

KENTUCKY DEPARTMENT OF EDUCATION

# STRATEGIC PLAN 2017-22







# A Message From the Commissioner

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

The passage of the federal Every Student 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 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 rooted in KDE's core values of equity, achievement and integrity. It 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 and students' readiness to transition from one level to the next. 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 accountable for the coming years.

Key to achieving this vision is ensuring that all Kentucky students are given the opportunities to learn, to challenge themselves, to access innovative courses and rigorous coursework and to succeed. While we have made

steady progress on traditional measures of education success, a focus on opportunity and access is essential in taking the next step to close the academic divides that persist among various student groups in our schools. Addressing the root causes of the achievement gap—opportunity and access—must be our leading priority in the years ahead. This focus will provide the direction for KDE's strategic plan and the work of the agency in ensuring success for each and every student. This is exciting work that will propel our students and state forward in years to come..

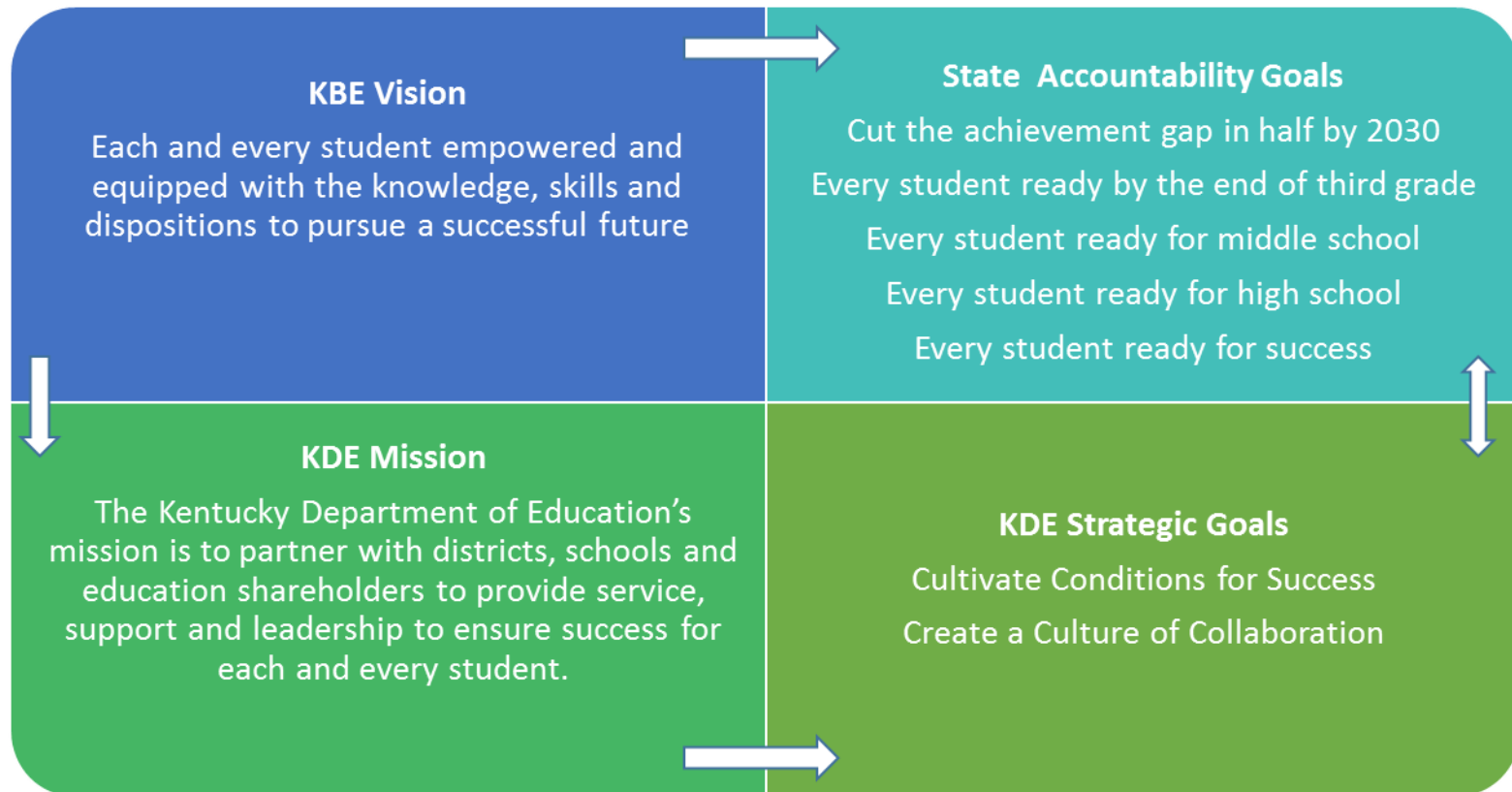
A plan is only good if it spurs action, and action can only happen if we are all invested and working together toward our goals. We all share in this work. Together we will ensure a brighter future for all Kentucky's public school children.

Stephen Pruitt, Ph.D.  
Commissioner of Education



## What Guides Our Work

We believe that the board's vision is the catalyst for ensuring that every student is successful through every transition. KDE's mission provides guidance and our values are a reminder for how we approach our work toward achieving our agency goals. Focusing on our agency goals will ensure success of our state accountability goals.



### Equity:

Every child has the opportunity for a high quality education.

### Achievement:

All students can achieve at high levels.

### Integrity:

We will be honest with students, schools, families and shareholders about achievement.

## How We Will Approach Our Work

We believe an achievement gap exists because an opportunity gap exists. It is our responsibility to provide quality service, support and leadership to schools and districts so that every child has access to a high quality education that leads to a successful future.



# Strategic Goals



## Cultivate Conditions for Success

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

**Objective A–** Support independent improvement efforts in schools and districts that are grounded in the collective expertise of Kentucky’s education professionals.

**Objective B–** Align KDE’s time, talent and resources with the specific needs of schools and districts by ensuring opportunity and access for all students.

**Objective C–** Provide all shareholders with guidance on where to find the School Report Card (SRC) and how to use it to understand school and district progress in providing opportunity and access for all students.

**Objective D–** Leverage partnerships with shareholders such as families, business, higher education and community organizations to support expanded opportunities for all students.



## Create a Culture of Collaboration

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

**Objective A–** KDE staff can articulate the progress being made on each of our strategic initiatives.

**Objective B–** Develop the capacity of all staff to work at high levels of performance and to provide effective service to internal and external shareholders.

**Objective C–** Establish a new set of organizational norms and values rooted in collaboration.

## How We Will Execute Our Work

We believe we have chosen strategies which KDE staff have direct control over. Every member of KDE staff will be engaged in executing the strategic plan. Key performance indicators are clear and focused on improving the work of the agency and providing the best customer service to our schools and districts.



### Goal 1: Cultivate Conditions for Success

**Objective A-** Support independent improvement efforts in schools and districts that is grounded in the collective expertise of Kentucky's education professionals.

#### Strategies:

1. Develop a system to collect, examine and prioritize resources and practices that focus on supporting quality, opportunity and access.
2. Develop and promote professional learning opportunities and resources for educators that are based on professional needs and that support a better understanding of the Kentucky Academic Standards and how they translate to curriculum frameworks and instructional practices.
3. Develop and promote professional learning and resources to support districts in the implementation of the new, comprehensive accountability system.
4. Support districts in aligning standards with academic and Career and Technical Education (CTE) courses, allowing all students opportunity and access to quality, individualized learning.
5. Develop and promote charter school regulations and guidance.
6. Develop, promote and implement a literacy initiative focused on K-3.



#### How we will measure our work:

- ⇒ Increase focus of KDE resources on whole child supports
- ⇒ Increase satisfaction of district and school personnel in accessing and using resources



# How We Will Execute Our Work



## Goal 1: Cultivate Conditions for Success

**Objective B-** Align KDE's time, talent and resources with the specific needs of schools and districts by ensuring opportunity and access for all students.

### Strategies:

1. Develop and implement a process to prioritize direct support to schools and districts based on need and improving quality, opportunities and access for all students.
2. Establish a customer relationship management system to optimize customer support to schools and districts.
3. Re-align KDE resources as needed to better prioritize support and assistance to schools and districts.
4. Develop and implement a process to engage and coordinate with external partners to complement KDE's work in providing support and assistance to schools and districts.



### How we will measure our work:

- ⇒ Increase in overall school and district personnel satisfaction with KDE support
  - ⇒ Increase efficiency in coordinating with external partners
  - ⇒ Create positive impact on change of practice in the field

# How We Will Execute Our Work



## Goal 1: Cultivate Conditions for Success

**Objective C-** Provide all shareholders with guidance on where to find the School Report Card Dashboard (SRC) and how to use it to understand school and district progress in providing opportunity and access for all students.

### Strategies:

1. Develop and sustain a SRC that meets the needs of shareholders across the Commonwealth.
2. Develop a collaborative process with schools and districts to ensure that data feeding into the SRC meets standards of high quality.
3. Develop processes for using SRC data to inform instructional learning and decision-making, with emphasis on novice reduction and closing the achievement gap.
4. Develop a communication and marketing plan for how to use and interpret the SRC data, highlighting areas of quality, opportunity and access.



### How we will measure our work:

- ⇒ Increase understanding of how to use the SRC Dashboard by district and school staff
- ⇒ Increase quality of School Report Card data



# How We Will Execute Our Work



## Goal 1: Cultivate Conditions for Success

**Objective D-** Leverage partnerships with shareholders such as families, business, higher education and community organizations to support expanded opportunities for all students.

### Strategies:

1. Determine protocol to coordinate with all shareholders to understand and align education priorities that support quality, opportunity and access for all students.
2. Review and revise work practices and communications to improve coordination with partner organizations and Cabinets.
3. Develop targeted support around key tools that districts and schools can use to better engage families.
4. Support the development of resources that enable schools and districts to connect with legislators to improve a shared understanding of how policy impacts the classroom.
5. Create resources to help schools and districts to communicate the social and economic benefits of public education to taxpayers.
6. Collaborate with workforce partners to develop CTE Pathways that meet community and workforce needs and increase quality of CTE options accessible to all students.
7. Provide support to shareholders and potential applicants regarding charter school authorization and application processes.



### How we will measure our work:

- ⇒ Increase engagement with education shareholders
- ⇒ Increase focus of KDE resources on district and community engagement

# How We Will Execute Our Work



## **Goal 2: Create a Culture of Collaboration**

**Objective A-** KDE staff can articulate the progress being made on each of our strategic initiatives.

### **Strategies:**

1. Build and sustain an internal KDE dashboard to track metrics that indicate our progress on strategic initiatives.
2. Establish an ongoing communication and training plan to support both the initial launch of the strategic plan and KDE dashboard and to create a sustained focus on strategic priorities.
3. Create a system of transparency that clearly identifies roles and responsibilities, both internally and with external partners to facilitate alignment of KDE's work with the strategic plan.
4. Continuously evaluate top agency priorities and establish connections to those priorities throughout KDE.
5. Align the Kentucky Board of Education agenda to the strategic plan.



### **How we will measure our work:**

- ⇒ Increase focus of KDE resources on strategic priorities
- ⇒ KDE staff leverages multiple sources of evidence to demonstrate progress on strategic priorities

# How We Will Execute Our Work



## Goal 2: Create a Culture of Collaboration

**Objective B-** Develop the capacity of all staff to work at high levels of performance and to provide effective service to internal and external shareholders.

### Strategies:

1. Clearly define and consistently provide timely and quality customer service.
2. Establish and maintain a process to share and access common departmental documents.
3. Update onboarding processes, including how KDE introduces new staff to the agency's culture of quality and timely service and as staff transition to new roles and responsibilities.
4. Engage all staff and develop professional learning opportunities to support the implementation of key strategies in the KDE strategic plan.



### How we will measure our work:

- ⇒ Increase opportunities for KDE staff professional learning and sharing
- ⇒ Effectively communicate operational plan alignment to the strategic plan



# How We Will Execute Our Work



## **Goal 2: Create a Culture of Collaboration**

**Objective C-** Establish a new set of organizational norms and values rooted in collaboration.

### **Strategies:**

1. Promote culture change at the agency by embracing leadership traits and actions that develop and sustain a culture of collaboration and continuous improvement.
2. Establish a system of affinity groups to solve problems on common pain points or enhance the quality of work and promote collaboration.



### **How we will measure our work:**

- ⇒ Increase leadership effectiveness
- ⇒ Increase KDE staff collaboration

If KDE effectively partners with schools, districts and education shareholders to provide service, support and leadership by cultivating conditions for success and creating a culture of collaboration, then we will ultimately achieve our goal of preparing all students for a successful future.

