Agenda

• Strategic focus over the next seven years

• Strategic focus over the next biennium
  ➢ Objectives and initiatives
  ➢ Metrics for each initiative

• Primary roles of staff/agencies/divisions in implementation

• Output over the next six months

• Next steps
OEIB focus over the next seven years

• The following slide outlines the five categories of work over the next seven years. These categories assume continuity from the current biennium (2013-15) into the next biennium (2015-17)

• All categories will have an intense concentration on strategies, programs, and deliverables relating to Priority and Focus Schools, ELL, and students with Special Needs
### OEIB focus over the next seven years

#### Categories of Work

<table>
<thead>
<tr>
<th>Connections between labor and the economy</th>
<th>Career training/college-going culture</th>
<th>Communities for healthy children</th>
<th>Family support of learning</th>
<th>Academic preparation and civic-mindedness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define and create pathways for students to be connected to jobs today and in the future</td>
<td>Raise expectations for all students for post-secondary achievement</td>
<td>Reconstruct service delivery model of health, education, and family support</td>
<td>Educate and empower families to engage, intervene, and demand outcomes</td>
<td>Provide academic rigor, promote civic knowledge, and intentionally link outcomes with investments</td>
</tr>
</tbody>
</table>

#### 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 |
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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**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Design/implement initiatives to improve student achievement</th>
<th>Affect policies for initiatives and “tight/loose” direction</th>
<th>Create outcome-based budget, aligned to initiatives</th>
<th>Build an informed, engaged public</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-20 integration</td>
<td>Initiatives that directly affect student learning along the P-20 continuum</td>
<td>Policies that affect/support achievement initiatives</td>
<td>Multi-year strategic plan with outcomes and metrics</td>
<td>Channels of two-way communication</td>
</tr>
<tr>
<td>Common, aligned standards, assessments, and support systems</td>
<td>Systems and cultures that address equity and result in learning environments that address needs of all learners</td>
<td>Policy framework consistent with “tight/loose” direction</td>
<td>Biennium budget aligned with plan and outcomes</td>
<td>Regional collaborations-commitment to outcomes of Achievement Compacts</td>
</tr>
<tr>
<td>Longitudinal data system</td>
<td>Accountability systems</td>
<td>Policies that lesson compliance burden</td>
<td></td>
<td>Tools and practices for field to engage communities</td>
</tr>
<tr>
<td><em>Implementation includes establishing and conducting the protocols and processes of distributing resources to the field.</em></td>
<td>Impact analysis of initiatives</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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OEIB staff and divisions/agencies

**OEIB Staff**
- Curriculum & Instruction
  (Doris McEwen)
- College & Career Readiness
  (Hilda Rosselli)
- Policy
  (Whitney Grubbs)
- Communications & Outreach
  (Cathleen Healy)
- Strategic Initiatives
  (Mike Seelig)
- Data & Budget
  (TBD)

**OEIB Divisions/Agencies**
- Oregon Dept. of Education
  (Rob Saxton)
- Early Learning
  (Jada Rupley)
- Youth Development
  (Iris Bell)
- Dept. of Post-Secondary
  (TBD)
Metrics for Objective 1: Complete design and implement P-20 structure

**OEIB Initiative**

A) Specify how to operationalize P-20 integration, particularly around governance and structure

B) Implement common aligned learning standards, assessment tools, and support systems for P-20

C) Complete longitudinal data system

**OEIB Metric (June ‘15)**

Structure 100% designed, legislation passed, structure fully implemented

100% of regions report increased satisfaction in support from OEIB

Learning standards and assessment tools are compatible, integrated, and span across P-20

Longitudinal data system is 100% complete and serves the functions identified by end users
Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students

**OEIB Initiative**

A) Implement initiatives that directly affect student learning in all segments of P-20

**OEIB Metric (June ‘15)**

Early Learning and Literacy:
- *Number of children ready to enter Kindergarten increases 20%*
- *Number of 3rd graders reading at grade level increases 15% and achievement gap decreases 5%*
- *Number of underserved families who engage meaningfully in their child’s education is no less than 50%*

**Key Strategies**
- Early childhood education redesign
- Regional hubs
- Expanded/individual learning time
- Increased library usage
- Literacy awareness campaign

*Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.*

Note: Italicized metrics are also reflected in the K-12 Achievement Compacts.
Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

OEIB Initiative

A) Implement initiatives that directly affect student learning in all segments of P-20

OEIB Metric (June ‘15)

Diverse Professional Corps of Educators:
• Number of education professionals (PK-12) projected to enter OR education workforce within two years who are non-white, non-Hispanic or whose native language is not English increases 10%*

• Levels of employer satisfaction with new teachers prepared in OR increases 30%*

• At least 30% more educators report increased satisfaction in professional support/development*

• Number of early childhood educators who achieve Step 9 or above (AA degree or higher) on OR Registry increases 20%

Key Strategies
Statewide effort to recruit, prepare, and support educators:
• Four to six professional development centers
• New career maps and licensure structures
• Teacher collaboration and mentorship
• Dissemination of best practices and models
• Focus on early educators and post-secondary faculty

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.
Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

OEIB Initiative

A) Implement initiatives that directly affect student learning in all segments of P-20

OEIB Metric (June ‘15)

Connecting to the World of Work:
- *Number of students who demonstrate proficiency in math and science in Middle School increases 15% and achievement gap decreases 5%*
- *At least 65% of students who graduate HS earned nine or more college credits and the achievement gap decreases 5%*
- *At least 90% of students who graduate from OR education system are employed within 12 months*

Key Strategies
- STEM initiatives – e.g., STEM schools
- Internships and apprenticeships for students
- Grade 11-14 redesign and dual enrollment
- Essential skills curriculum
- Connections to career and technical trade unions; alliance with Economic & Business Equity Office
- Integration of arts into curriculum

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.

Note: Italicized metrics are also reflected in the K-12 Achievement Compacts.
Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

**OEIB Initiative**

A) Implement initiatives that directly affect student learning in all segments of P-20

**OEIB Metric (June ‘15)**

Post-Secondary Aspirations:
- At least 85% of students will be on track for graduation by the end of 9th grade with no gaps greater than 10%*
- *Five-year cohort graduation rate increases 5 percentage points and achievement gap decreases 5%*
- *Post-secondary enrollment of underserved students increases 10 percentage points (gap eliminated)*

**Key Strategies**
- Transitional supports at critical entry points (K-20)
- Advanced Placement course offerings
- Services for at-risk youth
- Credits universally accepted throughout OU system
- Increase of post-secondary access and retention

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.

Note: Italicized metrics are also reflected in the K-12 Achievement Compacts.
Metrics for Objective 2: Design and implement high-impact, cost-effective initiatives that improve achievement of all students (cont.)

**OEIB Initiative**

B) Shift systems and cultures to address equity and result in learning environments that address needs of all learners

**OEIB Metric (June ‘15)**

At least 75% of Priority and Focus schools will achieve growth for all students and for subgroups greater than the state average

Number of students who have or are receiving ELL services reading at grade level by 5th grade increases 75%

**Key Strategies**

- Reengagement of hard-to-reach youth (immigrants, homeless, dropouts, and gangs)
- West Coast network to elevate and share tools and talent for immediate and continued growth of ELL
- Intense support of and guidance to Priority and Focus Schools
- Policy and planning documents for dissemination throughout PK-12 leadership
- Focus on reducing need for, while improving quality of, post-secondary developmental education

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.

**Note:** Italicized metrics are also reflected in the K-12 Achievement Compacts.
Data from accountability system is used to affect policy and change practice

At least 80% of educators, students, and families surveyed report accountability system as useful*

OEIB Metric (June ‘15)

C) Determine and implement processes of support and accountability (including Achievement Compacts and OR Report Card)

100% of key initiatives are analyzed for impact and ROI

ROI information is used to develop policies and recommend strategic investments

D) Analyze initiatives to understand impact and ROI

OEIB Initiative

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.
Areas of work where the outcomes are most critical in the next biennium

- Early learning
- Corps of professional educators
- Post-secondary aspirations
- STEM
Policies, explicitly linked to strategic initiatives, demonstrate impact on student performance. Policies affected/created are regarding:

- ESD redesign
- Educator workforce (licensure, minority recruitment)
- Grade 11-14 redesign (funding formula, credit transferability)
- Equity (data collection, accountability)
- Early learning (hubs, Kindergarten readiness, subsidy policy)
- Diploma and credentials (Oregon diploma rollout, career pathways)
- Mandate relief

OEIB Initiative

A) Analyze, write, and advocate policies that support initiatives and affect how education is delivered in the field

B) Create policy framework, including R&D, consistent with “tight/loose” direction

C) Review current policies with eye towards which should be eliminated to achieve initiatives and lessen compliance burden

OEIB Metric (June ‘15)

Policies, explicitly linked to strategic initiatives, demonstrate impact on student performance. Policies affected/created are regarding:

- ESD redesign
- Educator workforce (licensure, minority recruitment)
- Grade 11-14 redesign (funding formula, credit transferability)
- Equity (data collection, accountability)
- Early learning (hubs, Kindergarten readiness, subsidy policy)
- Diploma and credentials (Oregon diploma rollout, career pathways)
- Mandate relief
Strategic plan and metrics are monitored at least biannually, and updated and shared at least annually.

Multi-year strategic plan and metrics for 2015 and beyond is created (see pgs 7-8 for seven-year view).

Budget recommendations are developed, explicitly aligned to strategic initiatives and outcomes, and delivered on time.
Metrics for Objective 5: Work to build an informed, motivated, and engaged public

**OEIB Initiative**

A) Create channels of two-way communication with major stakeholders about the need for change, strategies, and opportunities for engagement

B) Use achievement compacts to establish regional collaborations and community commitment to meeting outcomes

C) Support learning organizations in creating strategies, tools, and practices to engage their communities

**OEIB Metric (June ‘15)**

At least 85% of stakeholders feel "adequately informed"*

At least 90% of stakeholders report having adequate opportunities to provide input*

100% of regions report having business and community partners engaged in meeting Achievement Compact goals

85% of education institutions report that the created tools and processes have been useful in engaging their communities

* Baseline not available prior to January 2013 OEIB Board meeting. Targets may change once baseline is established.
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## Primary roles in implementing OEIB strategic plan

### OEIB Staff

<table>
<thead>
<tr>
<th>Curriculum &amp; Instruction</th>
<th>College &amp; Career Readiness</th>
<th>Policy</th>
<th>Data &amp; Budget</th>
<th>Communications and Outreach</th>
<th>Strategic Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Provide overall leadership and support to ODE C&amp;I</strong>&lt;br&gt;<strong>• Lead P-20 alignment of stds and assessments</strong>&lt;br&gt;<strong>• Connect post-secondary and K-12</strong>&lt;br&gt;<strong>• Lead design of plan to recruit, develop, and support educators</strong>&lt;br&gt;<strong>• Coordinate design of P-20 structure</strong>&lt;br&gt;<strong>• Lead design of accountability systems</strong>&lt;br&gt;<strong>• Secure legislative support for strategy</strong>&lt;br&gt;<strong>• Lead longitudinal data system design</strong>&lt;br&gt;<strong>• Lead budget creation</strong>&lt;br&gt;<strong>• Create and implement ROI systems</strong>&lt;br&gt;<strong>• Lead marketing and communication</strong>&lt;br&gt;<strong>• Coordinate strategic plan and metrics</strong>&lt;br&gt;<strong>• Codify best practices and learnings</strong>&lt;br&gt;<strong>• Conduct research, assess, and support design of new initiatives</strong></td>
<td><strong>• Connect post-secondary and K-12</strong>&lt;br&gt;<strong>• Lead design of plan to recruit, develop, and support educators</strong>&lt;br&gt;<strong>• Coordinate design of P-20 structure</strong>&lt;br&gt;<strong>• Lead design of accountability systems</strong>&lt;br&gt;<strong>• Secure legislative support for strategy</strong>&lt;br&gt;<strong>• Lead longitudinal data system design</strong>&lt;br&gt;<strong>• Lead budget creation</strong>&lt;br&gt;<strong>• Create and implement ROI systems</strong>&lt;br&gt;<strong>• Lead marketing and communication</strong>&lt;br&gt;<strong>• Coordinate strategic plan and metrics</strong>&lt;br&gt;<strong>• Codify best practices and learnings</strong>&lt;br&gt;<strong>• Conduct research, assess, and support design of new initiatives</strong></td>
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<td><strong>• Design and support strategies for post-secondary (community colleges, universities, technical and career)</strong>&lt;br&gt;<strong>• Oversee Juvenile Crime Prevention state and federal programs</strong></td>
<td><strong>• Connect post-secondary to K-12</strong></td>
<td></td>
</tr>
</tbody>
</table>

### OEIB Agencies/Divisions

<table>
<thead>
<tr>
<th>Oregon Dept. of Education</th>
<th>Dept. of Post-Secondary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Early Learning</strong>&lt;br&gt;<strong>• Implement strategies that support stable and attached families</strong>&lt;br&gt;<strong>• Design and support teaching and learning strategies for ages 0-5</strong>&lt;br&gt;<strong>• Connect early learning to K-12</strong>&lt;br&gt;<strong>• Participate in design of OEIB strategies</strong>&lt;br&gt;<strong>• Lead implementation of K-12 strategies</strong>&lt;br&gt;<strong>• Connect OEIB to field</strong>&lt;br&gt;<strong>• Design and implement hubs</strong>&lt;br&gt;<strong>• Identify, invest in, and monitor youth programs and services that support strategy</strong>&lt;br&gt;<strong>• Oversee Juvenile Crime Prevention state and federal programs</strong></td>
<td><strong>• Design and support strategies for post-secondary (community colleges, universities, technical and career)</strong>&lt;br&gt;<strong>• Connect post-secondary to K-12</strong></td>
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To be achieved by June ’13 (focus of next six months)

Objective 1
Complete the design and implement the P-20 structure

- P-20 structure designed and legislation passed
- Plan for aligning learning standards and assessment tools completed
- Pre-K standards developed
- Kindergarten assessment completed and approved
- Input collected (from educators, students, public, policy-makers) and business case developed for longitudinal data system
To be achieved by June ’13 (focus of next six months)

**Objective 2**

Design and implement high-impact, cost-effective initiatives that improve achievement of all students

**Early Learning and Literacy**
- Plan for redesign of regional hubs completed, RFPs administered, and funding identified
- Plan to address needs of diverse student population (including ELL) completed
- Plan for increasing library usage completed and baseline established
- Programs identified and RFPs administered for increasing parental engagement

**Diverse Professional Corps of Educators**
- Statewide professional development (P/D) plan for educators developed (with participation from post-secondary institutions)
- Plan for P/D Centers completed, RFPs administered, and funding identified
- Career map for MS/HS students going into teaching developed
- Recommendations for new licensure structure and career ladder for teachers defined
Objective 2
Design and implement high-impact, cost-effective initiatives that improve achievement of all students

Connecting to the World of Work
- Plan for implementing STEM initiatives created; RFPs for at least three initiatives administered
- Plan for increasing student internships completed; Partners that link students to businesses identified and RFPs administered
- Plan for aligning workforce and secondary education completed

Post-Secondary Aspirations
- Plan for increasing HS students’ access to college credits completed and approved
- Funding for increasing student access to financial aid identified and process redesigned
- Tool for students to access OR pathway options designed
- Programs for decreasing gang violence identified and RFPs administered

To be achieved by June ’13 (focus of next six months)
To be achieved by June ’13 (focus of next six months)

**Objective 3**
Assess, write, and respond to policies needed to accomplish achievement initiatives and create “tight/loose” direction of Oregon Learns

- First set of policies related to 2013-15 strategic plan amended/eliminated/created

**Objective 4**
Create an outcome-based budget, aligned to student achievement initiatives

- 2013-15 OEIB strategic plan and metrics completed
- Scorecard to evaluate performance of OEIB designed
- Legislation for the 2013-15 budget passed (including strategic investments)
- Policy review of Oregon Student Access Commission tied directly to 40-40-20
Objective 5
Work to build an informed, motivated, and engaged public

- Tools and process for education institutions to access OEIB services developed
- Process for hearing and addressing needs of stakeholders on an ongoing basis defined
- Process of including regions in Achievement Compacts defined
- Outreach toolkit for education institutions to engage their communities developed

To be achieved by June ’13 (focus of next six months)
OEIB vision

The OEIB vision statement will be determined by the OEIB Board. The following states the purpose of OEIB and may be used for informational purposes when creating the OEIB vision statement.

So that the destiny of Oregon’s children shall not fall to the conundrum of fiscal challenges or ideological division, the OEIB will mobilize its effort around a vision that will use the statutory right to create, invest in, align and build a P-20 system and the moral authority to influence, convene, report, and measure the conditions of student success.
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Next steps

1. Develop dashboard for OEIB Board to monitor achievement of OEIB strategic plan

2. Develop a performance management system for OEIB, which will be driven by the strategic plan and include the following components:
   a. Individual scorecards
   b. Administrative competencies
   c. Professional development

3. Implement outreach campaign to engage public, gather baseline data, and provide information on strategic initiatives