

# STATE BOARD OF EDUCATION

**HEARING TYPE:**     \_\_\_X\_\_\_ INFORMATION

**DATE:**                March 26-27, 2008

**SUBJECT:**            **STRATEGIC PLANNING PROCESS**

**SERVICE UNIT:**     Ms. Edie Harding, Executive Director  
State Board of Education

**PRESENTER:**         Ms. Mary Campbell, Consultant  
Mary Campbell & Associates

## **BACKGROUND:**

The Office of Financial Management requires each state agency to submit a strategic plan by mid June, prior to their budget submittal to the Governor, for the following biennium. The Board has hired Mary Campbell, who worked on our last strategic plan, to assist us with a plan for the 2009-11 biennium. This strategic planning process will be very useful in assisting the Board to determine its priorities for the next two years in terms of planning its work plan and budget.

Your homework, in addition to reading the pieces below, is to come prepared to comment on the following questions:

The SBE's strategic plan for the next six years must be created in the context of a vision and goals for the K-12 system as a whole. We will begin our work by revisiting the vision and goals for the K-12 system.

1. Start with the SBE's vision for K-12: The State Board envisions a learner focused state education system that is accountable for the individual growth of each student, so that students can thrive in a competitive global economy and in life. In your mind, what must be accomplished for that vision to be achieved? These become the goals for the K-12 system. One way to answer this question is to complete the following sentence: " In order for students to thrive in a global economy and life, the K-12 system must focus on:

- (1) Raising student achievement dramatically (for example), as well as
- (2) Preparing students for work and citizenship after high school, and
- (3) \_\_\_\_\_ (are there any other goals for the system?)\_\_\_\_\_

2. What will it take to accomplish each of the goals? Jot down your thoughts for each goal by completing the same sentence for each goal, i.e.: (1) For student achievement to increase dramatically, the K-12 system must

(a).....

(b).....

(c).....Do the same for each goal.

3. The State Board of Education (SBE) is only one player in the K-12 system. Given the goals for the system as a whole, on what specific activities should the SBE spend its time and energy over the next two to six years? Where can SBE have the most effect?

Even where SBE has no direct authority, the Board CAN influence the work of other partners. In what specific areas should the Board spend its influence and political capital to get OTHERS to use THEIR resources and authorizations to advance the vision?

We envision three Board meetings to address the strategic plan:

1. In March, the Board will give broad input.
2. In May, the Board will refine the draft plan.
3. In July, the Board will adopt the final plan.

In April, we will work with a smaller group of the Board to refine the draft big ideas into a draft strategic plan. We suggest that the new Executive Committee, plus one or two Board members meet on April 10<sup>th</sup> and May 2<sup>nd</sup> to work with Ms. Campbell.

Attached to this tab are:

- the expectations of the consultant
- the Board's current Strategic Plan
- the Board's current Work Plan
- Mary Campbell's recommendations for the Board strategic planning work at the March (and beyond) meeting.



Washington State  
Board of Education



*Working to Raise Student Achievement Dramatically*

## **Expectations for Consultant to Work with State Board of Education (SBE) on Strategic Plan**

### **Work to be Performed**

- Consultant will propose a framework for developing the SBE Strategic Plan for 2009-11, work plan, and budget as a part of the selection process for being hired to work with the SBE.
- Consultant must be familiar with Strategic Plan requirements established in the Office of Financial Management (OFM) guidelines.
- The SBE Strategic Plan for 2009-2011 will build from, and refine the format of the current plan, setting the Board's activities in the context of the overarching goals of the Board. Specific activities and strategies for the Board itself will be appropriate to its unique role, and will reflect the strategic opportunities (objectives) on which the Board plans to take tangible action, in the short term, to achieve its longer term goals. The Board's plan will be a plan for action, rather than a collection of aspirations.
- Consultant will review the State Board of Education Strategic Plan for 2007-2009.
- Consultant review, with the Board:
  - Background, mandates, stakeholders, environmental scan, and other considerations.
  - Current Strategic Plan.
  - Goals and objectives, strategies, and activities for six fiscal years, beginning July 2008.
  - Outcome/performance measures associated with major activities.
- The Consultant will work with a small committee, of the Board, to develop the 'meat' of the Plan with input from and approval of the full Board.
- The Consultant will draft the new Strategic Plan to OFM specifications. The Executive Director and SBE staff will be responsible for reviewing and editing the final draft Plan before submitting to the Board in early June and OFM in mid-June.
- The Board will work with the Consultant to be mindful of also considering a longer term goal of developing a joint strategic plan with OSPI and PESB.

## **Schedule**

Consultant will follow the schedule below, with the Board and Executive Director:

<b>Early March</b>	<b>Executive Director will meet with Consultant to agree on an approach for developing the Plan, which includes input from all Board members at the March Board meeting. The Consultant and Executive Director will prepare a presentation for the March Board meeting.</b>
<b>March 26-27</b>	Board members will be asked to agree to process and work through an initial draft of the Strategic Plan. This may be the new Executive Committee. No more than six Board members total. Board members provide input.
<b>April 10 and May 2</b>	Board Strategic Plan Committee will meet two to three times with Executive Director and Consultant, in Seattle area, to review Board feedback.
<b>May 5</b>	Draft Strategic Plan completed.
<b>May 14-15</b>	Board will review draft Strategic Plan and provide feedback (in Bellingham).
<b>May 30</b>	Board committee will incorporate feedback and staff/ Consultant will create final plan. Consultant will write plan to meet OFM specifications.
<b>June</b>	Executive Director will send draft rewrite to Board members and after any last comments from Board, submit draft or final Plan to OFM by June 13.
<b>July 24-25</b>	Board will adopt final Plan (if not able to complete in May) and use to build the budget proposal and work plan for 2009-2011 biennium. No need for consultant.



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**STRATEGIC PLAN  
STATE BOARD OF EDUCATION  
Adopted: September 15, 2006 WITH GOAL ADDITION IN 2007**

**VISION**

The State Board envisions a learner-focused state education system that is accountable for the individual growth of each student, so that students can thrive in a competitive global economy and in life.

**GOAL for the K-12 SYSTEM AS A WHOLE – Raise student achievement dramatically.**

The following tasks will be used to improve student outcomes:

- TASK 1** Enhance the **quality of education** provided to our students. Invest our education resources in the curriculum, methodology, opportunity to learn, and educator development that equips students for work, life, and citizenship in a dynamic world economy.
- TASK 2** Build a system of **shared accountability** for results within K-12. Increase transparency and accountability in the alignment of resources. Use data intentionally to assess the progress of students and the effectiveness of each part of the system.
- TASK 3** Link early learning, K-12, and post-secondary systems so students experience **seamless transitions**.

**A NEW GOAL WAS ADDED IN MAY 2007 AS FOLLOWS:**

***Provide all students the opportunity to succeed in postsecondary education, the 21st century world of work and citizenship***

**BOARD MISSION**

The State Board's role in the K-12 system is to lead the development of state policy, provide system oversight, and advocate for student success.

## **BOARD OBJECTIVES AND ACTIVITIES**

As specified above, the Board has one overarching goal: ***to raise student achievement dramatically***. In support of this goal, we will focus our efforts on the following four objectives:

OBJECTIVE 1. **Develop an accountability system to support and improve the performance of the K-12 system.** An effective accountability system must include:

- Indicators and measures to identify schools and districts that are effective as well as those needing improvement.
- Designation of authority and an agreed upon process that ensures schools and districts take action.

OBJECTIVE 2. **Develop and recommend to the Legislature a new statutory definition of Basic Education that aligns funding with the learning goals and system for K-12.** Urge the Legislature to appropriate sufficient funding to support implementation of the new definition.

OBJECTIVE 3. **Build on the State Board of Education's capacity to serve as a credible, independent catalyst for positive impact on student learning.**

OBJECTIVE 4. **Target resources on the strategies and practices most likely to ensure good student outcomes.** Specifically work with OSPI, the Professional Educator Standards Board, schools, districts, and other partners to identify the actions needed to improve achievement in mathematics and science at all levels. Advocate for the adoption of proven and promising practices in graduation requirements, curriculum, teacher preparation, and other aspects of quality education.



Update on State Board of Education Work Plans for 2007-08

VISION

The State Board envisions a learner-focused state education system that is accountable for the individual growth of each student, so that students can thrive in a competitive global economy and in life. Adopted 9/06

BOARD GOALS:

- 1. Raise student achievement dramatically. Adopted 9/06
2. Prepare all Washington State students for the opportunity to succeed in post-secondary education, in the 21st century world of work, and citizenship. Adopted 5/07

Special Actions, Studies, & Reports for September 2007–August 2008:

Table with 3 columns: Actions, Studies, and Reports; Update of Work; Goal 1, Goal 2, or Legislatively Required (LR). Row 1: Meaningful High School Diploma – Mathematics, Science, Arts, Career and Technical Ed Issues, Tribal History; Public outreach sessions conducted in fall 2007; Goal 2

Actions, Studies, and Reports	Update of Work	Goal 1, Goal 2, or Legislatively Required (LR)
	<ul style="list-style-type: none"> <li>• Board agreed to address MOA to examine tribal history as part of graduation requirements new date of December 1, 2008.</li> <li>• Board will have final graduation proposal for adoption at its July Board meeting.</li> </ul>	
<p><b>System Performance Accountability</b></p>	<ul style="list-style-type: none"> <li>• Board agreed to focus on three big draft concepts for statewide plan at September 2007 Board meeting: <ul style="list-style-type: none"> <li>-- Performance Improvement Goals and Indicators to Measure System Progress.</li> <li>--A Tiered System of Continuous Improvement for <u>All</u> Schools.</li> <li>--Targeted Strategies for low performing Schools.</li> </ul> </li> <li>• Two RFPs awarded to do work for: policy barriers to student achievement study and state/local partnerships for low performing schools.</li> <li>• February work session on OSPI District Improvement Program, Accountability Index, and ESD accreditation.</li> </ul>	<p>LR</p>



Actions, Studies, and Reports	Update of Work	Goal 1, Goal 2, or Legislatively Required (LR)
	<ul style="list-style-type: none"> <li>• June work session planned around two RFPs and consultants reports.</li> <li>• Board will develop final proposals at its September Board meeting.</li> <li>• Symposium planned for fall 2008 with PESB on low performing schools.</li> <li>• Provide recommendation to legislature about when school districts need to choose from state curriculum.</li> </ul>	
<b>Joint Mathematics Action Plan - define "world class" high school graduation requirements with OSPI and PESB</b>	<ul style="list-style-type: none"> <li>• Update at our March 2008 meeting.</li> <li>• Met with the PESB to discuss in February 2008.</li> </ul>	Goals 1 and 2
<b>Math and Science Report Update on Standards and Curriculum Reviews</b>	<ul style="list-style-type: none"> <li>• Reports due March 2008, June 2008, September 2008, etc).</li> </ul>	LR
<b>*Math Standards and Curriculum Review</b>	<ul style="list-style-type: none"> <li>• Final report completed August 30, 2007.</li> <li>• Math Panel met October, December, and February to review OSPI update.</li> <li>• Strategic Teaching provided February and March updates on OSPI standards document in terms of whether it met Strategic Teaching's seven recommendations.</li> <li>• Potential additional in-depth review of final standards in spring and summer of 2008.</li> </ul>	Goals 1 and 2 and LR

Actions, Studies, and Reports	Update of Work	Goal 1, Goal 2, or Legislatively Required (LR)
	<ul style="list-style-type: none"> <li>Review will be done of OSPI's recommended curricular menus probably in fall 2008 or winter 2009.</li> </ul>	
<b>SBE provide update to legislature and Governor on math and science standards and curricula reviews</b>	<ul style="list-style-type: none"> <li>September 1, 2007 (and every quarter after that – December 2007, March 2008, June 2008, etc) until 2012.</li> </ul>	LR
<b>SBE revise math high school graduation requirements to three credits (look at CTE)</b>  <b>SBE Math Content Study of three high school credits</b>	<ul style="list-style-type: none"> <li>Due December 1, 2007. Received an extension to March 2008.</li> <li>Board directed staff to draft rule on third credit for Algebra II, CTE equivalent, or career path math course (with sign off from parent and high school).</li> <li>Adopt final rule in July on credit and content for three math credits.</li> </ul>	LR
<b>*Science Standards Review</b>	<ul style="list-style-type: none"> <li>Heil and Associates hired and Panel in fall 2007.</li> <li>SBE decision by May 2008 Board meeting. Deadline is June 30, 2008.</li> </ul>	LR
<b>Examine math WASL implementation date to require CAA (meet standard in math, reading, and writing) from class of 2013 to class of 2012</b>	<ul style="list-style-type: none"> <li>At its January meeting, Board decided to keep deadline for class of 2013.</li> </ul>	LR
<b>Review math standards writing process and OSPI curricular menu for new standards with Math Panel</b>	<ul style="list-style-type: none"> <li>Curricular review due by June 30, 2008. This has been extended to six months after new math standards are adopted.</li> </ul>	LR
<b>Science Curriculum Review</b>	<ul style="list-style-type: none"> <li>Due June 30, 2009.</li> </ul>	LR

Actions, Studies, and Reports	Update of Work	Goal 1, Goal 2, or Legislatively Required (LR)
Support P-20 Council Work	<ul style="list-style-type: none"> <li>Two meetings have occurred in September and December 2007.</li> <li>Focus on ELL, data, and math.</li> </ul>	LR
EOC Assessment Study Alternative Norm Referenced Tests Study	<ul style="list-style-type: none"> <li>Reviewed final report by Education First Consulting at January Board meeting and delivered to Governor January 15, 2008.</li> </ul>	Governor
Determine SAT and ACT Reading and Writing Cut Scores	<ul style="list-style-type: none"> <li>Approved at November 2007 Board meeting, with the exception of ACT writing, which was not yet available to meet December 1, 2007 deadline.</li> </ul>	LR
Joint Professional Educator Standards Board (PESB) /State Board of Education Report	<ul style="list-style-type: none"> <li>Report due to legislature October 15, 2008 (due every even numbered year).</li> </ul>	LR
Online Learning Study	<ul style="list-style-type: none"> <li>Develop for May Board meeting</li> </ul>	Goals 1 and 2
State Board of Education Duties	<ul style="list-style-type: none"> <li>Board has not discussed duties it wants to have "back." The issue of accreditation has come up as one to be examined.</li> </ul>	LR
Transcript Analysis Study	<ul style="list-style-type: none"> <li>RFP will be advertised in March.</li> </ul>	Goal 2

Actions, Studies, and Reports	Update of Work	Goal 1, Goal 2, or Legislatively Required (LR)
<b>Education Gap Issues: English Language Learners (ELL) Action Plan</b>	<ul style="list-style-type: none"> <li>Examined ELL issues and received update from OSPI at January Board meeting. This will be a topic for the P-20 group to examine.</li> </ul>	Goals 1 and 2
<b>Additional Resources to do Work</b>	<ul style="list-style-type: none"> <li>SBE applied and received a second Gates Grant February 2008.</li> </ul>	Goals 1 and 2

DRAFT

**Ongoing Work:**

<b>Actions, Studies, Reports</b>	<b>Components of Task</b>	<b>Goal 1, Goal 2 or Legislatively Required (LR)</b>
<b>180 Day Waiver Requests</b>	Review 180 day waiver requests from schools – new process for 2008-09 school year.	LR
<b>Basic Education Compliance</b>	Send out form annually, to districts and collect signed forms back from 295 districts.	LR
<b>Board Meetings, Committee Meetings, and Board Member Requests</b>	Prepare for Board meetings, as well as advisory committees, and panels.	
<b>Meet and Coordinate with Key Policy Makers</b>	Meet with key stakeholders throughout year (legislators, WEA, WSSDA, WASA, AWSP, legislative, and Governor staff).	Goal 1 and 2
<b>Private School Approval Process</b>	Oversee the review of private school proposals.	LR
<b>Rules</b>	Transfer governance rules to Office of Superintendent of Public Instruction and Professional Educator Standards Board (September-October 2006); update rules as needed.	LR
<b>Web and PR Communication</b>	Continuously improve Web site, create press releases and media opportunities.	Goals 1 and 2
<b>Questions on SBE Work</b>	Answer constituent questions by phone and email (average of 30 per day).	Goals 1 and 2



# Washington State Board of Education



Working to Raise Student Achievement Dramatically

## Added our Two Board Goals

### Developing a Strategic Plan for the State Board of Education

Mary Campbell, Principal Consultant, Mary Campbell and Associates, LLC

**NOTE TO ALL BOARD MEMBERS:** This document outlines Mary’s proposal for developing the key elements of SBE’s strategic plan. In order to use our limited time most effectively, please read through **section one “Preparation for March Meeting”** below, before the meeting, and make notes in answer to the thought questions.

Date	Task
<b>Preparation for March Meeting</b>	<p>The SBE’s strategic plan for the next six years must be created in the context of a vision and goals for the K-12 system as a whole. We will begin our work by revisiting the vision and goals for the K-12 system. Please come prepared to discuss the following questions:</p> <p><b>1a.</b> <i>Think about the SBE’s vision for K-12. In your mind, what must be accomplished for that vision to be achieved?</i></p> <p><i>One way to answer this question is to complete the following sentence: “ <b>In order for kids to be prepared to thrive in a global economy and life, the K-12 partners will all need to focus on (1) Raising Student Achievement Dramatically (2)Preparing all Washington students for the opportunity to succeed in post-secondary education in the 21<sup>st</sup> century world of work and citizenship</b> (3) _____</i></p> <p><b>1b.</b> <i>What will it take to accomplish each of the three goals you listed as your answer to question 1a?</i></p> <p><b>2a.</b> <i>The SBE is only one player in the K-12 system. Given the goals for the system as a whole, on what specific issues should SBE spend its time and energy over the next two to six years in order to advance the vision? Where can SBE have the most effect?</i></p> <p><b>2b.</b> <i>Even where SBE has no direct authority, the Board can influence the work of other partners. In what specific areas should the Board spend its influence and political capital to get others to use their resources and authorizations to advance the vision?</i></p>

Date	Task
March 27, 2008 SBE meeting in Renton	<ul style="list-style-type: none"> <li>▪ Obtain Board approval for the proposed approach and timeline.</li> <li>▪ Briefly review current Strategic Plan to distinguish between broad goals and strategies of the K-12 community (not part of this assignment) and the Strategic Plan for the Board itself (the focus of this specific assignment).</li> <li>▪ Create a “cause and effect map” around the SBE’s vision for K-12. Brainstorm the major factors that contribute to that vision (these will be the K-12 system goals). For each goal, identify the sub-factors that contribute to them – these become objectives of the SBE or other entities.</li> <li>▪ Use the cause and effect map to identify the specific strategic opportunities for the SBE for the coming six years. These are the strategies that the SBE might employ to do something themselves or to influence others to do something, to advance the vision and the K-12 system goals.</li> <li>▪ Give the list of strategic opportunities to the small group to work with.</li> </ul>
April 2008	<p>Meeting #1 (two to three hours):</p> <ul style="list-style-type: none"> <li>▪ Review structure and format for product and input received from full Board.</li> <li>▪ Agree on three to five objectives for the Board itself for the next six years, with associated measures. Some objectives will have longer time horizons than others, some might be things the Board does, and some might be things the Board influences others to do.</li> <li>▪ For those objectives, begin to develop strategies, measures and timeline over three biennia.</li> </ul> <p>Meeting #2 (two to three hours):</p> <ul style="list-style-type: none"> <li>▪ Review draft; identify gaps and remaining issues with objectives, strategies and measures.</li> <li>▪ Identify possible sources of data for measures and a data collection plan.</li> <li>▪ Prepare for May Board meeting.</li> </ul>
May 15, 2008 SBE meeting in Bellingham	<ul style="list-style-type: none"> <li>▪ Present draft objectives, strategies and measures to full Board for comments, suggestions, etc.</li> </ul>
June 13, 2008	<ul style="list-style-type: none"> <li>▪ Submit third draft Strategic Plan to OFM (to meet OFM deadline) Send to Board for their review.</li> </ul>
July 2008	<ul style="list-style-type: none"> <li>▪ Approval of final draft at July meeting in Vancouver.</li> </ul>