<u>MEMORANDUM</u>

TO: The Kentucky Board of Education
FROM: Stephen L. Pruitt
RE: Annual Commissioner's Goals for 2017-2018
DATE: December 6, 2017

The Kentucky Department of Education will create an environment that will close the achievement gap by ensuring a quality diploma, providing personalized learning and assessment, all focused on K-12 education leading toward careers and citizenship. For 2017-2018, I have established my goals to align with the strategic work of our agency. I believe that if we are successful in executing our strategic plan, we will achieve our primary goal of increasing achievement 50% by 2030. Our children will be prepared to be a fulfilled and contributing member of our Commonwealth and beyond.

Support Innovation and Continuous Improvement Efforts in Schools and Districts
KDE is committed to providing support and services that schools and districts need. Extensive development is required to meet these goals. In year one of our new strategic plan, I commit to the following goals.

Equity
1. Increase student access and completion of dual credit coursework within CTE by working with KCTCS to accredit at least 75% of the ATCs (at least 40 of the 53 schools).
2. Increase by 20% more than fall of 2016, the number of students participating in CTE dual credit courses.
3. Provide strategies to counselors to recruit special populations in CTE fields.
4. By May 2018, implement new Charter School Regulations.
5. Increase the number of students enrolled in AP Computer Science courses by 50% by September 2018.
6. By August 2018, to expand computer science learning opportunities, adopt K-12 Computer Science Standards.
7. Adopt new English language arts and mathematics standards which will include connections to high need CTE career pathways.
8. Identify and promote best practices, solutions and strategies with proven impact.
9. By August 2018, implement a statewide instructional materials collaborative offering Kentucky K-12 science teachers access to at least 20 annotated lessons/units.
10. Provide technical assistance to 150 schools to improve the school improvement planning process.

Achievement
11. By the end of the 2017/2018 school year, reduce the number of students scoring novice by 5% in schools that KDE directly supports for novice reduction.
12. Share strategies that schools have found to close achievement gaps (i.e. Hub schools, etc.)
13. Increase by 30% from fall of 2017 to fall of 2018, the number of students receiving industry certifications within the top five sectors.
14. Enhance student opportunities within CTE by creating instructional support materials for schools and districts.
15. By May 2018, implement new field test EOCs in Algebra II and English II, and an operational EOC in Biology II.

16. Movement away from a norm-referenced assessment system toward a criterion-based system.
17. By April 2018, increase availability of science Through Course Task (TCT) resources to include the addition of student work samples.

Integrity
18. By January 2018, implement a new course code system through which required coursework will be aligned to the Kentucky Academic Standards (KAS).
19. 100% of KDE's CTE Career Pathways will be aligned to top five industry sectors as measured by the KDE Program of Study by October 2018.
20. Develop new graduation requirements that allow for more flexibility ensuring that any student receiving a high school diploma has met minimum academic and essential standards.
21. Implement new, more useful individualized learning plan (ILP) for middle school through graduation that will serve as a guide for students in terms of coursework and indicate to KDE types of assessments for students.
22. Ensure charter school processes are developed that ensure high quality applications receive approval.

Align KDE Resources to Meets District Needs
With limited resources, it is essential that KDE effectively prioritize in order to meet the needs of our districts.
1. Award cohort 2 New Skills for Youth sub-grants to support regionalization of career and technical education in July 2018.
2. Retain 90% of all new occupation-based CTE instructors that are hired in the 2017-18 school year.
3. Increase the number of underrepresented teachers/staff by September 2018 through targeted recruitment of the KCTCS job fairs and implementing strategies identified by Equity Workforce Committee.
4. Implement guidance for use of federal funds by KDE and districts by June 2018.

Support Use of Data
I am committed to providing data that is high-quality in order to be used for making effective decisions.
1. By October 2018, implement new accountability system and user-friendly dashboard, including school-level financial data.
2. Development of state policy surrounding accountability indicators, such as "Opportunity and Access", "Essential Skills" and "Work Ethic Certification" by June 2018.
3. Conduct in depth analysis of 2017 assessment data to identify areas of high leverage.
4. Every office in KDE has established a process for ensuring quality of data by March 2018.

Leverage Partnerships
In order for Kentucky to have a successful education system, it will take KDE, local districts, schools, partners and other shareholders working together toward our common goal of student success.
1. Reconvene guiding coalition quarterly meetings made up of individuals from all roles in education, business, and legislative to provide advice and guidance on new and continuing initiatives that pertain to KDE's strategic work.
2. Advocate for the annual KBE legislative priorities to all education and appropriation committees.

3. By December 2018, through the efforts of a collaborative partnership with Kentucky early childhood shareholders, increase the enrollment of at-risk children in state funded preschool from 8,926 to 9,500 children.
4. Increase the use of community and employer engagement strategies by schools and districts to expand TRACK youth apprenticeship opportunities.
5. Work with partners to provide training to local school boards and mayors regarding authorization of charter schools.
6. Hold at least eight town hall meetings in spring 2018 focusing on graduation requirements.
7. Foster relationships with legislative leadership to facilitate commissioner's vision for Kentucky schools.

Articulate Strategic Progress

By staying focused on the needs of our districts and working in partnership with shareholders, we will be able to share our progress as an agency.

1. Implement operational plans with metrics for success for each office across KDE by March 2018.
2. Launch webpage with strategic plan, metrics, and goals for public transparency by January 2018.
3. By February 2018, work with the KBE leadership to reformat meetings to focus on strategic plan, allowing for policy discussion and ensuring inclusion of student level outcome data.
4. Increase the amount of time the KBE spends focusing on innovative practices and trending issues.

Continuous Development of KDE Staff

KDE has seen a sharp increase in employee retirees. In order to provide consistent quality service, support and leadership, we need to find innovative ways to engage staff and keep staff skills and knowledge sharp. We want staff to feel secure and that we are investing in them.

1. Increase opportunities for staff professional learning
2. Increase staff satisfaction
3. Increase staff engagement

Establish a new set of organizational norms and values rooted in collaboration

KDE has made improvement over the past few years in moving away from silos, but much work is still needed to be truly collaborative. Leaders and staff must work together to provide the best results for districts, schools and students.

1. Develop and implement policies to recruit and retain a quality and diverse KDE workforce
2. Increase leadership effectiveness
3. Increase KDE staff collaboration
4. Aggressively seek to identify and share efficient best practices at the department and district level.