



# THE WASHINGTON STATE BOARD OF EDUCATION

Governance | Accountability | Achievement | Oversight | Career & College Readiness

<b>Title:</b>	<b>Strategic Plan</b>	
<b>As Related To:</b>	<input checked="" type="checkbox"/> Goal One: Effective and accountable P-13 governance. <input checked="" type="checkbox"/> Goal Two: Comprehensive statewide K-12 accountability. <input checked="" type="checkbox"/> Goal Three: Closing achievement gap.	<input checked="" type="checkbox"/> Goal Four: Strategic oversight of the K-12 system. <input checked="" type="checkbox"/> Goal Five: Career and college readiness for all students. <input type="checkbox"/> Other
<b>Relevant To Board Roles:</b>	<input checked="" type="checkbox"/> Policy Leadership <input checked="" type="checkbox"/> System Oversight <input checked="" type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Communication <input checked="" type="checkbox"/> Convening and Facilitating
<b>Policy Considerations / Key Questions:</b>	The Board will consider adoption of the 2015-18 Strategic Plan at the January 2015 meeting.	
<b>Possible Board Action:</b>	<input type="checkbox"/> Review <input checked="" type="checkbox"/> Adopt <input type="checkbox"/> Approve <input type="checkbox"/> Other	
<b>Materials Included in Packet:</b>	<input checked="" type="checkbox"/> Memo <input type="checkbox"/> Graphs / Graphics <input type="checkbox"/> Third-Party Materials <input type="checkbox"/> PowerPoint	
<b>Synopsis:</b>	This section of the packet includes: <ol style="list-style-type: none"> <li>1. Glossary for the Strategic Plan (Definitions of Planning Terms)</li> <li>2. Draft Strategic Plan (with measures and timelines added since the November 2014 meeting)</li> <li>3. Description of the Proposed Evaluation Process for the Strategic Plan</li> </ol>	



## Strategic Plan Terms

In response to challenges in using diverse strategic planning terms, staff have developed a set of definitions so that members and staff have a common understanding.

**Broader scope, higher-level,  
visionary, strategic on a system-  
wide level**

Vision: An aspiration of where you want the educational system or Board to be at the end of the Strategic Plan; what success would look like.

Mission: The work that the Board is charged with doing; the means of reaching the vision.

Goal: The result of the effort of the Board that advances the educational system towards the vision; an aim; an outcome. The goal falls within the means described in the mission statement.

Strategy: How the goal will be reached; an intentional method for reaching the goal.

Action Step: An accomplishment that is done in furtherance of the strategy; an achievable step in the strategic direction towards achieving the goal.

**Narrow scope, project-level,  
detailed, tactical on a SBE  
action-level**

Measure: The product or data point by which the SBE will assess progress towards completing the action step.

## Educational Terms

Opportunity Gap: Inputs – the unequal or inequitable distribution of resources and opportunities.<sup>1</sup>

Achievement Gap: Outputs – the unequal or inequitable distribution of educational results or benefits.<sup>1</sup>

<sup>1</sup>The Glossary of Education Reform. (2013). *For journalists, parents, and community members*. Retrieved from: <http://edglossary.org/>



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## DRAFT SBE Strategic Plan

### Vision

A quality education system that prepares all students for college, career, and life.

### Mission

The mission of the State Board of Education is to lead the development of state policy for K-12 education, provide effective oversight of public schools, and advocate for student success.

### Strategic Plan

#### Goal 1: Develop and support policies to close the achievement and opportunity gaps.

##### 1.A Research and communicate information and tools on promising practices for closing achievement and opportunity gaps.

<b>1.A.1</b> Analyze achievement and opportunity gaps through deeper disaggregation of student demographic data.	<u>Timeline:</u> Annual - March <u>Measure:</u> Achievement Index Results
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<b>1.A.2</b> Research and promote policies to close opportunity gaps in advanced course-taking.	<u>Timeline:</u> Annual - September <u>Measure:</u> Spotlight Report on Advanced Placement Data
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<b>1.A.3</b> Research and promote policy to reduce the loss of instructional time resulting from disciplinary actions, absenteeism, disengagement and promote interventions grounded in an understanding of diverse cultures.	<u>Timeline:</u> Annual - September <u>Measure:</u> 5491 Additional Indicators
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<b>1.A.4</b> Advocate for increased access to early learning opportunities.	<u>Timeline:</u> Annual - December <u>Measure:</u> Legislative Priorities, 5491 Report
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<b>1.A.5</b> Advocate for expanded learning opportunities.	<u>Timeline:</u> Annual – Legislative Session <u>Measure:</u> Final ELO Council Report
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**1.A.6** Study English Language Learner student performance data to inform policymaking for ELL accountability and goals-setting regulations.

Timeline: January 2016  
Measure: Presentation at CCSSO

**1.A.7 Create additional opportunities to seek input from communities of color through board meetings, community forums, workgroup meetings, and other venues.**

Timeline: Ongoing  
Measure: Workgroups and Forums

**1.B Develop policies to promote equity in postsecondary readiness and access.**

**1.B.1** Advocate for expanded programs that provide career and college experiences for underrepresented students.

Timeline: Annual, March 2015  
Measure: Achievement Index Dual Credit and Industry Certification Data

**1.B.2** Work with partner agencies and stakeholders to expand access for all students to postsecondary transitions.

Timeline: Annual - December  
Measure: 5491 Report

**1.B.3** Partner with other education agencies to use the high school Smarter Balanced assessment to improve college placement, admissions, and course-taking outcomes.

Timeline: September 2015  
Measure: Legislative Priority

**1.B.4** Collect and analyze data on waivers of career and college ready graduation requirements and student course-taking.

Timeline: March through July 2015  
Measure: Briefing

**1.C Explore research and data to promote strategies to strengthen key transition points in a student's education.**

**1.C.1** With OSPI, analyze data on graduation rates and students who drop out to understand trends and underlying causes in students successfully completing a high school diploma.

Timeline: Annual - January starting in 2016  
Measure: Data Analysis Report

**1.C.2** Research data capacity to inform student transitions at key points in the P-13 pipeline.

Timeline: July 2015  
Measure: Briefing on P-13 Pipeline and 5491 Report

**Goal 2: Develop comprehensive accountability, recognition, and supports for students, schools, and districts.**

**2.A Establish, monitor, and report on ambitious student achievement goals for the K-12 system.**

**2.A.1** Establish Indicators of Educational System Health including measures of student outcomes and measures of equity and access in the system.

Timeline: Annual – December, Biennial Report to Legislature  
Measure: 5491 Report

**2.A.2** Publicly report on the Indicators of Educational System Health through an enhanced website.

Timeline: Annual – December  
Measure: Enhanced Website

**2.A.3** Publicly report the Achievement Index results through a website that enables summary and disaggregated profiles.

Timeline: Annual – On or before March  
Measure: Enhanced Website

**2.A.4** Update the school improvement goal rules established in WAC 180-105-020 to ensure consistency with Washington’s federal ESEA flexibility application and other goals established in state law.

Timeline: July 2016  
Measure: Rule Adoption

**2.A.5** Establish Adequate Growth targets in the accountability system as an enhancement to year-to-year proficiency level targets.

Timeline: March 2017  
Measure: Inclusion of Adequate Growth in the Achievement Index

**2.B Develop and implement an aligned statewide system of school recognition and accountability.**

**2.B.1** Expand performance indicators in the Achievement Index to include Dual Credit, Industry Certification, and the high school Smarter Balanced assessment results.

Timeline: March 2017  
Measure: Inclusion in the Achievement Index

**2.B.2** Partner with the Office of Superintendent of Public Instruction to ensure alignment of the Achievement Index for the identification of Challenged Schools in Need of Improvement in the state’s aligned accountability framework.

Timeline: Annual – On or before March  
Measure: Identification of Challenged Schools in Need of Improvement

**2.B.3** Monitor and evaluate Required Action District schools for entry to or exit from Required Action status, assignment to Required Action level II status, and considerable approval of Required Action Plans.

Timeline: Annual - Spring  
Measure: Adherence to Rule

**2.B.4** Seek necessary flexibility from federal No Child Left Behind requirements to align state and federal goal-setting and accountability systems.

Timeline: 2015 Legislative Session  
Measure: ESEA Flexibility Waiver

**2.B.5** Explore the inclusion of additional indicators into the state’s accountability framework that reflect student

Timeline: Annual – December 5491  
Measure: 5491 Report

social and emotional well-being and readiness for academic success.

**2.B.6** Partner with OSPI to advocate for the provision of adequate supports for Challenged Schools in Need of Improvement.

Timeline: Ongoing  
Measure: Budget

**2.B.7** Publicly report school recognition through the Washington Achievement Awards as required by RCW 28A.657.110.

Timeline: Annual - May  
Measure: Washington Achievement Awards

**Goal 3: Ensure that every student has the opportunity to meet career and college ready standards.**

**3.A Support district implementation of the 24-credit high school diploma framework.**

**3.A.1** Partner with stakeholders to examine and address implementation issues of the 24 credit career- and college-ready graduation requirements.

Timeline: Ongoing  
Measure: Guidance for Counselors on Website

**3.A.2** Develop a variety of communication tools to provide guidance on implementation of the 24 credit requirements.

Timeline: July 2015  
Measure: Video and Summary Materials

**3.B Promote expansion and use of flexible crediting and course-taking options.**

**3.B.1** Partner with the Office of Superintendent of Public Instruction to develop criteria for approval of math and science equivalency standards.

Timeline: May 2015  
Measure: Approved State Equivalencies

**3.B.2** Provide guidance to districts on implementing equivalency credit and meeting two graduation requirements with one credit.

Timeline: July 2015  
Measure: Guidance on Web Page

**3.B.3** Provide guidance to districts on implementing personalized pathway requirements as part of the 24-credit high school diploma framework.

Timeline: July 2015  
Measure: Guidance on Web Page

**3.C Strengthen student academic planning processes and enhance access to planning experiences.**

**3.C.1** Develop tools and resources for use by students, families, schools, and districts to engage in the High School and Beyond Plan process.

Timeline: Summer 2015  
Measure: HSBP Web Page

## Updated web page, promote research-based practices, provide

**3.C.2** Promote research-based practices in student personalized learning plans to encourage expanded student planning experiences.

Timeline: September 2015  
Measure: Guidance on Web Page, 5491 Report

**3.C.3** Create guidance for and provide examples around Washington state of successful student planning processes to encourage meaningful, high-quality High School and Beyond Plan processes for every student.

Timeline: Summer 2015  
Measure: Video, Sample Plans, and District Highlights on Website

**3.C.4** Utilize the perspective and experiences of our high school student representatives to inform board policymaking and guidance on High School and Beyond plan Implementation.

Timeline: January to September 2015  
Measure: Interview with Student Board Members

## **3.D Support the implementation of career and college ready standards and an aligned assessment system.**

**3.D.1** Develop the high school graduation proficiency standard for the high school Smarter Balanced assessment and transition assessments.

Timeline: August 2015  
Measure: Scores Established

**3.D.2** Collaborate with the Office of Superintendent of Public Instruction on streamlining and refining the assessment system, including alternative assessments, to support an effective system of accountability.

Timeline: Annual - December  
Measure: Annual Report, Legislative Priority

**3.D.3** Support the full implementation of Common Core State Standards and assessments for English language arts and math and Next Generation Science Standards and assessment for science.

Timeline: Ongoing  
Measure: Guidance on Web Page

**3.D.4** Establish the scores needed for students to demonstrate proficiency on state assessments.

Timeline: January 2015  
Measure: Scores Established

## **Goal 4: Provide effective oversight of the K-12 system.**

### **4.A Ensure compliance with all requirements for the instructional program of basic education.**

**4.A.1** Implement timely and full reporting of compliance by school districts with basic education requirements.

Timeline: Annual – July to November  
Measure: 100%

Compliance

**4.A.2** Provide updated guidance to districts on compliance with instructional hour requirements.

Timeline: September 2015  
Measure: Rule Adoption, Revised FAQ

**4.A.3** Compile and disseminate data on district high school graduation requirements in a form that is useful to school districts, policy-makers, and the public.

Timeline: Annual – January  
Measure: Summary Documents and Data File

**4.A.4** Review and revise rules for private schools on the private school approval process.

Timeline: January 2016  
Measure: Feedback from Private School Advisory Council

#### **4.B Conduct thorough evaluations of requests for waivers of BEA requirements.**

**4.B.1** Review board rules and procedures for evaluation of 180-day waiver requests, and revise as found needed.

Timeline: Spring 2016  
Measure: Revised Board Procedures and Review of Rules

#### **4.C Implement a high-quality process for review and approval of charter authorizer applications and execution of authorizing contracts with approved districts.**

**4.C.1** Disseminate information through SBE web site and make public presentations on the authorizer application process.

Timeline: Annual - Summer  
Measure: Materials on Web Site, Public Presentations

**4.C.2** Serve as a primary resource for school districts and the public for information on charter authorizing and the state's charter school law.

Timeline: Ongoing  
Measure: Website Resources

**4.C.3** Review and refine authorizer application and rubrics for evaluation of applications against criteria for approval.

Timeline: Annual - May  
Measure: Revised Application and Rubrics as Needed

**4.C.4** Make decisions on authorizer applications that ensure fidelity to the law, transparency for applicants, and high but attainable standards for approval.

Timeline: Annual – February  
Measure: Reviewed Applications

#### **4.D Perform ongoing oversight of the performance of school districts approved by SBE as authorizers of public charter schools.**

**4.D.1** Ensure access to school performance data and

Timeline: Summer 2015  
Measure: Working



other documentation necessary for effective oversight of district authorizers.

agreement with Spokane Public Schools

**4.D.2** Establish board procedures for special reviews of the performance of district authorizers and their portfolios of charter schools.

Timeline: Fall 2015  
Measure: Plan for Board review

**4.D.3** Establish procedures for ongoing communication with district authorizers that ensure the effective discharge of the Board's oversight duties while respecting the lead role of the authorizer and the autonomy of the charter school board.

Timeline: Fall 2015  
Measure: Procedures

#### **4.E Issue high-quality annual reports on the state's charter schools.**

**4.E.1** Collaborate with the Washington State Charter School Commission, district authorizers, and OSPI to ensure timely and accurate data collection and reporting.

Timeline: Ongoing  
Measure: Data quality and presentation in annual reports

**4.E.2** Collaborate with the Washington Charter Schools Commission to develop annual reports on the state's charter schools for the preceding school year.

Timeline: Annual/December 1  
Measure: Submission of report to the governor, legislature and public

**4.E.3** Analyze authorizer annual reports and research best practices to identify areas for improvement in meeting the purposes of the state's charter school laws.

Timeline: Ongoing  
Measure: Findings and recommendations in annual reports

#### **4.F Recommend evidence-based reforms in the report to improve performance on the Indicators of Educational System Health.**

**4.F.1** Research practices and reforms that address indicators where the state is not meeting targets.

Timeline: Annual, December  
Measure: 5491 Report

**4.F.2** Collaborate with stakeholders and peer agencies in identifying potential reforms for Washington's unique context.

Timeline: Summer of 2015  
Measure: Convene Achievement and Accountability Workgroup

**4.F.3** Review and revise Indicators of Educational System Health to provide a richer understanding of the performance outcomes of the educational system and the challenges it faces.

Timeline: Annual - December  
Measure: 5491 Report, Convene Achievement and Accountability Workgroup

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## STRATEGIC PLAN EVALUATION PROCESS

### **Short-Term Evaluation: Bi-Monthly**

On a bi-monthly basis, staff will update the Board on the progress that has been made towards achieving the goals in the Strategic Plan. The Strategic Plan dashboard update consists of a list of major accomplishments related to the goals of the Board and a measure of the progress towards achieving goals, strategies, and action steps. The accomplishments include deliverables, outreach efforts, workgroup meetings, partnership activities with peer agencies, and more. The measure used in the Strategic Plan dashboard is currently a percentage of progress towards achieving a goal, strategy, or action step. The purpose of the Strategic Plan dashboard is to keep the Board up to date on the work of staff and to ensure that the actions of the Board are in furtherance of the broader goals and strategies that the Board has adopted.

### **Medium-Term Evaluation: Annual**

At the September planning retreat, the Board will review the Strategic Plan, reflect on its progress, make modifications if necessary, and examine the state of education in Washington through data analysis. This planning retreat provides an opportunity for the Board to revise the Strategic Plan in response to policy developments. Staff will prepare recommended revisions that reflect the status of action steps and next steps in major projects and policy work. Staff will present on data that has been analyzed to show trends in the educational system in Washington. These data will include the Indicators of Educational System Health as mandated by ESSB 5491 and additional indicators recommended by the Board.

### **Long-Term Evaluation: At the End of the Four-Year Strategic Plan**

At the September planning retreat in the final year of the four-year Strategic Plan, the Board will engage in reflection on the progress that was made over the four years of the Strategic Plan. This will provide an opportunity for the Board to reflect on the direction of its policy work and, in a broader view, the educational system in Washington. At this time, the Board will be engaged in developing the next four-year Strategic Plan and will discuss the future direction of the Board.