



# Strategic Plan:

Executive Plan 2010-2014

Revised January 2009

# Strategic Plan

**Vision:** “Access to extraordinary education.”

**Mission:** “To ensure academic excellence for all students.”



## SUPERINTENDENT’S STATEMENT

*“Six years ago I said that I would work hard to make sure that Arizona students learn substantially more than they have been learning. During my next two years in office I promise you that I will work even harder to ensure that this goal is further accomplished.”*

*--Superintendent Tom Horne  
January 1, 2009*

## Values:

*For schools to be successful and for the Arizona Department of Education to accomplish its mission, the department believes the following:*

- Schools need strong leadership with vision
- Learning and curriculum must be challenging but appropriate
- Students need highly qualified and engaging teachers
- Schools and administrators must make effective use of data to make informed decision
- Public education needs adequate and equitable human and financial resources
- Schools must cultivate a safe, healthy and nurturing learning environment for students
- Family and community involvement must be cultivated and maximized

*Internally, the department believes in emphasizing certain principles in carrying out its work:*

- Quality comes first
- Team work is fundamental
- Improvement is essential
- Partnerships are necessary
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The Arizona Department of Education operates under the direction of the Superintendent of Public Instruction to provide direct services to approximately 2,146 schools in 237 locally governed school districts and 477 charter schools. These schools serve over 1,000,000 students from kindergarten through twelfth grade. The agency executes the policies of the State Board of Education and the State Board of Vocational and Technological Education - implementing state academic standards; administering statewide assessments; disseminating information; administering and allocating federal and state funds; and providing program improvement assistance to schools and districts.

## **Goal One: Provide leadership by initiating and advancing improvements to public education.**

*Superintendent of Public Instruction Tom Horne now in his second term of office continues his principal themes: to provide educational leadership, including drawing on talented teachers, principals, and administrators to help all of our schools achieve academic excellence. This type of leadership must continue to raise the bar and improve academic performance in Arizona's public schools.*

**Objective 1.1:** Set fair and reasonable guidelines and standards which foster excellence in public education.

- Adopt and prescribe a minimum course of study in schools and minimum competency for students that are based on **high standards**.
- Continue and fine tune the **accountability plan** for public education in Arizona.

**Objective 1.2:** Improve communication and involvement with the education community and other stakeholders.

- Improve **communication and outreach** to the education community to generate input and discussion on education guidelines and initiatives.
- Increase **participation and collaboration** with a variety of stakeholders to cultivate involvement and important partnerships.

**Objective 1.3:** Advocate and promote ideas and initiatives that will advance innovation and enhance resources for public education.

- Develop **special projects and initiatives** that support and promote the department and State Board of Education goals.
- **Increase resources for public education** by promoting administrative efficiency, cultivating partnerships and pursuing increases in federal funding.

- Work with the community to **improve access** to early education; career and technical training; family literacy and adult education; workforce development and other issues important not only to public education but to Arizona's quality of life.

## **Goal Two: Offer support and assistance to public schools and providers for exemplary performance.**

*Superintendent Tom Horne continues his commitment that the Department of Education is primarily a service organization, helping school districts, charter schools, and contracted educational providers achieve more academic success. To do this, the department has established a broad range of supports for schools and educators in their efforts to build strong foundations for our students. The department provides training, school improvement assistance, evaluation, dissemination of information, and funding that assists schools with targeted issues. The department also serves as the primary source of current, reliable and accurate information on the latest innovations in public education. This includes information on scientifically based programs and the design and implementation of prevention and intervention strategies.*

**Objective 2.1:** Provide technical assistance and training for schools to improve ***effectiveness*** and school ***climate***.

- Undertake original applied research along with the ***identification, evaluation, and sharing of critical information and best practices*** in public education.
- Evaluate underperforming and/or schools that fail to meet academic standards and provide ***proactive counsel*** on how to make improvements.
- Organize and hold ***conferences/workshops*** on various topics to assist schools in ***improving effectiveness*** and implementing best practices.
- Acknowledge school innovation by recognizing ***schools/districts*** with outstanding programs and practices.
- Provide ***guidance*** and assistance to schools in implementing ***specialized efforts*** critical to school success including: ***broaden curriculum*** and high school renewal enrichment programs; student ***health and safety***; ***character education*** and making focused improvements to ***discipline***; ***reading achievement***; and dealing with ***special populations*** and at-risk students.

**Objective 2.2:** Provide technical assistance and training for schools on federal and state ***compliance issues***.

- Offer and provide ***one-on-one technical assistance*** and guidance for interpretation and implementation of rules and regulations, along with the resolution of issues.
- Organize and hold ***conferences and workshops*** on various topics to assist schools in meeting Arizona's ***accountability requirements***.
- Develop and make available ***publications and correspondence*** written and on-line addressing guideline requirements on various department issues.

**Objective 2.3:** Offer ***professional development*** opportunities to educators and administrators.

- Develop and implement a ***plan for supporting the continuum of teacher and principal growth*** from attraction through certification, mentoring, and professional learning and development.

- Organize and hold *conferences and workshops* on various *personal and professional development* topics important to educators and administrators including State Board of Education rules and regulations.
- Develop and make available *on-line training and materials* on information to improve instruction and academic skills of school personnel.
- Increase the supply of teachers and administrators by providing *information on employment opportunities* and reducing barriers to entry into the profession by offering *alternative pathways*.

### **Goal Three: Ensure maximum academic and financial accountability in public education.**

*A system of real school accountability is important to improving our educational system. However, it must be fair with expectations clear and understandable. The department continues to take steps to develop an accountability system that will provide students and their families with the information they need. The department is committed to ensuring: 1) academic accountability -- all students have the skills and knowledge they need to succeed; 2) financial accountability -- getting the most from every dollar spent on public education; and 3) educator accountability – high quality teachers and administrators along with student safety.*

**Objective 3.1:** Implement assessment of all Arizona students and report results to the public.

- Develop *academic content standards* that are reasonable, fair, and appropriate for all Arizona students.
- Develop and administer a *standards-based assessment* that matches the academic content standards in order to measure student achievement.

**Objective 3.2:** Review, monitor and report on the performance of Arizona’s public schools and providers.

- Review, monitor and audit the expenditures of school districts and providers for *financial compliance*.
- Monitor and ensure *improvements in academic achievement* for all students.
- Ensure *compliance with state and federal statutes, regulations* and other contractual obligations.
- Prepare federal and other required *plans, certifications and applications* for compliance and accountability purposes.

**Objective 3.3:** Ensure the quality of Arizona’s educators through evaluation, investigation and certification.

- Administer and improve the quality of Arizona’s *teacher and administrator assessments*.
- Verify the professional and content knowledge of teachers and administrators and *issue appropriate certificates*.
- *Investigate and report on complaints* of professional educators in a thorough and timely manner to ensure student safety.

### **Goal Four: Deliver high quality customer service.**

*There has been a shift toward emphasizing the importance of customer service in the Department of Education since Superintendent Tom Horne took office. Along with this service orientation, the department is committed to improving employee morale and productivity, along with creating a spirit of teamwork. Improving service and productivity will require attention, commitment and innovation with a focus on results. It is the intent of the Department of Education during Superintendent's Tom Horne's second term in office to be a model of good, effective government and be known for its responsiveness and high quality of services.*

**Objective 4.1:** Provide timely, reliable support services.

- Enhance services by *evaluating department efforts* through a continuous improvement process, surveying customer satisfaction and offering employee training on customer service.
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- *Streamline paperwork and monitoring expectations* so that school/district staff are able to operate at maximum efficiency.
- Employ the use of technology to *increase automation and the amount of web-based applications* available for department business.
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**Objective 4.2:** Provide accurate and helpful information to the public.

- Increase the *quality and amount of information and data* about the agency and Arizona education provided to constituents and the public.
- Increase *media coverage* on the services and programs of the department.
- *Answer questions* from the general public *and resolve disputes* on problems associated with Arizona's public education system.

**Objective 4.3:** Promote a positive and productive work environment that cultivates teamwork and motivates employees.

- Improve *employee satisfaction and morale* by improving communication, promoting teamwork, recognizing individual contributions and evaluating internal customer satisfaction surveys.
- Offer more *professional development and training* opportunities for department staff.
- Increase the *use of data and information technology* as a management tool to make better informed decisions.
- Ensure that necessary *fiscal and managerial systems* are in place to provide maximum accountability and performance.

## Report Card on Key Indicators

Performance Measures	FY 2008 Actual	FY 2009 Estimate	FY 2010 Estimate	FY 2011 Estimate	FY 2012 Estimate	FY 2013 Estimate	FY 2014 Estimate
<b>Student Achievement</b>							
Percent of Grade 2 Students tested who perform at or above the national norm( <i>TerraNova</i> Test) – reading	48%	49%	50%	51%	52%	53%	54%
Percent of Grade 2 Students tested who perform at or above the national norm( <i>TerraNova</i> Test) – math	53%	54%	55%	56%	57%	57%	57%
Percent of Grade 9 Students tested who perform at or above the national norm( <i>TerraNova</i> Test) – reading	53%	54%	55%	56%	57%	58%	59%
Percent of Grade 9 Students tested who perform at or above the national norm( <i>TerraNova</i> Test) – math	52%	53%	54%	55%	56%	57%	58%
Percentage of learners age 16 years and older achieving educational gains in Adult Education	41%	45%	50%	51%	52%	53%	54%
Percent of Career and Technical Education participants placed in school, job, or military after graduation.	70.2%	70.3%	70.4%	70.5%	70.6%	70.7%	70.8%
Percent of Arizona high school students who enter 9 <sup>th</sup> grade and graduate within 4 years. (*FY 2003=FY2001 Cohort, FY 2004=FY 2002, FY 2005+FY 2003 Cohort)	73%	74%	75%	76%	77%	78%	78%
Percent of Students that drop out of high school (based on previous year).	4.8%	4.0%	3.5%	3%	3%	3%	3%
<b>School Performance</b>							
Percent of Arizona schools receiving an underperforming label.	8%	7%	6%	5%	4%	3%	3%
Percent of schools with at least 75% of students meeting or exceeding standards in AIMS reading	36%	37%	38%	39%	40%	41%	42%
Percent of schools with at least 75% of students meeting or exceeding standards in AIMS writing.	33%	34%	35%	36%	37%	38%	39%
Percent of schools with at least 75% of students meeting or exceeding standards in AIMS math.	33%	34%	35%	36%	37%	38%	39%
<b>Educator Performance</b>							
Percent of applicants successfully passing professional content and knowledge certification examinations.	83%	87%	90%	94%	94%	94%	94%
Number of investigative cases closed.	226	290	290	300	300	300	300
<b>Department Efforts</b>							
Total amount of all federal funds secured by the department for public education.	909 million	906 million	906 million	906 million	906 million	906 million	906 million
Number of AIMS Dual Purpose assessments administered.	508,460	508,000	515,000	523,000	523,000	523,000	523,000
Number of constituent inquiries responded to within two-week time frame.	27,650	27,650	28,950	28,960	28,970	28,970	28,980
Number of enrollees in Special Education Learning Experience for Competency in Teaching (SELECT) classes.	1,006	1,100	1,150	1,200	1,250	1,300	1,350
Number of educators participating in Career & Technical Education workshops.	*2,708	*2,725	*2,750	*2,775	*2,800	*2,825	*2,850
Number of people attending annual English Language Learner proficiency workshops	1,010	1,510	2,010	2,510	3,010	3,510	4,010
Number of department website “hits”.	7.99mil	7.35 mil	7.40 mil	7.45 mil	7.50 mil	7.55 mil	8.0 mil
Percent of employees satisfied with their job.	86%	86%	87%	87%	88%	88%	88%

\*Reflects unduplicated attendees participating in professional development events