



Arizona Department of Education

Strategic Plan FY 2011-2012

(Rev 12/14/2011)



ADE Mission

To serve Arizona's education community, ensuring every student has access to an excellent education

Values

- Integrity: *honesty, transparency, highly ethical behavior*
- Respect: *be courteous and considerate, value others*
- Help each other succeed: *collaborate, support others, inspire accomplishment*
- Dedication to excellence: *high standards, high expectations, great results*
- Efficiency: *minimize waste of time, effort and resources*
- Continuous improvement: *always learn, always innovate, always improve*
- Customer focused: *understand needs, deliver quality service, exceed expectations*
- Effective communication: *share information, actively listen, ensure understanding*



Agency Key Result Areas (KRA) and Goals

KRA: Increase Student Achievement (K-12)

Goals:

1. Increase by at least 10 percentage points, the percent of students (with emphasis on low income and minority students) meeting or exceeding AIMS standards for reading, writing and math, by FY2015

Objectives:

- a. Increase the percent of all students meeting or exceeding AIMS math standards at all grade levels by at least two (2) percentage points by May 15, 2012.
- b. Increase the percent of all students meeting or exceeding AIMS reading standards at all grade levels by at least two (2) percentage points by May 15, 2012.
- c. Increase by 2%, the percent of 3rd graders meeting or exceeding State standards for Reading by June 1, 2012
- d. By June 1, 2012, based on partner and stakeholder perceptions, increase the integration of quality early childhood programs, interventions and partnerships, pre-school through K-12, to increase the percent of students meeting 3rd grade benchmarks in subsequent school years.
- e. By June 1, 2012, fully implement Arizona ELA and Mathematics Standards in kindergarten and implement the transition to the Arizona ELA and Mathematics Standards in first through high school which will lead to full implementation in 2013-2014, and begin work on the development of a revised assessment based on the Arizona 2010 Academic Standards, for implementation in 2015.
- f. By 2012, increase by 3 percentage points the percent of students meeting or exceeding AIMS standards within two years of being reclassified as Fully English Proficient (FEP).
- g. Implement in at least 20% of high needs schools, wellness programs aimed at reducing obesity and related health issues in children 18 years of age and younger by end of January 15, 2012.
- h. Increase by 10 percentage points the percent of Highly Effective Teachers placed in the lowest performing schools by 2012.
- i. By June 1, 2012, survey a sample of parents from each of the 40 largest school districts in Arizona to determine their rating of the quality of their child's education, applying a net "top box" percentage (percentage of parents rating quality a D or F shall be subtracted from percentage rating A+).
- j. By June 1, 2012, implement statewide comparative accountability by ranking all schools' customer satisfaction ratings against performance metrics achieved by the "Competitive Force School Districts" in Arizona (50 fastest-growing "schools of choice" charter public school systems in operation for at least five years).
- k. By June 1, 2012, post and update school district customer satisfaction ratings on ADE website, in rank order.

**2. Increase the percent of students graduating high school in four years to at least 85% by FY2015****Objectives:**

- a. *Increase the percent of students graduating high school by at least 1% by June 1, 2012.*
- b. *Maintain a dropout rate of less than 3% for the 2011-12 school year.*
- c. *By June 30, 2012, develop through a collaborative team, multicultural Arizona and American History materials to improve students' awareness of all Americans' contribution to history.*
- d. *Implement a new AZELLA by June 1, 2012.*

3. By June 30, 2013, demonstrate through LEA completion of federal reporting, 90% of LEAs evaluating teachers and administrators, and implementing the Arizona Framework for Educator Evaluations

- a. *By June 1, 2012, provide materials and support to ensure the State Board of Education aligns the Arizona Professional Teaching Standards to the Interstate Teacher Assessment and Support Consortium (InTASC) Professional Teaching Standards, and the Arizona Administrator Standards, to Interstate School Leaders Licensure Consortium (ISLLC) Educational Leadership Standards.*
- b. *Implement teacher and principal evaluation system and incentive framework by June 30, 2012, for the 2013 school year.*

4. By 2015, implement a student satisfaction survey developed through research of applied best practices**Objectives:**

- a. *By December 15, 2011, conduct research of benchmarked survey frameworks and perform a synthesis that represents the best of their measures for determining education quality in an improvement model; to include, but not be limited to:*
 - i. *Gates foundation TRIPOD project "7Cs" measures of student perception of quality*
 - ii. *Gallup organization measurements of Student Engagement, Hope and Well-being*
 - iii. *Republic of China model of self-efficacy, measuring confidence and determination*
 - iv. *Sedona School District 10+ years of students rating quality of education.*
- b. *By June 1, 2013, apply model selected or developed by surveying a sample of students from each of the 40 largest school districts in Arizona to determine their rating of quality of education and engagement, applying a net "top box" percentage (percentage of students rating quality a D or F will be subtracted from percentage rating A+).*
- c. *By June 1, 2013, post and update school district student satisfaction ratings on ADE website, in rank order.*



5. By 2013, implement survey of teacher job satisfaction at the school district level

Objectives:

- a. *By December 15, 2011, conduct research of benchmarked teacher survey frameworks and perform a synthesis that represents the best of their measures for determining teacher satisfaction, and the best measures most likely correlated with academic gain, in an improvement model.*
- b. *By June 1, 2012, apply model by surveying a sample of teachers from each of the 40 largest school districts in Arizona to determine their job satisfaction rating, applying a net "top box" percentage (percentage of teachers rating satisfaction a D or F will be subtracted from percentage rating A+).*
- c. *By June 1, 2012, post and update school district teacher satisfaction ratings on ADE website, in rank order.*
- d. *Implement teacher peer reviews by at least FY 2013, covering at least 70% of teachers.*

6. Increase by at least 10 percentage points, the percent of Arizona students exceeding national averages of students scoring at or above basic scores in NAEP reading and math assessments, by FY2016

Objectives:

- a. *By June 1, 2012, increase by 3 points the percent of Arizona students exceeding national averages of students scoring at or above basic scores in NAEP 4th grade Reading assessments.*
- b. *By June 1, 2012, increase by 3 points the percent of Arizona students exceeding national averages of students scoring at or above basic scores in NAEP 4th grade Math assessments.*
- c. *By June 1, 2012, increase by 3 points the percent of Arizona students exceeding national averages of students scoring at or above basic scores in NAEP 8th grade Reading assessments.*
- d. *By June 1, 2012, increase by 3 points the percent of Arizona students exceeding national averages of students scoring at or above basic scores in NAEP 8th grade Math assessments.*

7. Increase by at least 10 percentage points the percent of students in grades 2 and 9 performing at or above the 50th percentile on norm-referenced tests by FY2015

Objectives:

- a. *Increase by at least 1 percentage point the percent of students in grades 2 and 9 performing at or above the 50th percentile on norm-referenced tests by May 15, 2012.*



8. Implement growth model accountability in all Arizona school districts to rank Arizona school districts from number one in highest academic growth by June 1, 2016

Objectives:

- a. *By at least June 30, 2012, apply growth model accountability to all of Arizona school districts annually, and conduct graphical analysis of different models and their respective results.*
- b. *By June 1, 2012, implement statewide comparative accountability by ranking all schools against performance metrics achieved by the “Competitive Force School Districts” in Arizona: (50 fastest-growing “schools of choice” charter public school systems in operation for at least five years).*
- c. *By June 1, 2012, post and update school district growth model accountability on ADE website.*

9. By June 1, 2013, launch a redesigned classroom to achieve breakthrough-levels of academic gain

Objectives:

- a. *Conduct 4th grade Free Throws (Math fluency) pilot in at least 9 elementary schools, and evaluate and report results against control group by June 1, 2012*
- b. *Conduct Mind Research (conceptual Math) pilot in at least 15 elementary schools, and evaluate results against control group by June 1, 2012*
- c. *Conduct “blended pilot” of Free Throw, Khan and Mind Research in at least one elementary school by June 1, 2012, conduct analysis and report on effects.*
- d. *By June 15, 2012, develop at least 3rd grade through 6th grade Free Throws modules for implementation for the 2013 school year.*
- e. *Develop framework for Free Throws-type language arts learning in at least three grades by June 15, 2012, and prepare a pilot to be implemented in at least 10 schools in the 2013 school year.*
- f. *By October 31, 2011, identify viable options from commercially available software applications to evaluate adaptive technology options for Math and Language Arts.*

10. By June 1, 2015, launch the “Transformative Schools” initiative with at least five schools with low academic gains and low test scores

Objectives:

- a. *By January 31, 2012, develop transformative school models for charter and traditional schools, and enter into at least two partnerships to fully pilot for the FY 2012-2013 school year. Research should include:*
 - i. *Research of benchmarked frameworks for blending learning (including online programs, software, design, equipment, teacher as facilitator, student/instructor, student/content and student/student interactions, and perform a synthesis that represents the best of their measures for determining education quality.*



- b. *By June 30, 2012, launch Transformative Schools initiative in two low performing (or two average-performing in high-risk areas) schools with application of the following components:*
- i. *Applied best practices reading research*
 - ii. *Math program and Math technology*
 - iii. *Applied best practices character education program to drive school climate*
 - iv. *Parent, student satisfaction, and teacher job satisfaction*
 - v. *Rigorous assessment system to measure academic gains*
 - vi. *Performance incentive pay*
 - vii. *Vertical review (including principal and district offices, and ADE)*
 - viii. *Arts integration*
 - ix. *Student engagement survey*

KRA: Build a 21st Century Workforce

Goals:

1. **Implement by 2013, goal-setting tools (i.e. Education and Career Action Plans for Students—ECAPS) starting in 6th grade to ensure students meet 8th grade benchmarks and are ready for high school. (By 2014, begin goal-setting starting in 3rd grade.)**

Objectives:

- a. *Develop a plan by March 15, 2012, to provide multiple pathways for meeting 10th grade targets using collaborative partnerships with local school districts, charters, business, higher education and community partners. The plan should include establishment of education and goal setting tools starting no later than the 6th grade*
2. **Beginning 2015, increase annually the percent of students determined to be College and Career ready.**

Objectives:

- a. *By June 30, 2012, establish a baseline for measuring annually the increase in the percentage of K-12 minority students going on to post-secondary education (without need for remediation.)*
- b. *By June 30, 2012, establish a baseline for measuring annually the increase in the percentage of all K-12 students going on to post-secondary education (without need for remediation.)*
- c. *Increase to 65% the number of districts and charter schools with curriculum aligned to revised Arts Standards by June 30, 2012 in order to ensure students are graduating with a well-rounded program of study, preparing them for college and career success.*



3. Increase each year the percent of students successfully completing their post-secondary course of study program.

Objectives:

- a. *By June 1, 2012, develop and sustain six key industry and higher education partnerships to increase capacity for best practice Science, Technology, Engineering and Mathematics (STEM) learning and application.*

4. Increase the percent of students completing Career and Technical Education programs to at least 90% by 2015.

Objectives:

- a. *Attain at least 95% of CTE concentrators meeting or exceeding AIMS Reading standards and 91.5% meeting or exceeding AIMS Math standards by May 15, 2012.*

5. Increase percent of Career and Technical Education students passing end of program industry standard assessments to at least 90% by 2015.

Objectives:

- a. *Increase the percent of CTE concentrators passing the CTE assessment aligned to industry recognized standards to at least 87 percent by June 1, 2012*

6. Increase each year the percent of adult education students successfully achieving their educational goals.

Objectives:

- a. *Increase the percent of learners 16 and over who achieve their goal of earning a high school equivalency diploma to at least 80% by June 1, 2012*

KRA: Strengthen Customer Relationships

Goals:

1. Achieve “net top box” external customer rating of 25% on overall customer satisfaction with ADE by 2015.

Objectives:

- a. *By December 31, 2011, collaborate with ADE stakeholders to develop a financial framework that assists Local Education Agencies (LEA) in leveraging their budgets to maximize impact on student achievement.*
- b. *By June 1, 2012, achieve 50% rating “Excellent” on IDEAL user interface.*

2. Achieve at least 80% of partners and stakeholders rating “Outstanding” for collaboration and communication with ADE, including opportunity to give and implement input.

Objectives:

- a. *Beginning FY 2012, implement annual satisfaction surveys with all stakeholders.*



- b. *By June 2, 2012, create and implement action plan to address 100% of feedback from satisfaction survey.*
- c. *By 2013, achieve 50% of partners/stakeholder groups rating satisfaction with ADE “Outstanding” after applying a net “top box” percentage (percentage of customers rating satisfaction a “Poor” will be subtracted from percentage rating “Outstanding”).*
- d. *By September 15, 2011, provide timely issue updates from the Superintendent to communicate policy changes and plans, share important policy and/or program updates, inform the education community of issues that are or will impact them and solicit feedback on events impacting districts and schools (e.g. ADE fiscal “sweeps” and cuts to district/school budgets, legislation affecting school funding or operations, a position letter for schools to distribute to parents on AZLEARNs and A—F school rating information in early July, 2012, etc.)*
- e. *By December 31, 2011, develop and e-mail out an ADE external newsletter to be delivered on a quarterly basis to school and local education agency stakeholders which communicates important dates, deadlines, events, legislative actions, funding changes and other germane information affecting their operations.*

3. Evaluate the effectiveness of the special education mediation process, as set forth in the Individuals with Disabilities Education Act, through a satisfaction survey.

Objectives:

- a. *By June 1, 2012, implement a satisfaction survey for both parents and school personnel aimed at evaluating the level of satisfaction with the mediation process and the Arizona Department of Education’s implementation of the mediation system.*
- b. *By January 1, 2013, achieve at least a rating of 3.75 on school satisfaction with the mediation process and the Arizona Department of Education’s implementation of the mediation system.*
- c. *By January 1, 2013, achieve at least a rating of 3.75 on parent satisfaction with the mediation process and the Arizona Department of Education’s implementation of the mediation system.*

KRA: Enhance Process Efficiency and Effectiveness

Goals:

- 1. Develop and implement a student accountability and information system that meets the needs of schools, students, parents and ADE by July 1, 2014.**

Objectives:

- a. *Increase efficiency, effectiveness and customer satisfaction by implementing improved systems for:*
 - i. *SAIS functionality stabilization by August 1, 2012, to meet all report dates to schools and allow for timely reporting by schools*



- ii. *A new SAIS by December 1, 2011, that meets customer needs in school year 2013 and beyond*
- iii. *A fully functional data warehouse by January 31, 2012.*

2. Develop and implement a comprehensive grants management system to eliminate redundancies in unit operations and effectively manage federal and state grant funds by December 31, 2012.

Objectives:

- a. *By March 2012, interface with State accounting system to reduce time to get checks out to schools/districts from 30 days to 5 working days.*
- b. *Increase efficiency, effectiveness and customer satisfaction by developing and beginning to implement an improved system for Grants management by June 30, 2012.*

3. Improve to at least 80% employee satisfaction with cross-functional communication and collaboration between ADE Divisions, by March 1, 2012.

4. Reduce turn-around times and/or cost effectiveness for at least 10 critical processes by 2014.

Objectives:

- a. *Increase efficiency, effectiveness and customer satisfaction by implementing improved systems for:*
 - I. *Online teacher certification by May 31, 2012*
 - II. *AFIS/ADE accounting interface by March 1, 2012.*
- d. *By November 1, 2011, map and streamline communication processes and procedures, to optimize communication and efficiency across all levels of ADE.*
- e. *By June 30, 2012, conduct process improvements (and standardize the procedures) on at least three ADE processes.*

KRA: Build A Great Place to Work

Goals:

1. Achieve at least 80% of ADE internal services receiving an “Outstanding” service rating by 2014.

Objectives:

- a. *Conduct internal survey of HR/Payroll, Facilities, Budget/Finance, IT and other internal services by no later than June 1, 2012, with at least 75% increasing the level of customer satisfaction over 2011 levels.*



2. Achieve a 45% “net top box” employee rating of ADE as a great place to work by 2017.

Objectives:

- a. *Charter and fully implement a cross-functional (including management/employee representation) team by 2012 to champion and drive work culture improvement initiatives, and increase percent of employees rating ADE “Outstanding”.*
- b. *By June 30, 2012, create an ADE-wide training program draft with at least one course (including curriculum) developed and offered in each of three areas: leadership development; interpersonal skills; customer service.*
- c. *By June 30, 2012, launch a recognition program developed around achievement of “Outstanding” customer service components.*
- d. *Increase to 60%, employees rating “Strongly Agree” on communication effectiveness by June 1, 2012.*
- e. *Increase the percent of employees rating ADE as a great place to work by at least 5 percentage points by March 31, 2012.*