and programming

Health, social & emotional support: Mandatory supports provided by partners

Safe & welcoming community: Coordinators oversee partnerships and fundraising; dean of discipline/culture; Positive Behavior System; freshman transition academies

RESULTS SO FAR

Preliminary state grades for turnaround schools:

FL School Grade	# of schools 2009–2010	# of schools 2010–2011
"B"	0	2
"C"	7	11
"D"	10	6
"F"	2	0

- First year (2010–11) results were reportedly most positive at elementary and middle levels
- Number of suspension days has decreased by approximately 200 days per school
- Graduation rates at the ten turnaround high schools increased by an average of 6.4 percentage points from 2009–10 to 2010–11.

DISTRICT STRUCTURES & SUPPORTS

Central office governance: Autonomous region (of 23 personnel) oversees all turnaround schools; reports directly to superintendent and has authority over all aspects of school programs and operations

Standardized model: Schools required to implement common design and strategies

Accountability & support: Review data with school teams four times per year; assist in setting goals and adjusting schedules and personnel as a result

Removing barriers to innovation: Teacher contract negotiated to allow for performance pay, teacher transfer, and more collaborative planning time

Community & parent involvement: Three parent advocacy centers coordinate and increase parent involvement

ADDITIONAL RESOURCES FOR TURNAROUND

Average district \$/pupil	\$7.4K per pupil
Average \$ per turnaround school	~\$1.9M (in year 1)
Average \$ per turnaround pupil	~\$1.25K per pupil (in year 1)
Top turnaround expenditures	<ul style="list-style-type: none"> • Coaching and other capacity-building personnel • Incentive and responsibility-based compensation • Extended day/year
Sources of funding	<ul style="list-style-type: none"> • Primary source is \$20.5 million in School Improvement Grants • Also use Title I and II Federal ESEA funding

KEY PARTNERS

City Year
College Summit
Florida International University