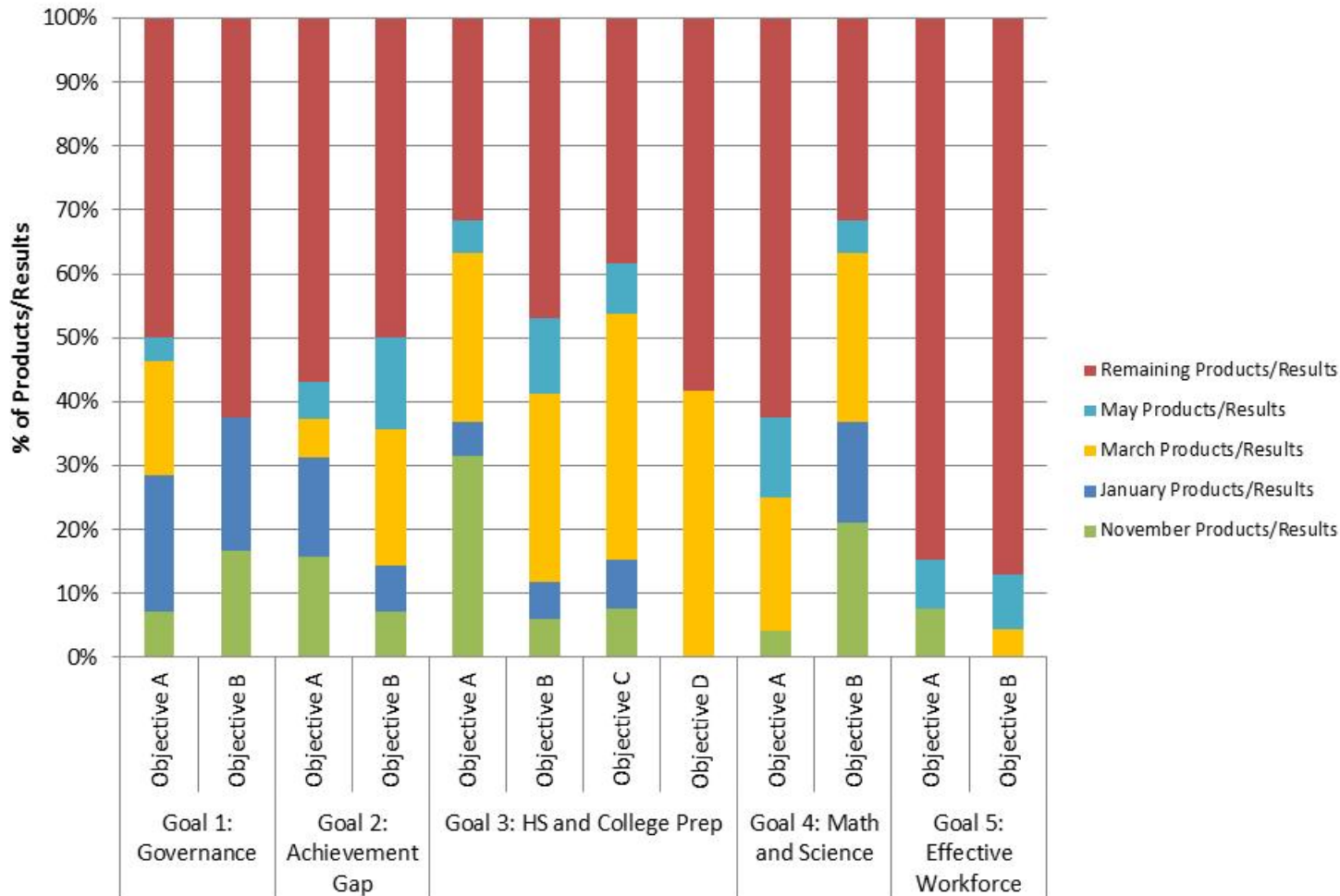


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Strategic Goals Snapshot



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Goal 1: Governance: Advocate for an effective, accountable governance structure for public education in Washington

Objectives	2010		2011						Efforts
	Sept / Oct	Nov / Dec	Jan / Feb	March/ April	May / June	July / Aug	Sept / Oct	Nov / Dec	
Catalyze education governance reform in Washington									Current: Research ⁱ Past: Correspondence ⁱⁱ Research ^{iii iv}
	● ○ ○	● ○ ○	● ● ●	● ● ●	○ ○ ○	○ ○ ○	○ ○ ○	○ ○ ○	
Use the State Education Plan to foster stronger relationships among education agencies									Current: Past: Collaboration ^v Research ^{vi}
	● ●	● ●	● ○	○ ○	○ ○	○ ○	○ ○	○ ○	

○ = anticipated staff/Board commitment
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A. Catalyze educational governance reform in Washington (Timeline 2011-2014)

1. Define the issues around governance
 - Create a synopsis of literature on governance reform.
 - Provide systems map to demonstrate the current Washington K-12 governance structure.
 - Examine other states' education governance models and national trends.
 - Produce three illustrative case studies that demonstrate governance dilemmas and potential solutions.
2. Engage stakeholders (e.g., educators, businesses, community groups, and others) via study groups in discussion of the state's educational governance system and make recommendations for a process to review governance and streamline the system, making it more effective while clarifying roles and responsibilities.
3. Create a public awareness campaign around governance issues.
4. Support process identified to examine and make governance recommendations.



ACHIEVEMENTS:

- Produce a compelling set of materials on need for change in public education governance by 2011.
- Catalyze groups to make education governance recommendations by 2012 to Governor and Legislature.



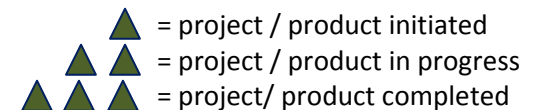
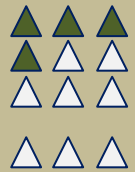
B. Use the State Education Plan to foster stronger relationships among education agencies (Timeline 2010-2018)

1. Collaborate with the Quality Education Council (QEC), Governor, OSPI, PESB, and other state agencies and education stakeholders to strengthen and finalize the State Education Plan.
2. Share the State Education Plan and solicit input from education stakeholders.
3. Collaborate with state agencies on a work plan for the State Education Plan's implementation, delineating clear roles and responsibilities.
4. Advocate to the QEC and the Legislature for a phased funding plan to support Education Plan priorities.



ACHIEVEMENTS:

- Incorporate stakeholder education feedback on the State Education Plan.
- A visible, credible, and actionable State Education Plan by 2011.
- Implementation schedule prepared for State Education Plan.
- Adopt the State Education Plan's performance targets as SBE's own performance goals, and have a tracking system in place for reviewing its performance goals against the Plan by 2012.



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Goal 2: Achievement: Provide Policy Leadership for Closing the Academic Achievement Gap

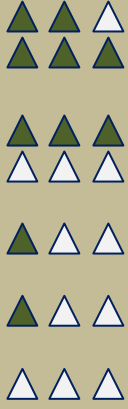
Objectives	2010		2011						Efforts
	Sept / Oct	Nov / Dec	Jan / Feb	March/ April	May / June	July / Aug	Sept / Oct	Nov / Dec	
Focus on joint strategies to close the achievement gap for students of diverse racial and ethnic backgrounds, students of poverty, and English language learners									Current: ELL Board Presentation Past: Development ^{vii} Presentations ^{viii} Index ^{ix}
	● ● ○	● ● ●	● ● ○	● ● ○	○ ○ ○	○ ○ ○	○ ○ ○	○ ○ ○	
Advocate for high quality early learning experiences for all children along the K-3 grade educational continuum									Current: Past:
	○	●	●	○	○	○	○	○	

○ = anticipated staff/Board commitment
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A. Focus on joint strategies to close the achievement gap for students of diverse racial and ethnic backgrounds, students in poverty, and English language learners (2010-2014)




1. Assist in oversight of State Education Plan by monitoring the progress on performance measures as related to the achievement gap.
2. Together with OSPI, implement the Required Action process for lowest achieving schools.
3. Create recognition awards for schools that close the achievement gap and showcase best practices using the SBE Accountability Index.
4. Work with stakeholders to assess the school improvement planning rules.
5. Use student achievement data to monitor how Required Action and the Merit school process are working in closing the achievement gap, and identify improvements needed.
6. Invite students of diverse cultures, abilities, and learning styles and their parents to share their perspectives and educational needs with SBE
7. Reflect upon constructive alignment of allocated and supplemental opportunities to learn in a school calendar year that is efficient, effective, and equitable.



ACHIEVEMENTS:

- Use data to turn the spotlight on schools that are closing the achievement gap.
- Adopt Required Action (RA) rules, designate RA districts, approve RA plans, and monitor school progress in 2010-2011.
- In partnership with stakeholders, develop state models for the bottom five percent of lowest-achieving schools by 2012.
- Create new awards for the achievement gap in the 2010 Washington Achievement Awards program.
- Create district and state level data on SBE Accountability Index.
- Work with stakeholders on creating performance measures on college and career readiness.
- Revise school improvement plan rules.
- Develop an annual dashboard summary to show student performance on college and career-readiness measures (including sub group analysis). Note: this work also pertains to SBE Goal Three
- Incorporate lessons learned from the OSPI evaluation of Merit schools and Required Action Districts in future SBE decisions.
- Incorporate stakeholders' perspectives on their educational experiences in SBE decisions.



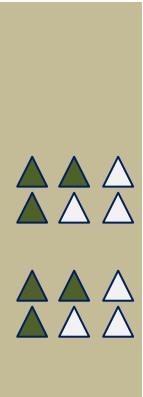
 = project / product initiated
 = project / product in progress
 = project/ product completed




B. Advocate for high quality early learning experiences for all children along the K through third grade educational continuum (2010-2018)

1. Advocate to the Legislature for state funding of all-day kindergarten and reduced class sizes.
2. Promote early prevention and intervention for K-3 students at risk for academic difficulties.

ACHIEVEMENTS:

- SBE will support bills that increase access to high quality early learning experiences.
- Create case studies of schools that succeed in closing academic achievement gaps in grades K-3.



 = project / product initiated
 = project / product in progress
 = project/ product completed

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Goal 3: High School and College Preparation: Provide Policy Leadership to Increase Washington's Student Enrollment and Success in Secondary and Postsecondary Education

Objectives	2010		2011						Efforts
	Sept / Oct	Nov / Dec	Jan / Feb	March/ April	May / June	July / Aug	Sept / Oct	Nov / Dec	
Provide leadership for state-prescribed graduation requirements that prepare students for postsecondary education, the 21 st century world of work, and citizenship									Current: Presentations ^x Past: Presentations ^{xi}
	●●●	●●○	●○○	●●○	○○○	○○○	○○○	○○○	
Create a statewide advocacy strategy to increase postsecondary attainment									Current: Meetings ^{xii} Past: Development ^{xiii}
	●○	●○	●○	●○	○○	○○	○○	○○	

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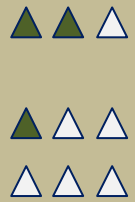
A. Provide leadership for state-prescribed graduation requirements that prepare students for post-secondary education, the 21st Century world of work, and citizenship (2010-2018)

1. Revise the Core 24 graduation requirements framework based on input received, create a phased plan, and advocate for funding to implement the new graduation requirements.
2. Advocate for system funding investments, including comprehensive guidance and counseling beginning in middle school to increase the High School and Beyond Plan; increased instructional time; support for struggling students; and curriculum and materials.
3. Work closely with OSPI, Washington State School Directors' Association (WSSDA), the Higher Education Coordinating Board (HECB), and others, to publicize and disseminate sample policies/procedures to earn world language credit, and seek feedback on the adoption and implementation of district policies.



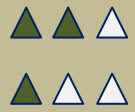
ACHIEVEMENTS:

- Adopt new rules and related policies for the revised graduation requirements by 2011-12.
- Solicit and share information about system funding investments, including comprehensive guidance and counseling beginning in middle school; increased instructional time; support for struggling students; curriculum and materials; and Culminating Project support.
- Disseminate case studies of districts that have adopted world language proficiency-based credit policies and procedures through the SBE newsletter.



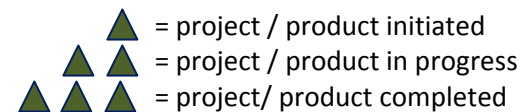
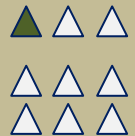
B. Create a statewide advocacy strategy to increase post-secondary attainment (2010-2014)

1. In partnership with stakeholders, assess current state strategies, and develop others if needed, to improve students' participation and success in postsecondary education through coordinated college- and career-readiness strategies.
2. Collaborate with the HECB to examine the impact of college incentive programs on student course taking and participation in higher education.



ACHIEVEMENTS:

- Develop a "road map" of state strategies for improving Washington students' chance for participation and success in post-secondary education; document progress annually.
- Develop annual dashboards summary to show student performance on college and career-readiness measures. Note: this work also pertains to SBE Goal Two.
- Conduct a transcript study of course-taking patterns of students enrolled in college incentive programs.



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Goal 3: High School and College Preparation: Provide Policy Leadership to Increase Washington's Student Enrollment and Success in Secondary and Postsecondary Education

Objectives	2010		2011						Efforts
	Sept / Oct	Nov / Dec	Jan / Feb	March/ April	May / June	July / Aug	Sept / Oct	Nov / Dec	
Provide policy leadership to examine the role of middle school preparation as it relates to high school success									Current: Past: Documentation ^{xiv} Survey ^{xv}
	● ○ ○	● ● ○	● ● ○	● ● ○	○ ○ ○	○ ○ ○	○ ○ ○	○ ○ ○	
Assist in oversight of online learning programs and Washington State diploma-granting institutions									Current: Research ^{xvi} Past:
	○ ○	○ ○	○ ○	○ ○	○ ○	○ ○	○ ○	○ ○	

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C. Provide policy leadership to examine the role of middle school preparation as it relates to high school success (2011-2013)

1. Advocate for resources that will support the comprehensive counseling and guidance system needed to initiate a high school and beyond planning process in middle school.
2. Convene an advisory group to study and make policy recommendations for ways to increase the number of middle school students who are prepared for high school.



ACHIEVEMENTS:

- Conduct a baseline survey of current middle school practices to provide students with focused exploration of options and interests that the High School and Beyond Plan will require.
- Develop middle school policy recommendations to SBE via advisory group by 2012.



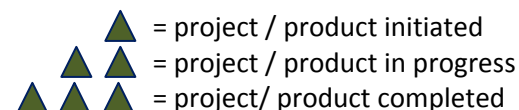
D. Assist in oversight of online learning programs and Washington State diploma-granting institutions (2011-2012)

1. Examine policy issues related to the oversight of online learning for high school credits.
2. Determine role of SBE in approval of online private schools, and work with OSPI to make the rule changes needed to clarify the role and develop appropriate criteria.



ACHIEVEMENTS:

- Clarify state policy toward approval of online private schools and make any needed SBE rule changes in 2012.
- Synthesize current policies related to oversight of online learning and high school credit, with recommendations for any needed changes prepared by 2011.



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Goal 4: Math & Science: Promote Effective Strategy to Make Washington's Students Nationally and Internationally Competitive in Math and Science

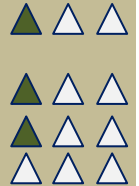
Objectives	2010		2011						Efforts
	Sept / Oct	Nov / Dec	Jan / Feb	March/ April	May / June	July / Aug	Sept / Oct	Nov / Dec	
Provide system oversight for math and science achievement									Current: Past: Changed Math Rule Presentations ^{xvii} Collaboration ^{xviii}
	● ○ ○	● ○ ○	● ● ○	● ● ○	○ ○ ○	○ ○ ○	○ ○ ○	○ ○ ○	
Strengthen science high school graduation requirements									Current: Legislative Letter Past: Approved Graduation Requirements
	●	●	●	●	○	○	○	○	

○ = anticipated staff/Board commitment
 ● = actual staff/Board commitment

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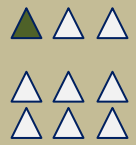
A. Provide system oversight for math and science achievement (2010-2012)

1. Advocate for meeting the State Education Plan goals for improved math and science achievement.
2. Research and communicate effective policy strategies within Washington and in other states that have seen improvements in math and science achievement.
3. Monitor and report trends in Washington students' math and science performance relative to other states and countries.
4. Establish performance improvement goals in science and mathematics on the state assessments.



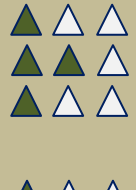
ACHIEVEMENTS:

- Produce brief(s) on effective state policy strategies for improving math and science achievement and advocate for any needed policy changes in Washington.
- Create an annual "Dashboard" summary of Washington students' math and science performance relative to state performance goals and other states and countries.
- Adopt performance goals and a timetable for improving achievement in math and science assessments.



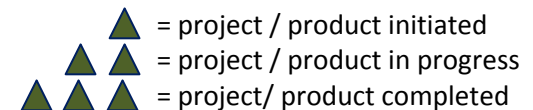
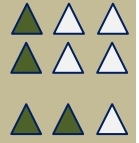
B. Strengthen science high school graduation requirements (2010-2015)

1. Increase high school science graduation requirements from two to three science credits.
2. Work with the HECB in requiring three science credits for four-year college admissions requirements.
3. Consult with OSPI on the development of state science end-of-course assessments.



ACHIEVEMENTS:

- Add third credit in science rule change for Class of 2018, with alignment to the HECB by 2011.
- Request funding as phase-in for new science graduation requirements by 2013-15 biennium.
- Provide input in the development of science end-of-course assessments, particularly in the biology EOC assessment required by statute to be implemented statewide in the 2011-2012 school year.



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Goal 5: Effective Workforce: Advocate for Policies to Develop the Most Highly Effective K-12 Teacher and Leader Workforce in the Nation

Objectives	2010		2011						Efforts
	Sept / Oct	Nov / Dec	Jan / Feb	March/ April	May / June	July / Aug	Sept / Oct	Nov / Dec	
Review state and local efforts to improve quality teaching and education leadership for all students									Current: Past: Joint report with PESB Research ^{xix}
	●	○	○	●	○	○	○	○	
Promote policies and incentives for teacher and leader quality in areas of mutual interest, and in improving district policies on effective and quality teaching									Current: Past: Web updates Joint report with PESB
	●	○	●	○	○	○	○	○	

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A. Review state and local efforts to improve quality teaching and educational leadership for all students (2010-2018)

1. Provide a forum for reporting on teacher and principal evaluation pilot programs.
2. Support the QEC and legislative action to restore and increase Learning Improvement Days (LID) funding for five professional days.



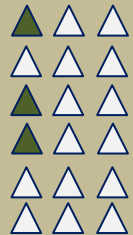
ACHIEVEMENTS:

- Hold joint Board meetings with the PESB to review progress and make recommendations on teacher and leader pilot and MERIT school evaluations in 2011 and 2012.
- Discontinue 180 day waivers by 2015 (contingent on state funding)



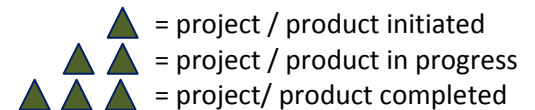
B. Promote policies and incentives for teacher and leader quality in areas of mutual interest, in improving district policies on effective and quality teaching (2010-2014)

1. Examine issues and develop recommendations on state policies related to:
 - Effective models of teacher compensation.
 - Equitable distribution of highly effective teachers, including those from diverse backgrounds.
 - Effective new teacher induction systems.
 - Effective evaluation systems.
 - Reduction in out-of-endorsement teaching.
 - Effective math and science teachers.



ACHIEVEMENTS:

- Advocate for new state policies to assist districts in enhancing their teacher and leader quality that will improve student performance in the 2011 and 2012 Legislative Sessions.



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- ⁱ 2011.04.20. Structural Barriers Report, Ideas for Governance Options, Jesse's Case Studies
- ⁱ 2010.09-10: Selected University of Washington graduation student to conduct literature reviews and case studies.
- ⁱⁱ 2010.09-10: Correspondence with the University of Washington Evans School, School of Education.
- ^{iv} 2011.02.23 Research Brief for Governance Work Session.
- ^v 2010.09-10: Meetings with PESB, DEL, Governor's office, QEC, OSPI, HECB, Stakeholders.
- ^{vi} 2010.11-12: Completed Education Plans and Incorporated Feedback.
- ^{vii} 2010.09-10: Continued Education reform development.
- ^{viii} 2010.09-10: Presentation to the Race and Pedagogy conference.
- ^{ix} 2010.11-12: New Washington Achievement Gap Award. 2010 Index Data. 2010 Index Lookup Tool.
- ^x 2011.04.19: Presentations to the PTA and the Regional Curriculum Leaders Consortium in Bremerton.
- ^{xi} 2010.09-10: Presentations: Youth Academy, QEC, AWSP Board, AWSP Rep. Council, WASA, Excellent Schools Now Coalition, King County Vocation Administrators, WSSDA regional meeting (Yakima), WSSDA Leg. Conference, WSSDA State Conference.
- ^{xii} 2010.11-12: Planning for January meeting, met with the Higher Education Coordinating Board, State Board of Community and Technical Colleges, Workforce Education and Training Board.
- ^{xiii} 2010.09-10: Continued work on the Education Plan.
- ^{xiv} 2010.09-10: Preparation and policy brief.
- ^{xv} 2011.04.25: Inventory survey on career- and college readiness practices in the middle grades.
- ^{xvi} 2011.04.10: Working on research agenda with the Higher Education Board to advance dual credit opportunities.
- ^{xvii} 2010.09-10: Math presentation in the September Board meeting.
- ^{xviii} 2010.09-10: Staff participation in STEM plan meetings.
- ^{xix} 2010.09-10: Completed a research summary on getting more students college bound, the Crownhill Elementary case study, and the Mercer Middle School case study.