

Florida Department of Education

Update on Reorganization

November 19, 2001

The Accenture logo features the word "accenture" in a white, lowercase, sans-serif font. A white chevron symbol (>) is positioned above the letter 't'.



Agenda

- Revisit the purpose of the Reorganization effort
- Review current progress
- Discuss approach for developing the organizational blueprint
- Next steps

The primary purpose of the Reorganization effort is to structure the new organization to deliver on the value it is supposed to create.

Achieving Strategic Alignment

- **Value proposition:** to maximize educational outcomes for the State of Florida

- **Primary activities of the new organization:**
 - Establish clear goals for achievement
 - Allocate resources productively, rationally and in alignment with the strategic imperatives adopted by the Board
 - Provide clear accountability through measurement and reporting capabilities
 - Enhance the professional development of faculty and administrators

- **Organizational structure and services:** ensure that the Department is strategically aligned and structured to deliver on its mission, guiding principles, and stated value propositions.

The project team is currently pursuing assessment activities and evaluating emerging opportunities.

Reorganization Activities



- Confirm project approach and methodology
 - Identify key stakeholders and roles
 - Assess existing organizational structure, services, and functions
 - Clarify legislative requirements and impact to the emerging organization
- Interview key decision-makers for opportunities, threats, and future vision
 - Identify best practices and emerging opportunities
 - Synthesize and analyze findings
 - Draft potential organizational blueprints
 - Test competing options and confirm conclusions
- Determine “must have” capabilities
 - Assess organizational gaps
 - Identify risks and mitigation strategies
 - Develop implementation roadmap (timing, phases, resources)
 - Produce final report and communications plan

The combination of SB 1162 and the historical model appear to create a complex web of relationships as the basis for the Florida Board and DOE governance model.

- Many stakeholders
- Diffused responsibilities
- Potential overlapping lines of authority
- Unclear reporting relationships

The roles and relationships of these stakeholders will ultimately impact education's future in the state.

Customers

- Students
- Parents
- Administrators
- Employers

University Boards

- 11 Boards (13 members)
- Appointed by Governor
- Hire/fire Presidents
- Approve Budget Requests
- Set tuition (in 2002)

Community College Boards

- 28 Boards
- Appointed by Governor
- Hire/fire Presidents
- Approve Budget Requests

Local School Boards

- 67 Boards
- Boards are elected
- Superintendent is CEO
- Approve local budgets

Education Governance Reorganization Task Force

- 11 members
- Report on the progress of the reorganization implementation
- Provide guidance and monitoring of the implementation process

Council for Education Policy Research & Improvement

- 5 members
- Provide information on the K-20 system
- Prepare and submit a long-range plan for education
- Prepare and submit a long range performance plan
- Recommend rules for accountability

Articulation Coordination Committee

- 15 members
- Recommend plans for articulation between districts and CCs and Universities
- Establish articulation accountability measures
- Recommend policies and procedures for enhancing articulation system wide

Education Standards Commission

- 24 members
- Appointed by the Governor and Cabinet
- Recommend standards for teacher education programs
- Recommend standards for certification
- Recommend standards for measurement and evaluation of teacher competence

Florida Board of Education

- 7 members
- Appointed by Governor
- Enforce education laws, rules and guidelines
- Establish education goals and objectives
- Issue guidelines for LBRs for the K-20 system
- Approve K-20 rules

Commissioner of Education

- Serves as CEO
- Propose action on all issues BOE brings before the State Board of Ed
- Enforce compliance with the mission of the K-20 system
- Operate statewide functions to support the BOE

Governor

- Elected statewide
- Sits on the State Board of Education
- Appoints members to numerous Boards
- Submits Budget Requests
- Executes the education laws
- OPB

Florida Legislature

- Elected Locally
- Establish education policy
- Enact education laws
- Allocate education resources

Secretary of the Florida Board of Education

- Appointed by Governor
- Primary liaison with all entities involved with education reorganization
- Propose reorganization actions
- Integrate the DOE into an agency of the Governor
- Adopt rules related to K-20

Chancellors and Executive Director

- Appointed by the FBOE
- Chancellor of Public Schools
- Chancellor of Colleges and Universities
- Chancellor of Community Colleges
- Executive Director of Independent Education
- Serve as part of the Education Governance Officers (includes the Secretary, Commissioner, Governor as well)

Department of Education

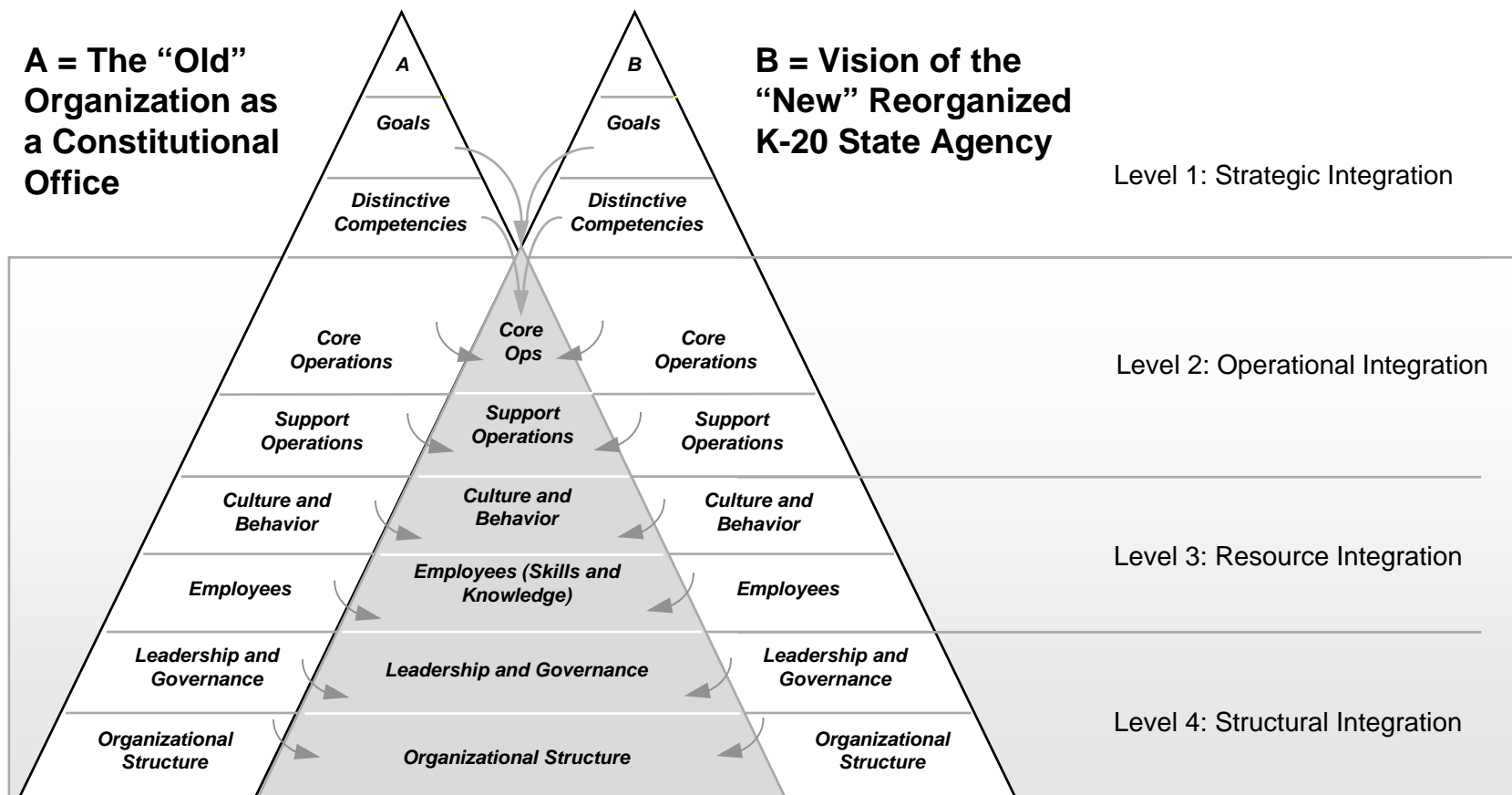
- Office of the Commissioner
- Administrative offices
- Division of Public Schools
- Division of Colleges and Universities
- Division of Community Colleges
- Division of Independent Education

State Board of Education

- Governor and Cabinet

In formulating the new operating model, the vision of the “new” organization will leverage the strengths and various functional attributes of the “old” organization.

Integration Framework



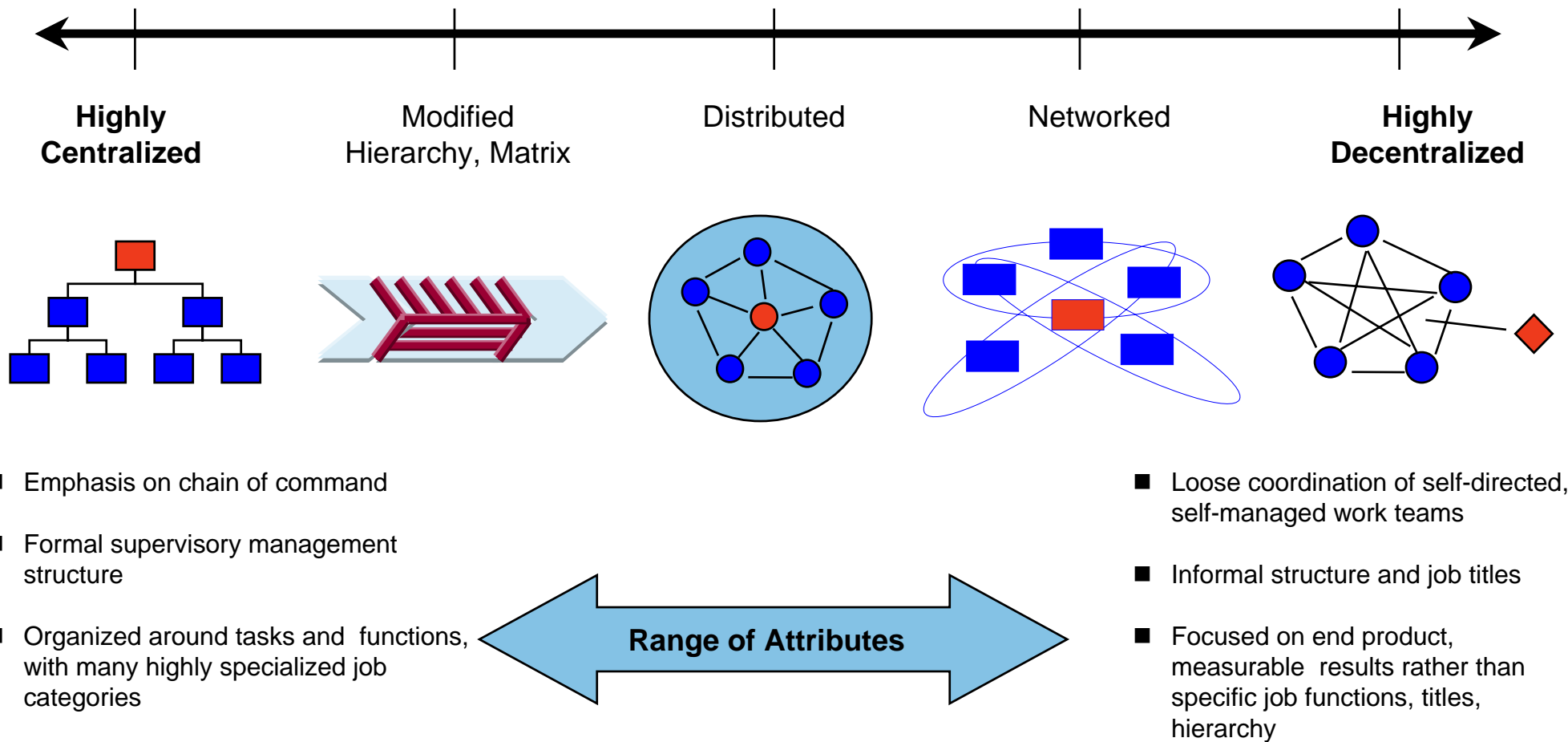
Shared Operating Model®

In addition, the organizational structure of any organization should be strategically aligned with its governance structure.

- Enhances accountability for producing results
- Facilitates direct and clear decision-making
- Establishes clear lines of authority

In looking at a continuum for organizational structure, models generally range from being highly centralized to highly decentralized, with specific attributes at each interval.

Organizational Structure Continuum



In order to select a specific model along that continuum, the team must develop a clear understanding of several key factors that will influence the model's viability in practice.

- Mission and value propositions for the organization
- Other requirements for the new organization as defined by recent legislation (Bill 1162)
- Potential for current organizational units and work processes to evolve to a K-20 orientation, or beyond
- Governance structure – roles and responsibilities

Additionally, several requirements from Bill 1162 are guiding the approach to defining a new organizational redesign.

Sample Requirements from Bill 1162

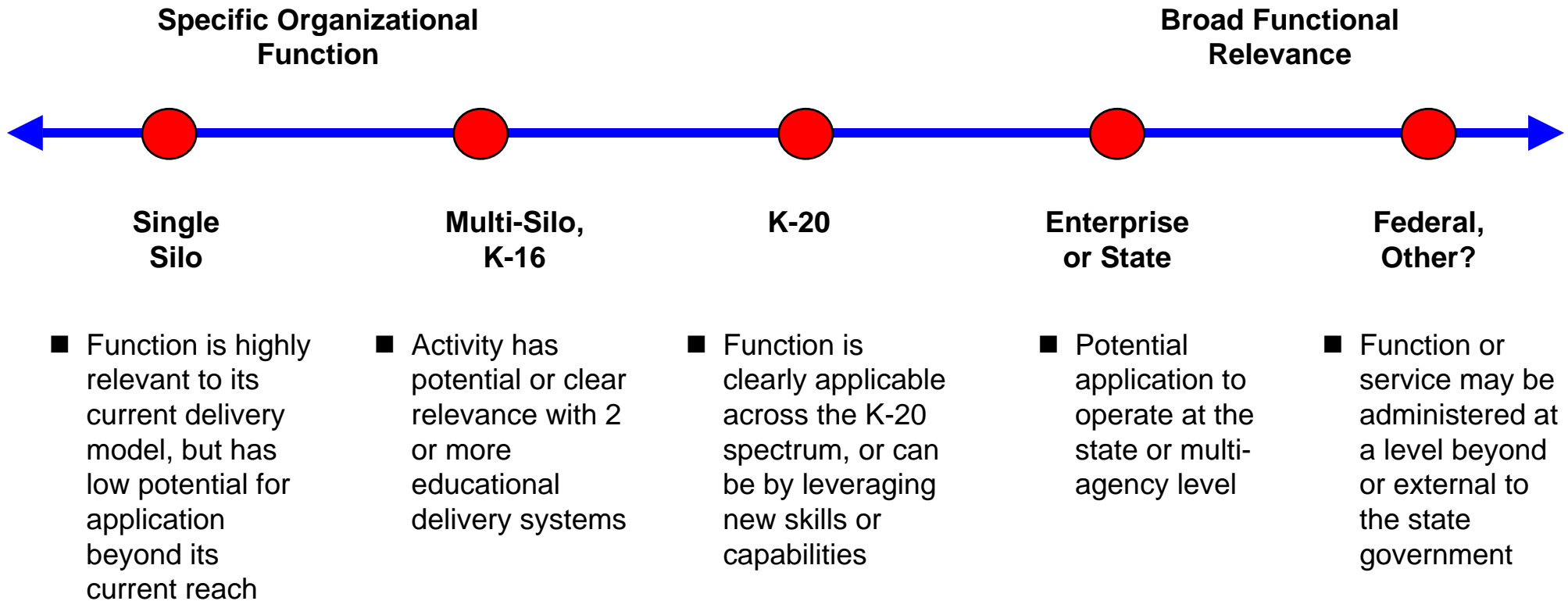
- A coordinated, seamless system for kindergarten through graduate school education
- A system that is student-centered in every facet
- A system that maximizes education access and academic success for all Floridians
- A system that safeguards equity
- A system that refuses to compromise academic excellence

Other Proposed Operating Assumptions

- Push decision-making down to the lowest organizational unit possible
- Ensure accountability at every level
- Obtain organizational efficiencies where possible
- Limit direct reports to a manageable number (5-8)
- Empower the organization to achieve its goals
- Focus on delivering high quality service to respective customers

At a high level, the primary activities within the Department should be classified according to their orientation or organizational focus.

Assessment Framework for Organizational Functions



The team will also identify highly transactional or fragmented functions where advantages of scale can be realized, or areas that have highly specialized but duplicated roles.

Value Drivers for Organizational Efficiency



High Volume, Routine Transactions and Processes

Value Driver

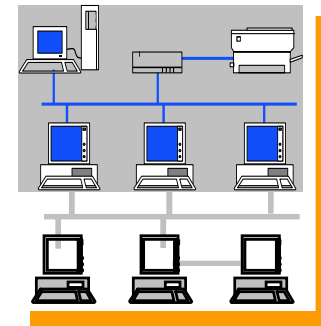
Economies of Scope / Scale



Specialized Roles

Value Driver

Leveraging Scarce Resources (Economies of Skill)



Fragmented Data / Information and Processes

Value Driver

Leveraging IT Investment / IT Enabling Capability

Next Steps

- Interview Board members, representatives from Higher Education, other key stakeholders
- Refine emerging value propositions and systems to ensure accountability
- Develop an organizational blueprint
- Devise a high level implementation plan
- Communicate the plan