



# OUR KIDS, OUR FUTURE

## Strategic Plan 2018-23



**Vision:** Each and every student empowered and equipped to pursue a successful future

**Mission:** Partner with districts, schools, families, students, business and industry and communities to provide leadership and support to ensure success for each and every student.

**Values:** Equity, Achievement, Collaboration, Integrity

## Strategic Priorities and Strategic Objectives

KDE's vision, each and every student empowered and equipped to pursue a successful future, sets the purpose for our work. In order to turn our vision into action, KDE developed three strategic priorities: student success, strategic partnerships and operational excellence. We expect to see high-level results for each priority, and the strategic objectives under each priority will help us achieve those results.

### **Priority: Student Success**

**Results:** Students demonstrate improved performance on multiple measures. Currently these multiple measures include KPREP scores for 3rd, 5th and 8th grade reading and math.

Objective: Improve Student Outcomes

### **Priority: Strategic Partnerships**

**Results:** Key stakeholders work collaboratively to improve outcomes for students and the community.

Objectives: Improve District and School Operations, Effective Use of Partnerships

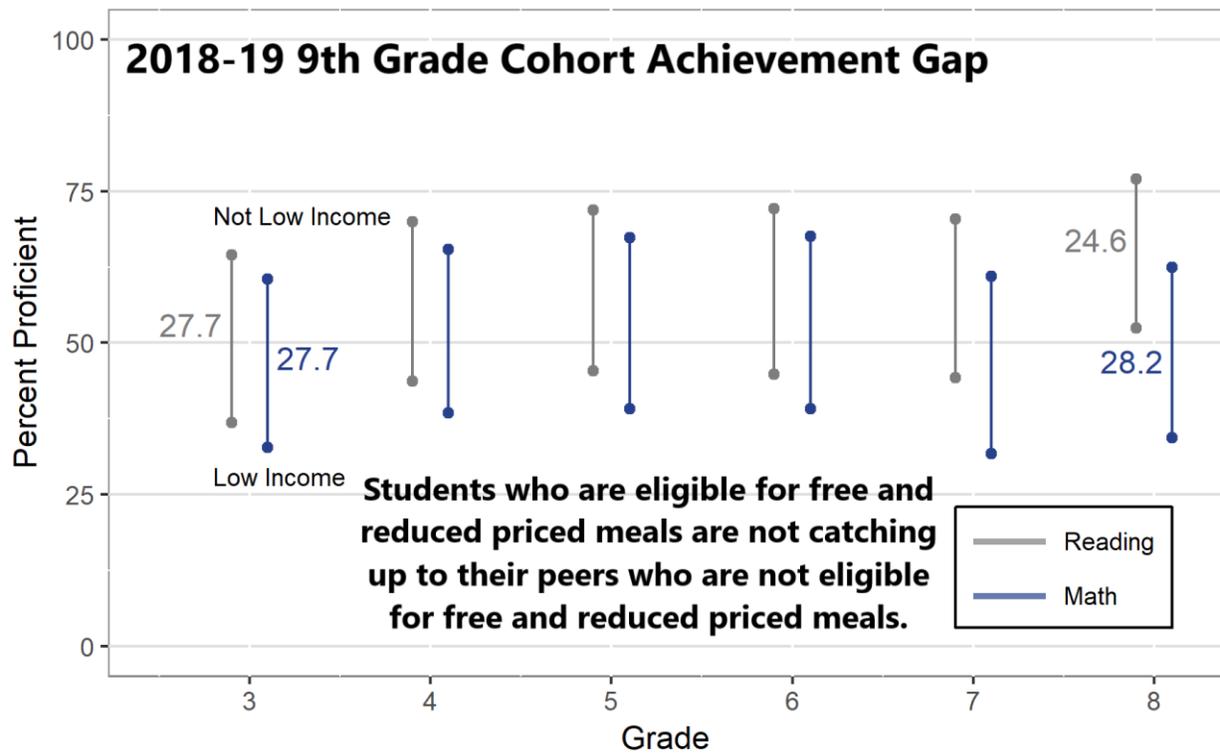
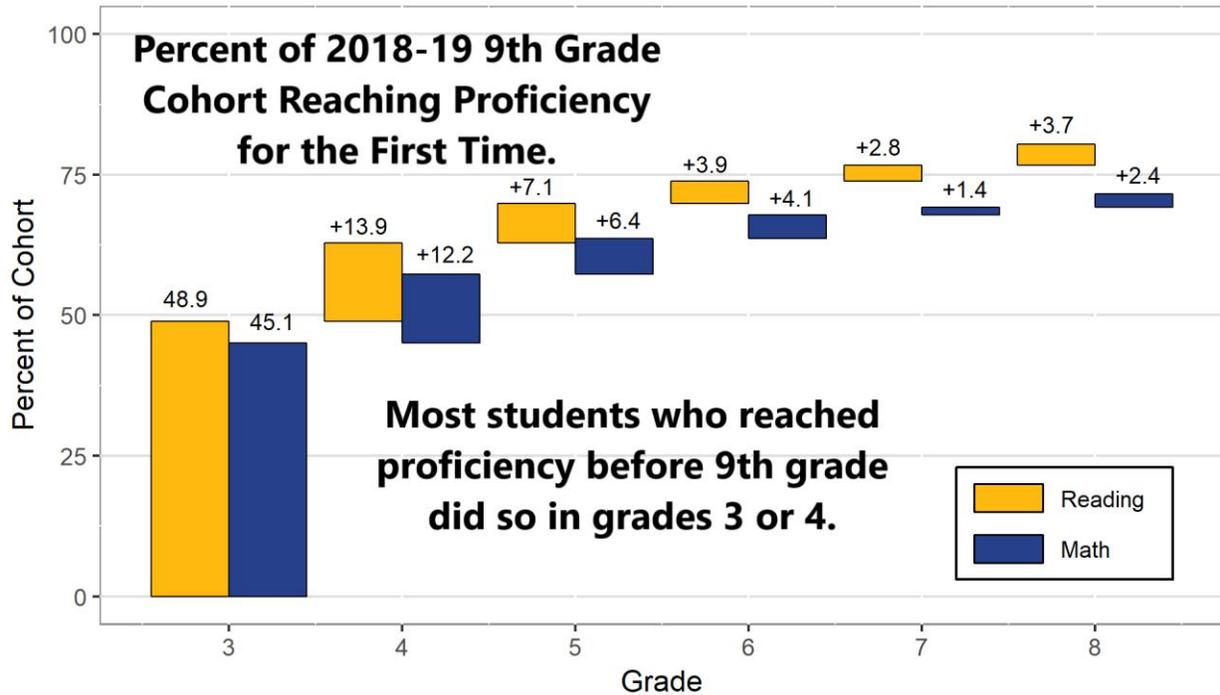
### **Priority: Operational Excellence**

**Results:** KDE processes promote excellence, ensure quality and strive for continued improvement.

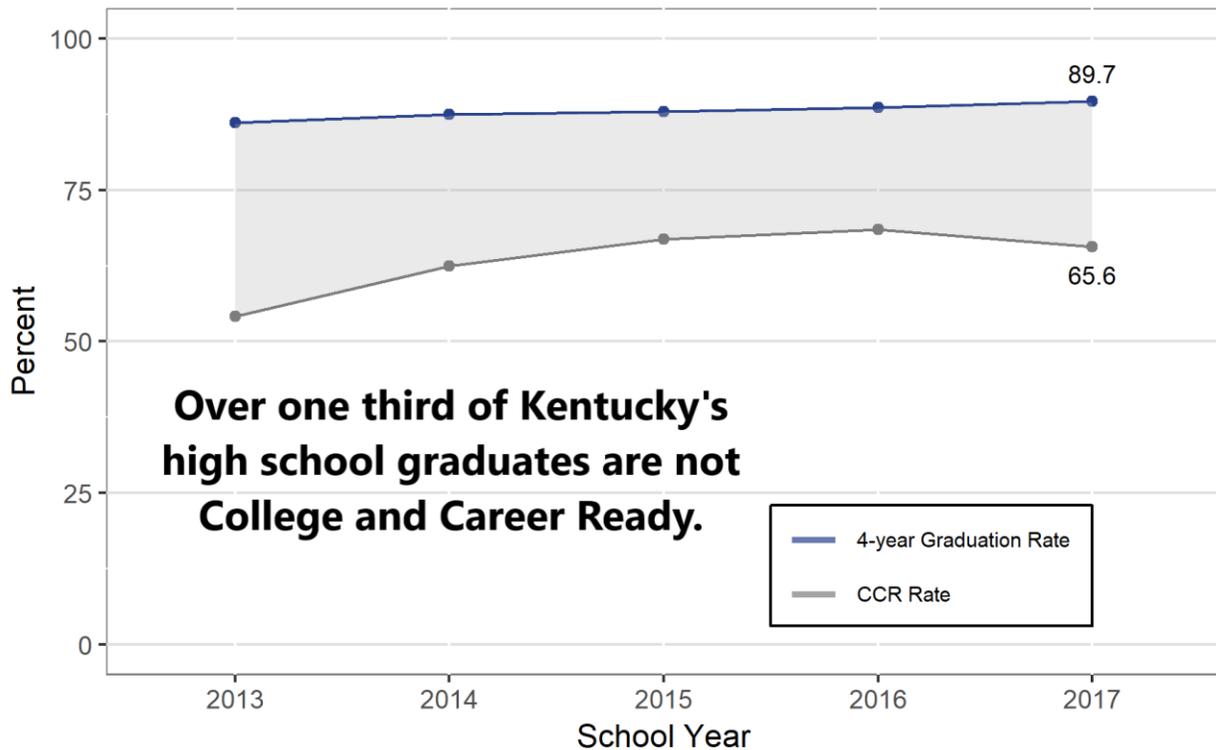
Objectives: Improve Support Services, Promote Systematic Operations, Effective Use of Resources, Maintain Effective Leadership, Improve Communication, Cultivate Quality of Skills & Expertise

Priority: Student Success

Why we are doing this work:



## Graduation and College/Career Readiness (CCR) Rates



### Student Success Objective:

1. Improve Student Outcomes- All students achieve at high levels and demonstrate readiness at key transition points through multiple measures. All students graduate from high school with the knowledge and skills needed to achieve post-secondary or career success and become engaged citizens.

### Student Success Initiatives:

#### **Early Literacy/Early Numeracy**

Develop a comprehensive early literacy and numeracy statewide plan.

- Promote professional learning opportunities, tools and resources related to research-based practices aligned to the Kentucky Early Childhood Standards and Kentucky Academic Standards.
- Leverage partnerships to remove barriers to learning, encourage attainment of early learning goals and meet needs of students.
- Create high-quality informational resources for parents and communities.

#### **School and District Improvement**

Support continuous improvement efforts in all of Kentucky's schools.

- Establish comprehensive improvement planning processes, build local capacity in our lowest performing schools, and monitor and provide technical assistance to federal programs.

- Support schools and districts in reducing chronic absence and integrating social, emotional, and academic learning.
- Support innovative approaches through increased participation in the Non- Traditional Instruction Program (NTI), The Personalized Learning Study Group (formerly Innovation Lab Network) and the School/District of Innovation program.

### **Standards Revision**

Implement a process for reviewing and revising academic standards to meet the requirements of Senate Bill 1 (2017).

- Review one or two content areas each year and every six years after that on a rotating basis.
- Align corresponding assessments to the revised academic standards to ensure alignment with postsecondary readiness standards.
- Develop professional learning opportunities, tools and resources that promote research-based practices and are aligned to the Kentucky Academic Standards.

### **Career Pathways**

Promote the development of high-quality career pathways to improve post-secondary education, training and career opportunities available to students in Kentucky's high-demand and high-wage industry sectors.

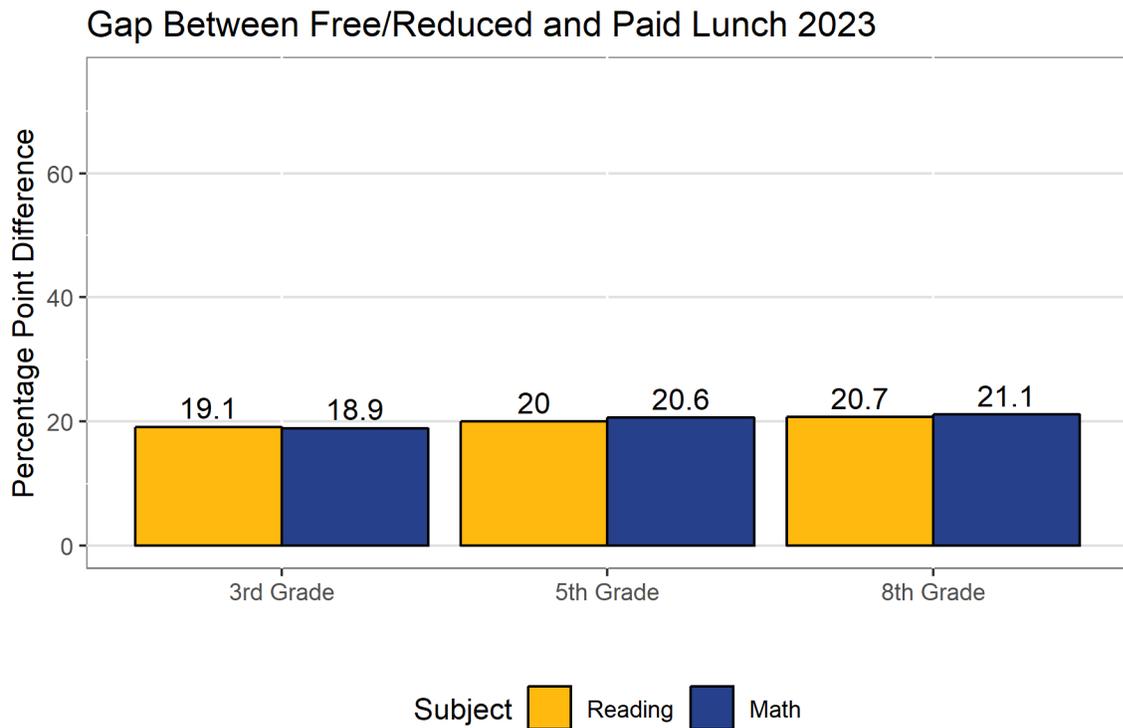
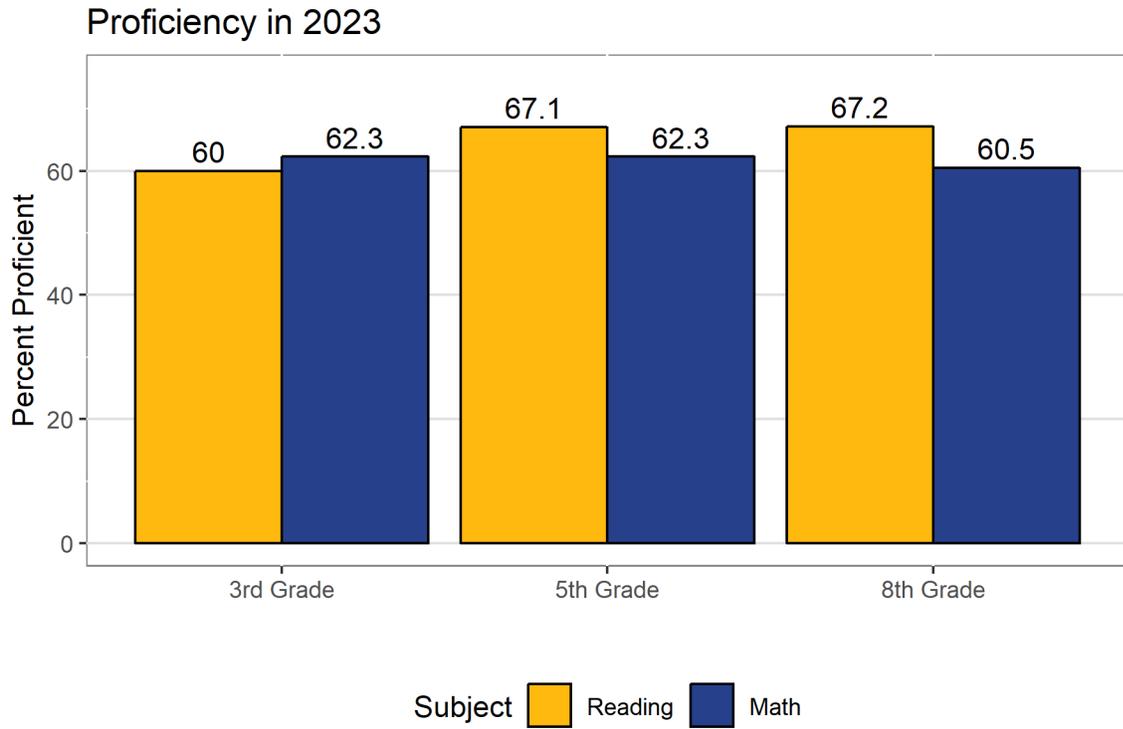
- Monitor district program offerings and encourage increased access to pathways aligned to high-demand and high-wage sectors.
- Support districts with pathway implementation through high-quality resources and professional learning opportunities.

### **High School Graduation Requirements**

Develop minimum high school graduation requirements that ensure all students graduate with the skills required to achieve post-secondary success.

- Develop graduation qualifiers and prerequisites which will allow students to demonstrate attainment of the required experiences and skills based on the opportunities available.
- Develop high-quality resources and support districts in the implementation of graduation qualifiers and prerequisites.

**What progress looks like in 2023:**



## Priority: Strategic Partnerships

### **Strategic Partnerships Objectives:**

1. Improve District & School Operations - Resources are aligned to provide equitable access to high-quality instructional opportunities and to ensure success for all students. Innovative approaches and best practices implemented in schools and districts are focused on closing the achievement gap. District and school operations are systematic and characterized by key processes (e.g., internal/ external communication, data review, program compliance and resource allocation) implemented with fidelity and monitored for effectiveness.
2. Effective Use of Partnerships – Partners are defined as districts, schools, students, families, workforce, communities, higher education, government agencies, vendors, non-profits, legislators, the Kentucky Board of Education and education partners. Partnerships are focused on promoting mutual learning, maximizing resources, improving programs and services and increasing opportunities and outcomes for all students.

### **Strategic Partnerships Initiatives:**

#### **District Financial Competency**

Maintain focus on improving district and school operations by engaging districts in adopting processes around enhanced data collection, data quality and accurate reporting. Identify opportunities to ensure district and school staff are adequately informed and prepared to perform their duties.

- Support districts' application of sound accounting and internal control practices through adoption of uniform audit and accounting standards, policy development (e.g., "Redbook"), training advocacy (e.g., SFMI, KASBO) and communications.
- Provide avenues for enhanced data collection and reporting by providing mechanisms beneficial to districts for capturing and sharing information with their boards of directors, staff and local communities regarding district finances and facilities inventories.

#### **Partnership Engagement**

Engage education partners in order to improve opportunities available to all Kentucky students.

- Identify key partners and define the expectations of each partnership.
- Align work with partners to strategic priorities and regularly assess partnership engagement.

### **What progress looks like in 2023:**

- 10% decrease in district financial audit findings
- Partnership engagement will be baselined in February 2019

## Priority: Operational Excellence

### **Why we are doing this work:**

- 37% of customer respondents agree that service provided by KDE meets the needs of districts, schools and students
- 52% of Frankfort-based staff agree that they have a clear understanding of the work being done across the agency

### **Operational Excellence Objectives:**

1. **Improve Support Services** - The Kentucky Department of Education provides support that meets the needs of districts, schools, and other stakeholders. KDE develops innovative and efficient ways to support customers and stakeholders. Resources are high-quality, current and user-friendly. Responses to internal and external customers are accurate and timely.
2. **Improve Internal/External Communication** - Timely, transparent communication benefits internal and external customers and stakeholders. Two-way communication occurs as often as possible and multiple methods are used to reach wider audiences, when needed. Communication is enhanced through the use of key partnerships. An established communication process and plan facilitates consistent effectiveness in communicating with districts.
3. **Effective Use of Resources** - Human capital, tools, technology and expenditures are focused on the strategic priorities: student success, operational excellence and effective partnerships. KDE finds innovative ways to allocate resources within the government structure. The agency benefits from exploring additional funding opportunities.
4. **Maintain Effective Leadership** - KDE leadership establishes and communicates a common set of priorities across the agency. As a result, staff are able to make connections between their work and the agency's strategic priorities. Leaders facilitate opportunities for collaboration aligned with strategic priorities. Continuous improvement is a priority, with leaders providing access to and engaging in professional learning opportunities.
5. **Cultivate Quality of Skill and Expertise** - Agency staff are able to access resources needed to complete work and provide high-quality support. Effective collaboration and cross-training efforts stimulate professional growth. Regular analysis and reflection on work ensures roles and responsibilities are defined, and the right people are doing the right work. Staff receive effective support and coaching after initial training.
6. **Promote Systematic Operations** - KDE seeks and achieves efficiencies across offices through analysis, innovation, and the sharing of information and knowledge. Operations are characterized by repeatable processes which are regularly evaluated for optimization. Key processes are identified, documented and accessible in a centralized location, as appropriate. Processes and measures are used to track progress on key strategic (and operational) goals.

## **Operational Excellence Initiatives:**

### **Strategic Management Maturity Model**

Implement the Strategic Management Maturity Model in order to promote operational excellence across the agency.

- Regularly assess strategic management maturity and develop action plans based on results.
- Deploy action plans and offer support to staff on implementing strategic management processes.

### **New School Report Card**

The new K-12 school report card is primarily focused on data that is helpful, valuable and transparent to existing Kentucky K-12 students, families and school staff as well as the local school district board members that represent the community. It will allow for daily engagement to assess school, district and student progress and serve as a tool for students and families that want to do a quick overall health check of their current school or a potential future school.

- Continue to widen and improve the lines of engagement, information and communications for KY K-12 families and their school children through the SRC resources/tools.
- Improve data quality by annually going through a healthy data diet process.

### **Agency Communication Plan**

Enhance internal and external communication about Kentucky's education progress, policies, initiatives and opportunities for stakeholder involvement.

- Develop and deploy processes for internal and external communication needs.
- Use multiple methods to reach a wide audience.
- Develop campaign around "Raise the Bar, Close the Gap."

### **Staff Development**

Develop resources for program offices to help ensure staff at all levels have the skills and expertise needed to perform their job duties and provide quality service to internal and external customers.

- Develop uniform onboarding processes to be deployed by human resources and program offices.
- Promote use of professional development resources which will allow staff at all levels to increase expertise in their area and maintain the expectations of the agency.

What progress looks like in 2023:

### Organizational Effectiveness Goals

