



Kentucky
Department of Education
Strategic Plan
2017-22

Commissioner's Message

Kentucky is poised to become a national leader in student-centered education and empowerment.

The passage of the federal Every Child Succeeds Act (ESSA) in December 2015 has given us the opportunity and flexibility to create a new accountability system that truly reflects our vision, values and hopes for all Kentucky's public school children. Over the past year, nearly 3,500 Kentuckians have provided input and participated in the development of the new accountability system. Teachers, administrators, parents, legislators and representatives of higher-education, community groups and advocacy groups have all come to ensure the needs of all children in Kentucky were represented.

Our work is has been driven not by compliance, but by a vision created by the Kentucky Board of Education that recognizes if we are to move Kentucky education to a next level, we must think more broadly. Our new vision for Kentucky education is one that puts students at the center of our work, values the profession of education, and values the education of the whole child, not simply test scores. Our vision values innovation, collaboration, and putting traditional academia and career technical education on equal footing as both prepare students for their futures. Our new vision values students' ability to show evidence of proficiency in many ways. It values the growth of each student, the students' readiness to transition from one level to the next, opportunity and access, and closure of the achievement gap. Woven throughout this vision is KDE's core values of achievement, equity and opportunity.

This vision informs the Kentucky Department of Education's mission and the creation of a strategic plan that will guide the core work of the agency, delineate steps we plan to take to accomplish our goals and identify measures we will use to hold ourselves accountability for this year. This is exciting work that will propel our students and state forward in years to come.

A plan is only good if it spurs action, and action can only happen if we are all invested and working together toward our goals. We all share in this work. Together we will ensure a brighter future for all Kentucky's public school children.

Stephen Pruitt, Ph.D.
Commissioner of Education

Vision, Mission and Values

Kentucky Board of Education Vision	Kentucky Department of Education Mission
Each and every student empowered and equipped with the knowledge, skills and dispositions to pursue a successful future.	The Kentucky Department of Education’s mission is to partner with districts, schools, and education shareholders to provide service, support and leadership to ensure success for each and every student.
Core Values: Equity, Achievement, Integrity	

Plan Theory of Action

If KDE effectively partners with schools, districts, and education shareholders to provide service, support, and leadership, we will ultimately achieve our state educational goals of every student being transition ready at key points in their K-12 education.

Statewide Goals

- Every student ready by the end of third grade
- Every student ready for middle school
- Every student ready for high school
- Every student ready for success

KDE Goals

1. KDE will foster the conditions for all schools and districts to achieve equitable and comprehensive success for all students
2. KDE will create a culture of collaboration and continuous improvement

Goal 1: KDE will foster the conditions for all schools and districts to achieve equitable and comprehensive success for all students.

Strategy A: Collect, vet and share strong, research-based and/or innovative resources and practices in schools and districts with an emphasis on supporting continuous improvement in local schools and districts across Kentucky.

- i. Develop process to collect and vet practices to share with schools and districts.
- ii. Develop process to prioritize practices by need after they pass through the vetting process.
- iii. Develop process to determine efficacy of implementation of the practices being shared.

Strategy B: Prioritize direct support and assistance to schools and districts to lead improvement efforts.

- i. Develop a process to assess school and district strengths and weaknesses in various areas (such as instruction, finance, technology, etc.) in order to prioritize support.
- ii. Establish a repository to store notes from contact with schools and districts.
- iii. Identify which schools and districts KDE currently supports and the amount of resources going to support each school and district.
- iv. Determine if/where re-alignment of resources is needed to better prioritize support and assistance to schools and districts.
- v. Develop process to engage and coordinate with external partners to provide support and assistance to schools and districts in ways that could supplement/complement KDE's work.

- vi. Establish a framework to sustain improvements in schools/districts once KDE support and assistance ends.

Strategy C: Utilize the Kentucky School Dashboard to create shared understanding of needs and student progress towards whole child readiness for transition in schools and districts.

- i. Develop and sustain a Kentucky School Dashboard that meets the needs of shareholders across the Commonwealth.
- ii. Develop a process in collaboration with schools/districts to determine key data elements and to ensure that data feeding into the dashboard meets a high standard of quality and consistency during the collection process.
- iii. Develop a communication plan for how to use and interpret the dashboard, both for KDE staff and members of the public.

Strategy D: Develop and sustain high-quality standards and provide access to standards-aligned model curriculum framework and instructional resources.

- i. Develop clear, high-quality standards in all content areas.
- ii. Develop a process to ensure the development of quality instructional resources.
- iii. Create a repository for quality instructional resources.
- iv. Develop an external communication plan that highlights the role of teachers in the standards development process.
- v. Develop a process for supporting standards adoption for new teachers, teachers with four to five years of experience as well as more experienced teachers to ensure the sustainable adoption and implementation of the standards.
- vi. Develop professional learning opportunities for educators to support better understanding of the standards and how they translate to curriculum frameworks and instructional resources.

Strategy E: Connect with parents, business, and community organizations to support expanded opportunities for all students.

- i. Determine protocol or practice to coordinate with all partners to establish education priorities.
- ii. Establish a protocol to leverage partnerships with teacher preparation programs to provide better alignment with key priorities that support high quality instruction and an elevated profession, including standards, social-emotional learning, etc.
- iii. Review and revise communication protocols to improve coordination with partner organizations.
- iv. Develop targeted communications and support around key tools districts and schools can use to better engage families, such as the Infinite Campus Parent Portal.
- v. Create resource to help schools and districts engage legislators for school visits in order to connect with educators and school leaders to improve understanding of how policy impacts what happens in classrooms.
- vi. Create resource to help schools and districts engage taxpayers without children in public schools to better understand the work being done in classrooms across the Commonwealth.

Goal 2: KDE will create a culture of collaboration and continuous improvement.

Strategy A: Create a shared understanding and accountability for KDE's progress on strategic initiatives by utilizing an internal dashboard and conducting periodic face-to-face strategic updates.

- i. Build and sustain an internal KDE dashboard to track metrics that indicate our progress on strategic initiatives.
- ii. Establish a communication plan to support the initial launch of the strategic plan and KDE dashboard and to create sustained focus on the success of the strategic work.
- iii. Create a system of transparency that includes identifying roles internally and with partners.

- iv. Establish top priorities and establish connections to those priorities throughout KDE.

Strategy B: Develop and empower employees to take ownership for timely and quality service to internal and external customers.

- i. Define and provide clear expectations for “quality service” and “timely service”.
- ii. Establish a repository for commonly used departmental documents to support consistent and efficient communication, both internally and externally.
- iii. Revamp on-boarding process, particularly how KDE introduces new employees to the expectation of quality and timely service.
- iv. Establish professional learning opportunities on KDE priorities to support continued development of current employees.
- v. Establish professional learning opportunities to support the implementation of key strategies and initiatives in the KDE strategic plan.

Strategy C: Establish a system to build lateral collaboration in support of our strategic priorities.

- i. Establish a repository of school and district profiles to share information and knowledge from site visits to support better understanding of school and district strengths and needs.
- ii. Determine what kind of information should be collected, vetted and shared via the repository.
- iii. Develop a process for effectively utilizing the repository to prioritize support and provide assistance to schools and districts.