



Arizona Department of Education

Strategic Plan FY 2012-2013

(Rev 08/16/2012)

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*

**ADE Goals and
2012-2013 Objectives, Progress Indicators and Initiatives**

Goal: Increase Student Achievement (K-12)

Education Progress Indicators

1. Increase levels of achievement of all students. **(Roberta Alley, Karen Butterfield, Kathy Hrabluk, Marv Lamer, Carrie Giovannone)**

Objective: Achieve at least 80% of the following targets:

- a. NAEP scores
- b. State-wide Assessments:

AIMS	Stanford 10	CTE
AZELLA	GED	
AIMS A	TABE	
TABE Class E	Early Childhood Education—Kindergarten readiness	
- c. Graduation rates
- d. Number of schools determined to be failing under A-F growth model (indicator)
- e. Number of “A” schools(indicator)
- f. Parent, student and teacher ratings of excellence
- g. Percent of highly effective teachers and principals shown through evaluations
- h. Percent of adult education students achieving their educational goals

Objectives:

1. Achieve at least 78% of 3rd grade students meeting/exceeding Arizona Standards for Reading by June 30, 2013 (75.6% in 2011). **(Kathy Hrabluk)**
2. Achieve at least 13% of 3rd grade students exceeding Arizona Standards for Reading by June 30, 2013. **(Kathy Hrabluk)**
3. From among LEA/Districts who offer CTE programs, increase the percentage of LEA/Districts that articulate any CTE program and grant academic credit to meet a graduation requirement, from 20% to 25%, by June 30, 2013. **(Marv Lamer)**
4. Increase the percentage of graduates determined to be college and career ready from 7% to 8% by June 30, 2013 (i.e., scoring 21 or higher on ACT Reading [AIMS Reading 747 score]; and 22 or higher on ACT Math [AIMS Mathematics 569 score]). Of the students receiving these ACT scores at the end of their Freshman year, 75% are likely to receive a C or higher and 50% are likely to receive a B or higher.) **(Carrie Giovannone)**¹
 - a. Increase the percentage of Arizona 4-year graduates who took the SAT and plan to attend a college from 70% to 71% by June 30, 2013.

¹ Philosophically, the ADE agrees with the National Center for Higher Education Management Systems in defining how graduates are determined to be college and career ready which is the number of students who graduate from high school within 4 years (based on the public HS graduation rates), the number who go directly to college (based on the college going rates of recent HS graduates), the number who return for their second year of college (based on the first-year retention rates), and the number who graduate from college within 150% of program time (based on the graduation rates). Note: 150% of program time is defined by completing up to three years of college attendance to obtain an Associate’s degree and up to six years to obtain a Bachelor’s degree.

- b. Increase the percentage of students going on to post-secondary education without need for remediation by June 30, 2013.
- c. Increase the percentage of students persisting past Freshman year in college from 71% to 73% by June 30, 2013.
- d. Increase the percent of students graduating from a program within 150% of time (six years for a Bachelor's degree, three years for an Associate degree) from 50.1% to 51% by June 30, 2013.

Goal: Strengthen Customer Relationships

Objectives:

1. Increase net top box rating on overall satisfaction with ADE services from 1.2% to 10% by June 30, 2013.
2. Increase customer satisfaction ratings in at least 50% of ADE Programs/service providers:
 - a. Increase the percentage of external service providers receiving a 4.0 or higher on customer satisfaction from 51% to 55% by June 30, 2013.
 - b. Increase the percentage of internal service providers receiving a 4.0 or higher on customer satisfaction from 12.5% to 25% by June 30, 2013.
 - c. Achieve at least 80% of monthly performance measures.
3. By June 15, 2013, at least 60% of ADE's ACCS-related training sessions will use the ACCS-PD Framework, as measured by 20 observations, with observation tool developed by January, 2013. **(Karen Butterfield Donna Campbell)**

Goal: Enhance Process Efficiency and Effectiveness

Objectives:

1. Increase efficiency and effectiveness of at least six (6) ADE processes and systems by June 30, 2013.
 - a. Develop and implement new grants management system by June 30, 2013. **(Todd Mason)**
 - b. Implement new automated certification system and have operational by March 31, 2013. **(Jan Pentek)**
 - c. Implement new agency and student technologies to support the Arizona Department of Education initiatives and strategic objectives. All programs will be delivered within +/- 10% of baseline schedule and budget. **(Mark Masterson)**
 - i. Move Free-throws software prototype from the IDEAL platform, stabilize solution on Microsoft Technologies platform allowing deployment in Pilot schools by August 15, 2012
 - ii. Build and deploy Free-Throws V1.0 to pilot schools by August 1, 2013 allowing scalability for a State-Wide rollout for FY14.
 - iii. Complete statewide Student/Teacher/Course connection by December 31, 2012 using vendor solution
 - iv. Build requirements, solicit RFP, select vendor for SAIS replacement Phase 1 (Student Detail Integrity), and Phase 2 (Student Calculations) and deploy to 6-10 pre-selected pilots locations by May 1, 2013 allowing baseline testing for statewide rollout through 2014.

- v. Build and Deploy ED-FI SLDS solution for 6-10 pilot locations by June 30, 2013. Allowing baseline testing and development of rollout plan statewide for FY 2014.
- vi. Define, build requirements and deploy Instructional Improvement System (IIS) to replace IDEAL and support Common Core and PARCC implementations by July 1, 2014
- vii. Define and deploy base CRM solution using event management as initial pilot to support agency overall data simplification effort by **April 1, 2013**.
- d. Resolve at least 90% of federal audit findings within six months of receipt of federal audit report. **(Art Heikkila, Ross Begnoche)**
- e. By June 30, 2013, complete process improvement projects to improve service delivery for: grants monitoring **(Todd Mason)**; 915s processing **(Lyle Friesen)**; proactive, facilitated IEP **(Kacey Gregson)**; and others as determined by Divisions.

Goal: Build a Great Place to Work

Great Place to Work Indicators **(Billie Belanger)**

1. Absenteeism due to illness rates
2. Turnover rates
3. Exit interviews
4. Number of grievances filed

Objectives:

1. By June 30, 2013, achieve gains in all of the four designated areas measuring progress toward building “a great place to work”.
 - a. By March 1, 2013, increase to at least 20% the net top box percentage of staff rating ADE as an outstanding place to work.
 - i. Conduct interim measure by August 31, 2012.
 - b. By July 1, 2012, launch Leadership Development process to improve the quality of management and leadership as demonstrated by employee survey ratings for each management level. **(Pat Childress)**
 - i. By August 31, 2012, establish baseline for employee rating on quality of management and leadership.
 - c. Increase employee satisfaction ratings on effectiveness of ADE communication from 3.47 to 3.65 by March 1, 2013.
 - d. By March 1, 2013, increase employee ratings on Supportive Work Environment:
 - i. from 3.95 to 4.10 on supervisor “support”
 - ii. from 3.86 to 4.00 on manager “support”
 - iii. from 3.74 to 3.90 on senior management “support”
 - iv. from 3.69 to 3.85 on “recognition”

2012-2013 Initiatives

1. Develop and pilot transformative school models to achieve breakthrough gains in student achievement. **(Annie Gilbert)**
 - a. Develop language arts FreeThrows by June 30, 2013.
 - b. Rewrite math FreeThrows (independent of IDEAL platform) by December 1, 2012.
 - c. Develop math FreeThrows through algebra II by June 30, 2013.

- d. Stabilize math FreeThrows pilots and obtain commitments to expand into 20 additional schools by January 15, 2013.
 - e. Create transformative models (blended learning approach) using best practices, and pilot model(s) in at least two schools by June 30, 2013.
 - f. Evaluate Math FreeThrows in Fall 2012 to measure academic outcomes and student engagement.
2. Fully implement the new AZELLA test by late January/early February 2013, so that results will be available by June 30, 2013. **(Roberta Alley, Marlene Johnston)**
 3. Roll out the college and career ready standards for all grades by June 30, 2013. **(Kathy Hrabluk, Sarah Galetti)**
 - a. By June 30, 2013, 70% of teachers have received training on Arizona’s Common Core Standards.
 - b. By June 30, 2013, 50% of teachers report teaching Arizona’s Common Core Standards
 - c. By January 30, 2013, determine recommendations regarding impact of PARCC assessment on high school graduation requirements.
 4. Complete the student/teacher/course connection for at least 95% of schools by December 31, 2012. **(Peter Laing, David Dulis/IT)**
 5. Roll out the teacher principal evaluation model by September 30, 2012. **(Karen Butterfield, Carrie Giovannone)**
 - a. Pilot a teacher and principal evaluation model in at least 4 LEAs that is representative of the State Board of Education’s adopted framework, beginning in September, 2012, and completed no later than February 1, 2013.
 - i. The model will include:
 1. teacher, parent and student surveys
 2. teacher peer review process
 3. required classroom observations
 4. student achievement criteria
 - ii. Pilot will be evaluated by WestEd’s Regional Educational Laboratory (REL)
 1. Received from the field prior to start of the pilot
 2. Training to be provided to pilot LEAs for full implementation of components by September 30, 2012
 - b. Complete an evaluation of the State’s pilot model, based on current framework and various weighting options by May, 2013, and recommend any necessary changes to the State Board of Education by June, 2013.
 6. By June 1, 2013, produce the Student Growth Targets (SGTs) for Arizona students (IT to automate the data for the schools August—November 2012), train school districts on how to utilize the data to drive instruction, and gather feedback from field. (AMOs will be derived from SGTs.) **(Carrie Giovannone, Mark Masterson)**
 7. Assess the SGTs and whether they should be incorporated in the A-F Letter Grade model. Make a recommendation to the state board in October and write an amendment to bill 15-241 incorporating the suggested changes to be submitted by January, 2013, for full incorporation in FY 2014--2015. **(Carrie Giovannone)**