A CEO’s Perspective: Building a More Successful Pipeline

Western Academic Leadership Forum • April 26, 2013

Dr. Rudy Crew
Chief Education Officer
Oregon Education Investment Board
Investing in Students and Teachers Now, and For the Future

The Governor and Chief Education Officer recommend, as a high priority, the funding of strategic investments specifically intended to:

• **Rapidly improve performance** on several key measures of progress, including Kindergarten readiness, 3rd grade reading proficiency, 9th grade progress toward graduation, high school completion, and college enrollment.

• **Decrease the achievement gap** that exists between historically underserved populations and white Oregonians on the key measures; and

• **Increase levels of educational attainment and employability** for Oregonians.
OEIB Strategic Plan & 7-Year Framework

Categories of Work

**Connections between labor and the economy**
- Define and create pathways for students to be connected to jobs today and in the future

**Career training/college-going culture**
- Raise expectations for all students for post-secondary achievement

**Communities for healthy children**
- Reconstruct service delivery model of health, education, and family support

**Family support of learning**
- Educate and empower families to engage, intervene, and demand outcomes

**Academic preparation and civic-mindedness**
- Provide academic rigor, promote civic knowledge, and intentionally link outcomes with investments

Results

- More Oregonians employed today and in the future leading to a stronger economy
- Oregonians expect career training/post-secondary education for all students (based on interest and choice)
- All children are emotionally-centered, able and ready to learn, and missing fewer days of school
- More engaged public and clear set of resources for families to access, leading to improvement
- Education is understood as a critical investment in quality of life, employment potential, and economic growth of OR

@ORLearns
OEIB Objectives for the Next Biennium

1. Complete the design and implement the P-20 structure
2. Design and implement high-impact, cost-effective initiatives that improve achievement of all students
3. Assess, write, and respond to policies needed to accomplish student achievement initiatives and to create the “tight/loose” direction of Oregon Learns
4. Create an outcome-based budget, aligned to initiatives
5. Work to build an informed, motivated, and engaged public
## Summary of OEIB objectives and initiatives/outcomes

### Objectives

| Design and implement P-20 structure | Design/ implement* initiatives to improve student achievement | Affect policies for initiatives and “tight/loose” direction | Create outcome-based budget, aligned to initiatives | Build an informed, engaged public |

### Initiatives/Outcomes

- **P-20 integration**
- **Common, aligned standards, assessments, and support systems**
- **Longitudinal data system**

- **Initiatives that directly affect student learning along the P-20 continuum**
- **Systems and cultures that address equity and result in learning environments that address needs of all learners**
- **Accountability systems**
- **Impact analysis of initiatives**

- **Policies that affect/support achievement initiatives**
- **Policy framework consistent with “tight/loose” direction**
- **Policies that lessen compliance burden**

- **Multi-year strategic plan with outcomes and metrics**
- **Biennium budget aligned with plan and outcomes**

- **Channels of two-way communication**
- **Regional collaborations/commitment to outcomes of Achievement Compacts**
- **Tools and practices for field to engage communities**

*Implementation includes establishing and conducting the protocols and processes of distributing resources to the field.*
Governor’s Vision Led to OEIB Outcomes & Indicators

Oregonians are prepared for lifelong learning, rewarding work, and engaged in citizenship

- Ready for school
- Ready to apply math and reading skills
- On track to earn a diploma
- Ready for college and career training
- Ready to contribute in career and community

No achievement gaps

Tipping Point

All stakeholders advocate for and support P-20 system

Uncertainty, limited knowledge, entrenched

Unstable

Stable

@ORLearns
Essential Links in the Chain of Success
*If one link is missing, the chain will fall*

<table>
<thead>
<tr>
<th>Philosophy</th>
<th>Vision</th>
<th>Strategy</th>
<th>Skills</th>
<th>Resources</th>
<th>Monitoring</th>
<th>Evaluation</th>
<th>Rewards &amp; Sanctions</th>
<th>Organization</th>
<th>No Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>Confusion</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>False Starts</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>Anxiety</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>Frustration</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>Bitterness</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>No Closure</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>Hopelessness</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>No Coordination</td>
</tr>
<tr>
<td>Philosophy</td>
<td>Vision</td>
<td>Strategy</td>
<td>Skills</td>
<td>Resources</td>
<td>Monitoring</td>
<td>Evaluation</td>
<td>Rewards &amp; Sanctions</td>
<td>Organization</td>
<td>Success!!</td>
</tr>
</tbody>
</table>
Change Process

Fear, uncertainty and discomfort are your compasses toward growth.

Anonymous

Incremental Change

Mutuality

Social

Symbolic

Structure

Politic

Transformation

Accountability