



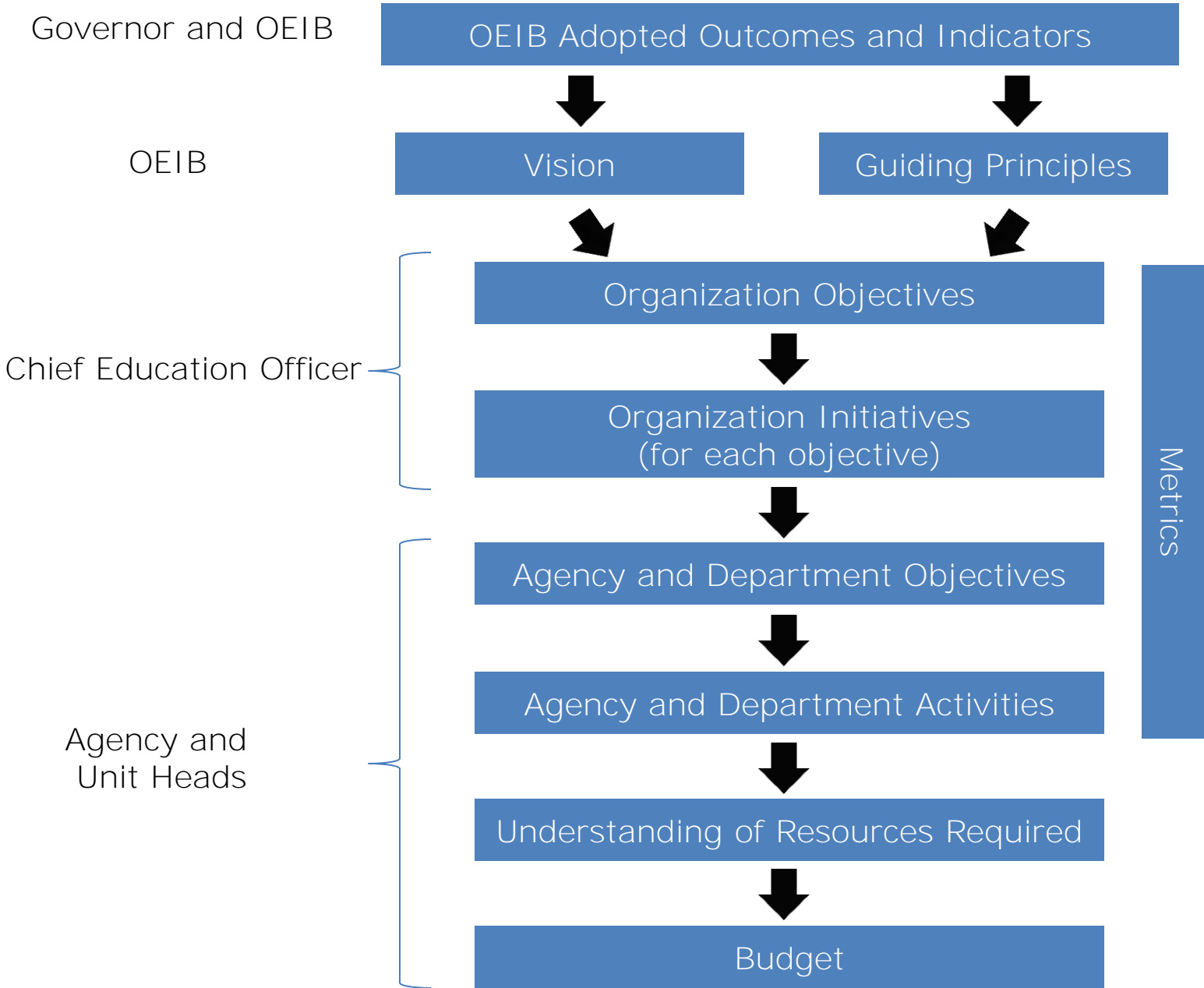
Oregon Education Investment Board
Chief Education Officer
Strategic Plan Summary

January 2013

Agenda

- Overview of strategic planning process and vision
- Focus over the next seven years
- Focus over the next biennium
 - Objectives and initiatives
 - Metrics for each initiative
- Output over the next six months
- Next steps

Overview of strategic and operational planning



Governor's vision led to OEIB-adopted outcomes and indicators



Vision Statement

So that the destiny of Oregon's children shall not fall to the conundrum of fiscal challenges or ideological division, the OEIB will mobilize its effort around a vision that will use the statutory right to create, invest in, align and build a P-20 system and the moral authority to influence, convene, report, and measure the conditions of student success.

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OEIB focus over the next seven years

- The following slide outlines the five categories of work over the next seven years. These categories assume continuity from the current biennium (2013-15) into the next biennium (2015-17)
- All categories will have an intense concentration on strategies, programs, and deliverables relating to Priority and Focus Schools, ELL, and students with Special Needs

OEIB focus over the next seven years

Categories of Work

Connections between labor and the economy

Define and create pathways for students to be connected to jobs today and in the future

Career training/college-going culture

Raise expectations for all students for post-secondary achievement

Communities for healthy children

Reconstruct service delivery model of health, education, and family support

Family support of learning

Educate and empower families to engage, intervene, and demand outcomes

Academic preparation and civic-mindedness

Provide academic rigor, promote civic knowledge, and intentionally link outcomes with investments



Results

More Oregonians employed today and in the future leading to a stronger economy

Oregonians expect career training/post-secondary education for all students (based on interest and choice)

All children are emotionally-centered, able and ready to learn, and missing fewer days of school

More engaged public and clear set of resources for families to access, leading to improvement

Education is understood as a critical investment in quality of life, employment potential, and economic growth of OR

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- Overview of strategic planning process and vision
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- Primary role of agencies and units in implementing strategy
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OEIB objectives for the next biennium

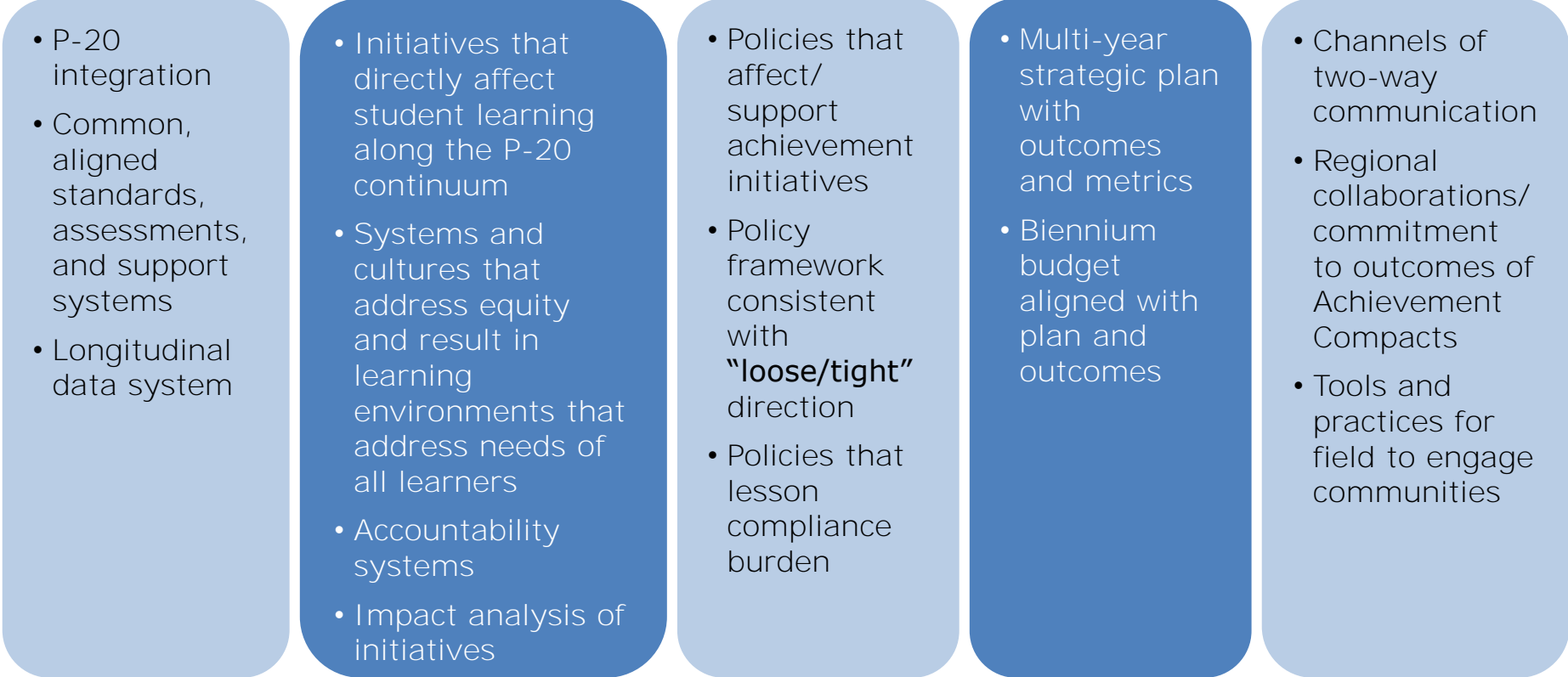
1. Complete the design and implement the P-20 structure
2. Design and implement high-impact, cost-effective initiatives that improve achievement of all students
3. Assess, write, and respond to policies needed to accomplish student achievement initiatives and to create the **“loose/tight” direction of Oregon Learns**
4. Create an outcome-based budget, aligned to initiatives
5. Work to build an informed, motivated, and engaged public

Summary of OEIB objectives and initiatives/outcomes

Objectives



Initiatives/Outcomes



* Implementation includes establishing and conducting the protocols and processes of distributing resources to the field.

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Metrics for Objective 1: Complete design and implement P-20 structure

OEIB Initiative

OEIB Metric (June '15)

A) Specify how to operationalize P-20 integration, particularly around governance and structure

Structure 100% designed, legislation passed, structure fully implemented

100% of regions report increased satisfaction in support from OEIB

B) Implement common aligned learning standards, assessment tools, and support systems for P-20

Learning standards and assessment tools are uniform and span across P-20

C) Complete longitudinal data system

Longitudinal data system is 100% complete and serves the functions identified by end users

Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students

OEIB Initiative

OEIB Metric (June '15)

A) Implement initiatives that directly affect student learning in all segments of P-20

Early Learning and Literacy:

- *Number of children ready to enter Kindergarten increases 20%**
- *Number of 3rd graders reading at grade level increases 15% and achievement gap decreases 5%*
- Number of underserved families who engage meaningfully in their child's education is no less than 50%*



Key Strategies

- Early childhood education redesign
- Regional hubs
- Expanded/individual learning time
- Increased library usage
- Literacy awareness campaign

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.

Note: Italicized metrics are also reflected in the K-12 Achievement Compacts.

Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

OEIB Initiative

A) Implement initiatives that directly affect student learning in all segments of P-20

OEIB Metric (June '15)

Diverse Professional Corps of Educators:

- Number of education professionals (PK-12) projected to enter OR education workforce within two years who are non-white, Hispanic, or whose native language is not English increases 10%*
- Levels of employer satisfaction with new teachers prepared in OR increases 30%*
- At least 30% more educators report increased satisfaction in professional support*



Key Strategies

Statewide effort to recruit, prepare, hire, and support educators, including:

- Four to six professional development centers
- New career maps and licensure structures
- Teacher collaboration and mentorship
- Dissemination of best practices and models

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.

Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

OEIB Initiative

A) Implement initiatives that directly affect student learning in all segments of P-20

OEIB Metric (June '15)

Connecting to the World of Work:

- *Number of students who demonstrate proficiency in math and science in Middle School increases 15% and achievement gap decreases 5%*
- *At least 50% of students who graduate HS earned nine or more college credits and the achievement gap decreases 5%**
- At least 85% of students who graduate from OR education system are employed within 12 months*

Key Strategies

- STEM initiatives – e.g., STEM hubs
- Internships and apprenticeships for students
- Grade 11-14 redesign and dual enrollment
- Essential skills curriculum
- Connections to career and technical trade unions
- Integration of arts into curriculum

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Note: Italicized metrics are also reflected in the K-12 Achievement Compacts.

Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

OEIB Initiative

A) Implement initiatives that directly affect student learning in all segments of P-20

OEIB Metric (June '15)

Post-Secondary Aspirations:

- At least 75% of students will be on track for graduation by the end of 9th grade with no gaps greater than 10%*
- *Five-year cohort graduation rate increases 5 percentage points and achievement gap decreases 5%*
- *Post-secondary enrollment of underserved students increases 10 percentage points (gap eliminated)*



Key Strategies

- Transitional supports at critical entry points (K-20)
- Advanced Learning Options
- Services for at-risk youth
- Credits universally accepted across post-secondary
- Increase of post-secondary access and retention

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Note: Italicized metrics are also reflected in the K-12 Achievement Compacts.

Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

OEIB Initiative

B) Shift systems and cultures to address equity and result in learning environments that address needs of all learners

OEIB Metric (June '15)

At least 75% of Priority and Focus schools will achieve growth for all students and for subgroups greater than the state average

Number of ELL students reading at grade level by 5th grade increases 75%



Key Strategies

- Reengagement of hard-to-reach youth (immigrants, homeless, dropouts, and gangs)
- Build West Coast network to elevate and share tools and talent for immediate and continued growth of ELL
- Intense support of and guidance to Priority and Focus Schools
- Develop policy and planning documents for dissemination throughout PK-12 leadership

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Note: Italicized metrics are also reflected in the K-12 Achievement Compacts.

Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

OEIB Initiative

OEIB Metric (June '15)

C) Determine and implement processes of support and accountability (including Achievement Compacts and OR Report Card)

Data from accountability system is used to affect policy and change practice

At least 80% of educators, students, and families surveyed report accountability system as useful*

D) Analyze initiatives to understand impact and ROI

100% of key initiatives are analyzed for impact and ROI

ROI information is used to develop policies and recommend strategic investments

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.

Metrics for Objective 3: Assess, write, and respond to policies needed to accomplish initiatives and create “loose/tight” direction of Oregon Learns

OEIB Initiative

- A) Analyze, write, and advocate policies that support initiatives and affect how education is delivered in the field
- B) Create policy framework, including R&D, consistent with “loose/tight” direction
- C) Review current policies with eye towards which should be eliminated to achieve initiatives and lessen compliance burden

OEIB Metric (June '15)

Policies, explicitly linked to strategic initiatives, demonstrate impact on student performance. Policies affected/created are regarding:

- ESD redesign
- Educator workforce (licensure, minority recruitment)
- Grade 11-14 redesign (funding formula, credit transferability)
- Equity (data collection, accountability)
- Early learning (hubs, Kindergarten readiness, reimbursement policy)
- Diploma and credentials (Oregon diploma rollout, career pathways)
- Mandate relief

Metrics for Objective 4: Create outcome-based budget, aligned to student achievement initiatives

OEIB Initiative

OEIB Metric (June '15)

A) Create, monitor, and revise the strategic and operations plan (including metrics)

Strategic plan and metrics are monitored at least biannually, and updated and shared at least annually

Multi-year strategic plan and metrics for 2015 and beyond is created (see pgs 7-8 for seven-year view)

B) Contribute to the development of the biennium budget, tying budget to strategic initiatives

Budget recommendations are developed, explicitly aligned to strategic initiatives and outcomes, and delivered on time

Metrics for Objective 5: Work to build an informed, motivated, and engaged public

OEIB Initiative

OEIB Metric (June '15)

A) Create channels of two-way communication with major stakeholders about the need for change, strategies, and opportunities for engagement

At least 85% of stakeholders feel "adequately informed"*

At least 90% of stakeholders report having adequate opportunities to provide input*

B) Use achievement compacts to establish regional collaborations and community commitment to meeting outcomes

100% of regions report having business and community partners engaged in meeting Achievement Compact goals

C) Support learning organizations in creating strategies, tools, and practices to engage their communities

85% of education institutions report that the created tools and processes have been useful in engaging their communities

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.

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To be achieved by June '13 (focus of next six months)

Objective 1 Complete the design and implement the P-20 structure

- P-20 structure designed and legislation passed
- Plan for aligning learning standards and assessment tools completed
- Pre-K standards developed
- Kindergarten assessment completed and approved
- Input collected (from educators, students, public, policy-makers) and business case developed for longitudinal data system

To be achieved by June '13 (focus of next six months)

**Objective 2
Design and
implement
high-impact,
cost-effective
initiatives
that improve
achievement
of all
students**

Early Learning and Literacy

- Plan for redesign of regional hubs completed, RFPs administered, and funding identified
- Plan to address needs of diverse student population (including ELL) completed
- Plan for increasing library usage completed and baseline established
- Programs identified and RFPs administered for increasing parental engagement

Diverse Professional Corps of Educators

- Statewide professional development (P/D) plan for educators developed (with participation from post-secondary institutions)
- Plan for P/D Centers completed, RFPs administered, and funding identified
- Career map for MS/HS students going into teaching developed
- Recommendations for new licensure structure and career ladder for teachers defined

To be achieved by June '13 (focus of next six months)

**Objective 2
Design and
implement
high-impact,
cost-effective
initiatives
that improve
achievement
of all
students**

Connecting to the World of Work

- Plan for implementing STEM initiatives created; RFPs administered
- Plan for increasing student internships completed; Partners that link students to businesses identified and RFPs administered
- Plan for aligning workforce and secondary education completed

Post-Secondary Aspirations

- **Plan for increasing HS students' access to college credits completed and approved**
- Funding for increasing student access to financial aid identified and process redesigned
- Tool for students to access OR pathway options designed
- Programs for decreasing gang violence identified and RFPs administered

To be achieved by June '13 (focus of next six months)

Objective 3
Assess, write, and respond to policies needed to accomplish achievement initiatives and create "loose/tight" direction of Oregon Learns

- First set of policies related to 2013-15 strategic plan amended/eliminated/created

Objective 4
Create an outcome-based budget, aligned to student achievement initiatives

- 2013-15 OEIB strategic plan and metrics completed
- Scorecard to evaluate performance of OEIB designed
- Legislation for the 2013-15 budget passed (including strategic investments)
- Policy review of Oregon Student Access Commission tied directly to 40-40-20

To be achieved by June '13 (focus of next six months)

Objective 5
**Work to build
an informed,
motivated,
and engaged
public**

- Tools and process for education institutions to access OEIB services developed
- Process for hearing and addressing needs of stakeholders on an ongoing basis defined
- Process of including regions in Achievement Compacts defined
- Outreach toolkit for education institutions to engage their communities developed

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Next steps

1. Develop dashboard for OEIB Board to monitor achievement of OEIB strategic plan
2. Develop a performance management system for OEIB, which will be driven by the strategic plan and include the following components:
 - a. Individual scorecards
 - b. Administrative competencies
 - c. Professional development
3. Implement outreach campaign to engage public, gather baseline data, and provide information on strategic initiatives