

Agency 5-Year Plan

Issue 1 Low percentage of Arizona students deemed college and career ready

Description: Our challenge is to achieve increases in student achievement through ADE support provided to (local control) districts and charters, to achieve the following results:

1. Increase the percent of graduating students determined to be college and career ready (meeting college and career ready standards in both reading and mathematics) from 7.3% in 2014 to at least 25% by FY 2019;
2. Increase the percent of students scoring at or above basic scores in National Assessment of Educational Progress (NAEP) 4th grade Reading (from 60% in 2013) and Math (from 82% in 2013), and 8th grade Reading (from 72% in 2013) and Math (from 69% in 2013) by at least 15 percentage points by FY 2019 across all ethnicities;
3. Increase the percent of students graduating high school in four years from 75.15% in 2014 to 85% by 2019; and
4. Increase the graduation rate from 45% in 2014 to at least 60% for all Priority and Focus high schools by 2019.

Solutions:

1. Gather baseline survey data indicating the percent of teachers and administrators who report they are confident in their ability to implement the Arizona's College and Career Ready Standards (AZCCRS), and adjust ADE program support accordingly to increase perceptions.
2. Provide at least 25% of ADE program technical assistance and professional development through online tools via the ADE Learning Management System (LMS) and Content Management System (CMS).
3. Complete implementation of a new assessment under AZCCRS, and begin evaluating student achievement results so a report on results under the new assessment can be issued in FY 2016.
4. Finalize and implement all revisions to documents, procedures, and timelines that guide the review, approval, and implementation of Educator Preparation Programs (EPP).
5. Establish a baseline for inclusion of College and Career Ready Index (CCRI) into the Accountability formula.
6. Increase (from 400 in 2015), the number of dashboards of student data provided to teachers and administrators in LEAs and charters.
7. Refine and implement measurable, innovative/evidence-based improvement strategies that will lead to growth rates for Priority, Focus, and Pre-Intervention schools equal or greater than a match set of schools in the state for future school years.
8. Annually increase State Board approved CTE programs that have integrated math, science, economics, or English language arts credits from 12 in 2015, and increase the number of attainable CTE industry recognized credentials (55 in 2014).
9. Establish appropriate definition(s) (uniform or several program-specific) of poverty that will be used by the agency in its operational and support services to LEAs, including in the areas of funding, accountability, reporting and other services, while ensuring all implications were fully evaluated, unintended consequences were resolved, and majority of stakeholders support the result.
10. Provide learning management, content management, assessment, and teacher/principal evaluation cost-effective tools for schools to use to enhance the effectiveness of educators.
11. Propose and implement State Board of Education (SBE)-approved refinements to current Structured English Immersion (SEI) Model.
12. By June 2015, a minimum of 24 PD/technical assistance sessions with applicable resources will be provided to educators of adults via the ADE LMS/CMS.
13. By June 2015, at least 35% of educators of adults will participate in training pertaining to AZCCRS Standards.

Issue 2 Improving educational outcomes through enhanced services and supports so schools can focus on student needs

Description: Our challenge (and opportunity) is to continue to increase the "net top box" percentage of external customers rating overall satisfaction with ADE services as outstanding from 22.87% in 2014. Although we've made great strides (initial rating of -13.7% in 2011, 1.1% in 2012, and 21.26% in 2013), we continue in our quest to provide services that are value-added, from our customers' perspectives.

Solutions:

1. Draft and implement a comprehensive communications plan for all major projects.
2. Conduct and report on a statewide random, statistically valid survey of parents' and teachers' satisfaction with their schools and evaluate methodology alternatives for conducting a student survey, with the student survey to be conducted as soon as practical if a suitable, cost effective method is identified.
3. Achieve at least 50% of all ADE programs surveyed receiving at least 45% or higher "Outstanding" rating on overall satisfaction.

Issue 3 Ineffective systems and processes cost both ADE and schools substantial added expense, with a poor quality student information system a major inefficiency due to limited funding to implement data system improvements

Description: Our challenge is to implement the Arizona Education Learning Assessment System (AELAS) with limited funding resources. This critical tool is necessary to provide teachers, school administrators, students, parents and policy makers information that can be used to inform both instruction in the classroom and policy decisions that will enhance opportunities for students to increase their achievement, as measured on PARCC (or district assessments), while reducing the administrative burdens on schools. Limited funding and resources negatively impacts our ability to implement this vital system.

Solutions:

1. Evaluate ALEAT, design changes or a replacement that will more effectively meet the needs of schools and ADE while reducing costs.
2. Increase each year the number of LEAs participating in the State Opt-In Student Information System.
3. Implement and refine a complete Online AZ Certification Information System (OACIS) that includes internal, educator, district, and public portals.
4. Complete the transition of all grants into the new automated grants management system.
5. By February 28, 2015, in collaboration with advocates, school officials, parents and ADE staff, present to the State Board proposed changes for adoption where feasible that will strengthen the effectiveness of the program for students with disabilities, while also reducing unnecessary burdens and costs on all stakeholders.
6. Increase from 50, the number of LEAs from the "Single Point of Contact" targeted list that encompasses all grant monies from ADE, to result in reports on overall management and internal control deficiencies that can be corrected, with outcomes of higher customer satisfaction, and reduced time and expense for customers and ADE.

Issue 4 Changing work culture to one defined by collaboration and performance

Description: We recognize that quality and high performance are achieved from full participation and partnership between staff and management. To that end, our commitment to build a great place to work is based on creating and sustaining a supportive work culture that sets standards and accountability for cooperation, communication, customer-driven service and continuous improvement. We have a great opportunity to continue to build on progress achieved to date, from a 12.3% in 2012 net top box percentage of employees rating ADE as outstanding, to 31.1% in 2014.

Solutions:

1. Implement cycles of ADE supervisor cohort academy to improve the quality of management and leadership as demonstrated by employee survey ratings for immediate supervisor level.
2. In collaboration with ADE Work Culture Team, sponsor a low cost, annual Agency family fun day, and semi-annual activities that engage staff and raise funds for the annual employee appreciation day.
3. Conduct quarterly review process of cross-division project teams to measure results in service, efficiency, and collaboration.

Resource Assumptions

	FY2017 Estimate	FY2018 Estimate	FY2019 Estimate
Full-Time Equivalent Positions	181.0	181.0	181.0
General Fund	4,504,679,815.0	4,617,296,811.0	4,732,729,231.0
Other Appropriated Funds	77,836,100.0	77,836,100.0	77,836,100.0
Non-Appropriated Funds	564,582,687.0	573,051,427.0	581,647,198.0
Federal Funds	1,027,851,900.0	1,027,851,900.0	1,027,851,900.0