

World-Class
Leadership Development
for School Leaders



Leadership makes the difference: *Creating a Culture of Success*

"Miami-Dade County Public Schools and Florida International University have a shared commitment to train, develop, and expand the capacity of emerging leaders in education. The power of our partnership and collaboration has played a pivotal role in preparing classroom teachers and school and district leaders for instructional innovation and transformation and navigating the changing landscape of pedagogical accountability."

— Alberto M. Carvalho
M-DCPS Superintendent

"We are proud to be one of the solutions Superintendent Carvalho implemented at the District level to improve organizational performance and empower his leaders to help our students succeed. The external validation of the program stands as evidence of the success and rigor our leadership strategies make and the value-added for the organization."

— Dr. Mayra Beers,
Founding Director of the
FIU Center for Leadership



Miami-Dade County Public Schools

- **4th** largest school district in the U.S.
- 355,000 students and **472** schools
- Designated an **A-Rated** School District, in 2018 by the State of Florida Department of Education
- **98%** of all schools rated A, B or C in the Florida School Performance Grades
- **No failing** schools – 2017, 2018
- **85.4%** graduation rate
- **89%** graduation rate for District-managed schools

FIU Center for Leadership

- **#1** ranked Principals Leadership program, in the U.S. 2017, 2018
- **Silver Award recipient** for academic partnerships, Chief Learning Officer Group, 2017
- Trained **550+** senior educators
- In excess of **355,000** students will be impacted 2018 – 2019
- Program's value-added component rated as **Excellent** by **98%** of participants



In February 2018, and for the fifth consecutive year, The Center's Executive Programs received top rankings by *Leadership Excellence*, a publication of **HR.com**.

Our custom-designed programs for Miami-Dade County Public Schools were ranked #1 among similar programs in the education category.



The Center also received the **Silver Award from the Chief Learning Officer Group (CLO)** for Excellence in Academic Partnerships, for its work with Miami-Dade County Public Schools (M-DCPS). CLO's Learning in Practice Awards were developed to recognize industry leaders who have demonstrated excellence in the design and delivery of workforce learning and development programs.



This partnership has been instrumental in providing our emerging leaders, both in schools and at the District, with the resources, tools and knowledge to artfully influence instructional design and lift student achievement.”

— Alberto M. Carvalho
M-DCPS Superintendent



for
Leadership Development
by *Leadership Excellence*
and **HR.com**

M-DCPS + The Center for Leadership = **Success**

When Alberto Carvalho was hired in 2008 as Superintendent of Miami-Dade County Public Schools, state education officials were threatening to close nine failing high schools, the District's graduation rate was below 60 percent, and the school system was on the brink of fiscal bankruptcy. All while losing trust and credibility within the community.

Among a host of measures Superintendent Carvalho undertook to realign the nation's fourth largest school district with its core beliefs and mission, was the initiative to partner with the Center for Leadership at Florida International University.

Since that time, the District's turnaround in all areas has been nothing short of remarkable. By 2017, there were no longer F-rated schools in the district and graduation rates surpassed 85 percent, an increase of more than 24 percentage points during Superintendent Carvalho's tenure. In 2018, the District was ranked by the State of Florida with an A-rating. In spite of massive federal and state education spending cuts, the District achieved this rating while consistently maintaining a balanced budget.

“Organizations thrive when they invest in the professional growth and development of their workforce,” says Carvalho. “Miami-Dade County Public Schools has had a successful and long-standing partnership with the Center for Leadership at Florida International University.”

The Superintendent credits the District's success in part to its partnership with The Center at FIU, which won first place in the prestigious **2018 LEAD Awards** from **HR.com** and *Leadership Excellence Essentials* magazine for their work with M-DCPS. This award marked the third consecutive year that this program was top ranked by the magazine. In October of 2017, The Center was also honored with the Silver Award from Chief Learning Officer for its custom program partnership with M-DCPS.

This successful partnership is made possible in part through the generous and continued support of the John S. and James L. Knight Foundation.

Measuring Impact

To assess the quality and impact of each program, participants were asked to complete evaluations about the caliber of the program based on its level of success in providing meaningful content and the applicability of the skills presented.



A follow-up survey given 5 years after the first program found that Program alumni attested to the long-term usability and positive impact of the skills and insights gained during the program.

After attending one of the Center for Leadership's education-focused leadership development programs:	% Strongly Agreed	Average (from 1 to 5)
I am more effective in my leadership role (principal/administrator).	75%	4.73
I use what I learned in my work.	78%	4.70
I gained insight/skills that I can apply within my organization.	84%	4.85
I gained unique information over and above other trainings I have attended.	80%	4.80
I believe that FIU is a valuable partner to M-DCPS.	95%	4.95

"The program was life-changing. It rekindled a passion for learning and leading that had slowly begun to be extinguished. I feel invigorated and very excited about leading my staff for this upcoming year."
Principal

"This program gave me the skills and insight to know myself better as a leader and then take that knowledge and bridging it into effectively leading others."
Principal

*"This program helped me learn more about myself and my leadership style, and increased my teambuilding skills. More than ever, I saw the power in working collaboratively to solve problems. **Those five days are irreplaceable.**"*
Principal

*"Previously, the professional development I had been exposed to was centered more around compliance issues, pedagogy and the like. But **FIU's Center for Leadership Principals Program taught me skills I had never been trained in:** how to communicate clearly, how to build a strong leadership team, decision-making skills, and other topics. Knowing these skills has been very valuable to me, and has definitely impacted my career."*
Region Director

Leadership Development for Leaders in Education

Good leadership matters!

In any organization, regardless of industry, geography or culture, good leadership makes all the difference.

It is true for Fortune 100 companies, and it is true for all our schools. The research is clear: Principals are the single most influential agents of change in their institutions – they are the most important factor in improving the climate and working conditions of the schools they lead and that consistently results in powerful positive student outcomes. Our school children deserve the best education available.

The Center's Vision

- To provide every school leader with laser-focused strategic leadership development opportunities to empower them to reach new levels of success.
- To equip educators with leadership skills for building a shared mindset of respect and collaboration with all stakeholders: students, teachers, principals, administrators, families, and the community-at-large.

In June 2010, the Center for Leadership at Florida International University launched its first leadership program for educators in collaboration with Miami-Dade County Public Schools. The Principals Leadership Development Program was also supported through an endowment from the John S. and James L. Knight Foundation.

In 2014, The Center for Leadership increased its collaboration with principals and began collaborating on professional development opportunities across all delineated levels, including assistant principals, teacher-leaders, and district administrators. The Center for Leadership continues to develop and enrich its partnership with M-DCPS and its current 635+ alumni through numerous iterations of 8 custom-designed programs.

In 2017, after seven years of successful programs with M-DCPS, the Center for Leadership further transitioned programs to Broward County Public Schools with the launch of custom-designed programs for district principals and principal supervisors.

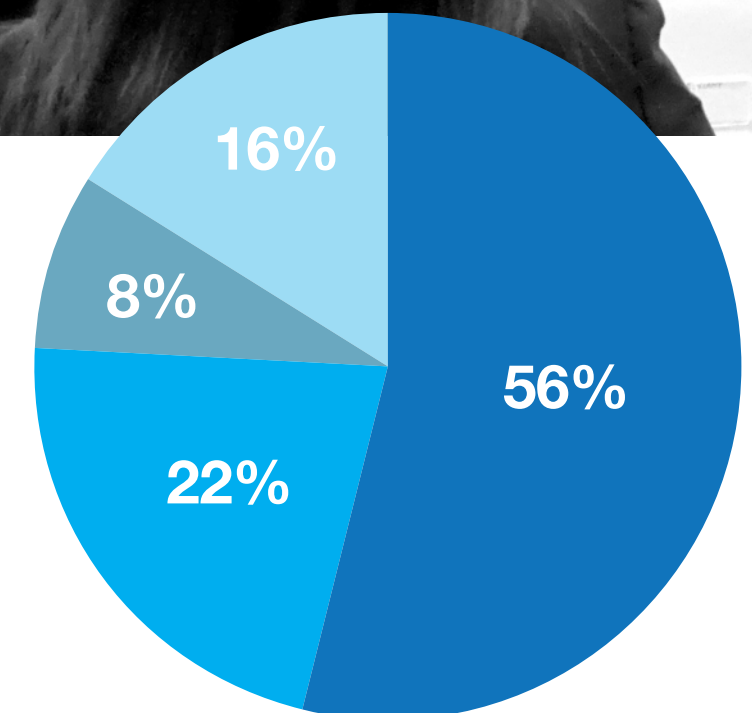
“Miami-Dade County Public Schools and Florida International University are merging resources and intellectual capital to equip educators and administrators for 21st century leadership and instructional creativity. **This collaboration has proven to be immensely successful for our employees and the more than 350,000 students we serve.**”

– Daisy Gonzalez-Diego, M-DCPS Chief Communications Officer



Classification of M-DCPS Educational Leaders Trained by the Center for Leadership

- Principals: 348
- Assistant Principals: 143
- Administrators: 67
- Teachers: 99
- Total: 657**



What a Leadership Program can do for you

A leadership development program can empower your principals, district supervisors, and other key personnel to become the most effective leaders and positive change agents in their respective schools and their communities.

Using unique and proven multidisciplinary research practices, these programs balance self-insight with developable skills to craft a leadership paradigm that informs and empowers. The program integrates the most effective leadership tools and business practices with desirable management principles, educational leadership practices, social science research, and public administration expertise to provide participants with the most effective and climate-driven leadership skills.

Contact the Center for Leadership to learn more on how we can partner with your leaders through our Open-Enrollment and Custom-Designed Programs.

Led by world-class multidisciplinary faculty, sample concepts covered during the program may include:

- **Leadership in balance:** how to confidently lead upward, downward, and across boundaries
- **Getting it right:** making great decisions that defines desired results
- **Leading self:** leveraging the totality of “who you are” for optimal effectiveness
- **Building effectiveness:** developing teams and systems that make you a more effective leader
- **Connecting with others:** communication skills for providing direction and results
- **Strategic thinking:** ensuring organizational sustainability



To learn more about the work of the Center for Leadership at FIU and how we can support your schools in a collaborative partnership in delivering world-class leadership development, visit our website: lead.fiu.edu or contact us directly at 305-348-5323

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About The Center

The Center for Leadership at Florida International University is a nationally top-ranked center for leadership research, development, and training. The Center provides leaders and their team members with the competencies and solutions that equip them to positively and effectively transform themselves and their organizations.

For five years The Center's leadership development programs have been **ranked #1** among educational institutions in the U.S. by HR.com and the *Leadership Excellence 500*, in the custom or open-enrollment program categories. Most recently, the Center for Leadership received the **Silver Award** for excellence in academic partnerships among international rankings by Chief Learning Officer Group.

Our executive programs alumni include individuals from more than 190 organizations from around the world including the United States, Latin America, the Caribbean, Canada, Europe, and Africa. Program participants and alumni serve as a valuable resource for the Center for Leadership, providing vital feedback regarding latest trends, significant needs, and innovative ideas, all of which further inform research initiatives and program content.

FIU

Center for Leadership

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About M-DCPS

Miami-Dade County Public Schools is the **fourth largest** school district in the United States, comprised of 472 schools, 355,000 students and over 40,000 employees. Located at the southern end of the Florida peninsula, the school district stretches over 2,000 square miles with diverse and vibrant communities ranging from rural and suburban to urban cities and includes 34 separate municipalities.

A truly global community, district students speak 56 different languages and represent 160 countries. Superintendent Alberto M. Carvalho has led the school district since the fall of 2008. During his tenure, the district has received state and national recognition for unprecedented increases in student achievement and graduation rates, fiscal responsibility, magnet/theme schools, and a vibrant and successful Advanced Placement program.