



2024-2029 Strategic Plan Performance Update

December 2025 KBE

Karen Dodd, Chief Performance Officer
Susan Strange, Strategic Plan Program Manager



Monitoring

Purpose

- Ensure progress toward 2024–2029 goals is **measured and visible**
- Support **data-driven decision-making**
- Promote **collaboration and accountability** across teams
- Provide **transparent updates** to leadership and the Kentucky Board of Education

Process

- Meetings occur **quarterly** by goal and bring together all **strategy teams** under that goal.
- Each goal's **data and effort updates** are discussed collaboratively.
- **Updates, achievements and current challenges** are shared with the commissioner/leadership team, Kentucky Board of Education and the Education Professional Standards Board (EPSB) (where applicable).

What Does Monitoring Focus On?

Performance:

- **What are we doing?**
 - Review current strategies (initiatives and activities)
- **How do we know if it's working?**
 - Examine our Key Performance Indicators (KPIs)
 - Are we on track to meet our annual goal target?
 - Are we doing what we said we would do?
- **What will we do if we're not on track?**
 - Discuss corrective actions and adjustments

Reimagining Assessment and Accountability

Goal	2029 Goal	2025 Annual Target	Progress	2025
Implement an accountability model that includes vibrant learning making it meaningful and useful for all learners.	State System Implemented	Legislative Awareness	On Track	Interim Joint Committee on Education Briefing June 2025

Strategy achievements:

- Developed draft budget and statutes
- Four Vibrant Learning Collaboratives held with 500+ educators
- Regional Innovation Specialist (RIS) team led 92 trainings across 32 districts
- Published Local Accountability Guide and Toolkit

Current challenges:

- Funding for Regional Innovation Specialists
- Pursuing sustainability through legislative request

KPIs	2025 Q3
Increase percentage of districts at each stage of Local Accountability System implementation	
Not Engaged	79%
Starting	13%
Spreading	5%
Sustaining	4%
Increase percentage of districts at each stage of Portrait of a Learner creation	
Not Engaged	11%
Starting	34%
Spreading	45%
Sustaining	10%
Increase percentage of districts at each stage of Vibrant Learning Experiences	
Not Engaged	16%
Starting	36%
Spreading	33%
Sustaining	15%

Reduce Chronic Absenteeism

Goal	2029 Goal	2025 Annual Target	Progress	2025
Decrease statewide chronic absenteeism rate from 28% in 2024 to 15% by 2029.	15%	26%	On Track	25%

Strategy achievements:

- 3rd round of Chronic Absenteeism Campaign

Current challenges:

- Researching other ways to reduce chronic absenteeism.

KPIs	2025
	Q3
Decrease the percentage of schools in Kentucky who are experiencing high or extremely high chronic absenteeism rates	78%
Increase percentage of districts at each stage of Vibrant Learning Experiences	
Not Engaged	16%
Starting	36%
Spreading	33%
Sustaining	15%
Increase the use of Infinite Campus Tools Early Warning	1,860
Increase the use of Infinite Campus Tools Insight	1,291
Increase trainings around chronic absenteeism including Infinite Campus tools	~1,183
Increase Positive Behavioral Intervention System trainings	TBD
Increase Positive Behavioral Intervention fidelity of implementation	215
Chronic Absenteeism Webpage Hits (Homepage)	~20,038
Marquee Boards (Rupp Arena, Yum and KY Expo) (estimated views)	~2.7M
Billboards (by estimated views)	~26M
Digital media including streaming, digital ads on the website, YouTube and Audio Streaming (estimated views)	~1.4M
Bus Impressions (estimated views)	~9.4M
Downloads of Chronic Absenteeism Resources	~19,444

Improve Early Literacy

Goal	2029 Goal	2025 Annual Target	Progress	2025
Increase 3rd grade Kentucky Summative Assessment Reading proficiency from 47% in 2024 to 60% by 2029.	60%	48%	At Risk	47%

Strategy achievements:

- Drafted Reading/Writing competencies
- Expanded Language Essentials for Teachers of Reading and Spelling (LETRS) and Secondary Science of Reading trainings
- 2024 and 2025 Cohort Early Literacy Leadership Network (KyELLN)
- 2025 Read to Succeed Conference
- ICF Year 2 Evaluation Report - Impact of LETRS, coaching; Increase in student success

Current challenges:

- Unstable funding (Title II-A, Kentucky Comprehensive Literacy (KyCL), Regional Innovation Specialists)

KPIs	2025
	Q3
Decrease 3rd grade novice in reading	25%
Increase the Number of educators participating in the KY Reading Academies	6,606
	EOY
Increase in the implementation of Early Literacy Screening Assessment and Literacy Diagnostics	TBD

Improve Early Numeracy

Goal	2029 Goal	2025 Annual Target	Progress	2025
Increase 3rd-grade Kentucky Summative Assessment Mathematics proficiency from 43% in 2024 to 55% by 2029.	55%	44%	At Risk	43%

Strategy achievements:

- Integrated deeper learning with High Quality Instructional Resources (HQIR)
- Established Kentucky Numeracy Counts Academies, impacting 139 districts.
- Awarded 40 K-3 Numeracy Counts HQIR grants

Current challenges:

- Limited funding (Numeracy Counts, Regional Innovation Specialists)
- Voluntary reporting of approved numeracy screeners and diagnostics

KPIs	2025
	Q3
Decrease 3rd grade novice in mathematics	25%
Increase the number of educators participating in the KY Numeracy Academies	1389
	EOY
Increase in the implementation of Early Numeracy Screening Assessment and Diagnostics	TBD

Expand the Recruitment of Qualified Educators

Goal	2029 Goal	2025 Annual Target	Progress	2025
Increase the completion rate of eligible high school students in a Teaching and Learning Pathway from 6% in 2024 to 14% by 2029.	14%	7%	At Risk	6%

Strategy achievements:

- GoTeachKY campaign
 - 13M impressions on billboards according to Lamar
 - 1.3M impressions on ads according to Spectrum
- Growth in EdRising chapters, teacher apprenticeships and ambassador engagement

Current challenges:

- Limited funding for EdRising/GoTeach
- Inconsistent utilization of the Individualized Learning Plan

KPIs	2025 Q3
Increase enrollment in Teaching and Learning Pathways	2,485
Increase the number of students concentrating in the Teaching and Learning pathway	1,110
Increase in Registered Teacher Apprenticeships for Kentucky High School Students	31 – Established baseline
Increase enrollment in Educator Preparation Providers	5743
Increase Completion Rate of teachers in the Educator Preparation Programs	2846
Increase in EdRising Participation	2,469

Improve Customer Satisfaction

Goal	2029 Goal	2025 Annual Target	Progress	2025
Increase customer satisfaction based on average favorable agreement for: “I know who to contact to get information” and “KDE values feedback” from 56% in 2024 to 66% in 2029.	66%	58%	On Track	72%

Strategy achievements:

- Drafted Communication Plan

Current challenges:

- Inconsistent funding for campaigns

KPIs	2025
	Q3
Increase the Superintendent satisfaction rate for “KDE is responsive in communications”	68%
Increase the District Administrator satisfaction rate for “KDE leverages social media effectively”	51%
	Spring
Pulse Check: “How satisfied are you with the support you received from KDE today?”	91%
	Spring
Pulse Check: "The KDE staff member was courteous and professional"	97%

Improve Organizational Process Management

Goal	2029 Goal	2025 Annual Target	Progress	2025
Improve average favorable agreement of the Operations Domain in the Employee Survey from 84% in 2024 to 91% in 2029.	91%	83%	On Track	87%

Strategy achievements:

- Modeled SharePoint library for new process management system

Current challenges:

- Limited funding and SharePoint accessibility issues

KPIs	2025
	Q3
Increase agreement on "KDE policies and procedures covering key financial and operational processes documented and accessible". (Biennial Risk Assessment)	75%
Increase agreement on "KDE regularly reviews and improves its processes" (Employee Survey)	79%
Increase agreement on "Processes are documented to protect important assets"	87%

Build Leadership Capacity

Goal	2029 Goal	2025 Annual Target	Progress	2025
Improve average favorable agreement of the KDE Leadership Domain in the Customer Survey from 60% in 2024 to 76% in 2029.	76%	64%	On Track	79%

KPIs	2025
	Q3
Increase the overall agreement rating of employee satisfaction in the KDE leadership domain	79%
Maintain top decile level agreement on the Employee Survey for – “I am able to develop my professional skills in my current role”	92%

Strategy achievements

- Launched the KY Learning Hub (PLMS)
- Developed a Leadership Needs Assessment
- Developed new onboarding manager training

Current challenges:

- Promoting the usefulness of the training

Next Steps

- Strategic Dashboard
- Continue Collecting Data
- Continue Quarterly Monitoring Meetings