



# Arizona Department of Education

**Five Year Strategic Plan  
FY 2014-2018**

John Huppenthal  
Superintendent of Public Instruction

## **Statement from Superintendent John Huppenthal**

*“As I meet with parents, educators, business and community leaders throughout Arizona, and staff within ADE, I remain encouraged by our shared dedication to the students of Arizona. The collaborative partnerships we’ve established are a firm foundation for improving academic achievement. Moving forward, we’ll continue to refine our focus through an iterative process of feedback, planning, implementation and review to create a dynamic, flexible plan that is able to deliver desired results.*

*Internally, and with feedback from stakeholders, we have collaboratively defined meaningful performance measures in four strategic issues to drive academic achievement and college and career readiness. These areas include:*

- *Increase Student Achievement K-12*
- *Strengthen Customer Relationships*
- *Enhance Process Efficiency and Effectiveness*
- *Build a Great Place to Work*

*Our Plan includes ambitious, innovative goals and objectives focused on developing great schools, excellent teachers, and successful students. To that end, we are developing a laser focus on the following:*

- *Creating transformative schools; developing models for schools with low academic growth and test scores, and best practice approaches to help even the best schools continuously improve*
- *Aggressively pursuing the development and implementation of a redesigned classroom, capable of breaking through to substantially higher levels of academic gain*
- *A vigorous, multi-faceted process to gauge customer and stakeholder satisfaction, including:*
  - *Parent involvement*
  - *Student engagement*
  - *Teacher job satisfaction*
- *In all initiatives, applying best practices in blended learning, growth models, assessment, accountability and incentives to drive improvement*

*We believe that implementing this Plan in partnership with education, business and community stakeholders will help us achieve our Mission: to serve Arizona’s education community, ensuring every student has access to an excellent education.”*

**John Huppenthal, Superintendent of Public Instruction**

**October 1, 2012**

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## **Arizona Department of Education**

The Arizona Department of Education (ADE) is administered by the Superintendent of Public Instruction, an elected position pursuant to the Arizona State Constitution. The Superintendent, in conjunction with the State Board of Education, leads the State in developing and implementing educational guidelines and standards. Through various programs within the Department, the Superintendent oversees direct services to 237 locally governed school districts, including 13 vocational districts and 9 accommodation districts. The Superintendent, in conjunction with the State Board for Charter Schools oversees 416 charters. The Department executes the educational guidelines through evaluation, training, school improvement assistance, dissemination of information, and administration and allocation of funds. The Department also serves as the primary source for information on the status and needs of the public school system.

This is a “living” document that will guide our focus and activities. As such, some objectives and expected results will be subject to change as information and events unfold. Objectives and measures aligned to drive achievement have also been developed in Units, Sections and Divisions throughout 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

### **Strategic Issues**

(“Strategic Issues” are also termed “Key Result Areas” in ADE planning documents and are the identified areas of focus for the Agency under which all goals and objectives are aligned.)

- **Increase Student Achievement**
- **Strengthen Customer Relationships**
- **Enhance Process Efficiency and Effectiveness**
- **Build a Great Place to Work**

## **Strategic Issue #1 Increase Student Achievement (K-12)**

To develop and sustain great schools, excellent teachers and successful students in Arizona, we've defined ambitious goals, focused on achieving breakthrough-levels of academic gain. They include: innovative, redesigned

classrooms; transformative schools; applied best practices; implementation of common core standards; measuring teacher and student satisfaction; and accountability for performance gains.

### **Goals:**

1. **By FY 2018, increase to at least 75%, the percent of students meeting or exceeding Arizona's Common Core Standards for Reading, Writing and Math.**
2. **Achieve at least 78% of 3<sup>rd</sup> grade students meeting/exceeding AIMS standards for Reading by June 30, 2013 (77% in 2012).**
3. **By June 30, 2014, fully implement the more rigorous Arizona's Common Core Standards, and complete all preparations for full implementation of the new, more rigorous assessment in 2015.**
4. **In 2017, achieve the following targets for the percent of students scoring at or above basic scores in National Assessment of Educational Progress (NAEP) 4<sup>th</sup> and 8<sup>th</sup> grade assessments:**

a. 4 <sup>th</sup> grade Reading: 70%	4 <sup>th</sup> grade Math: 85%
b. 8 <sup>th</sup> grade Reading: 82%	8 <sup>th</sup> grade Math: 81%
5. **By 2018, increase the percent of students graduating high school in four years from 74% in 2011 to 86%.**
6. **By 2018, increase by 25 percentage points, the percent of graduating students determined to be college and career ready.**

### **Objectives/Strategies:**

1. Implement transformative school models in at least 20 schools by 2018 to achieve break through gains in student achievement (emphasis in ELA and Math).
  - a. Develop language arts Free Throws by June 30, 2014.
  - b. Expand Math Free Throws to at least 50% of schools by July, 2014.
2. Provide training and resources for all grades to support implementation of Arizona's Common Core Standards by July 1, 2014.
  - a. By June 30, 2014, 95% of teachers will have received training on Arizona's Common Core Standards.
  - b. By June 30, 2014, 95% of teachers will report teaching Arizona's Common Core Standards
  - c. By January 30, 2013, determine recommendations for measuring a new assessment on more rigorous high school graduation requirements.
3. Provide resources and guidance to districts and charters for full implementation of the teacher principal evaluation model by 2014.
  - a. Capture and report on teacher and principal evaluation data showing percent of highly effective, effective, developing, and ineffective by June 30, 2014.
4. By 2015, increase pertinent information available to help school teachers and administrators improve student outcomes by implementing a student satisfaction survey developed through research of applied best practices.
5. By 2014, increase pertinent information available to help school teachers and administrators improve student outcomes by implementing a survey of teacher job satisfaction at the school district level.

6. From among LEA/Districts who offer CTE programs, increase the percentage of LEA/Districts that articulate any CTE program and grant academic credit for embedded Math, Science or ELA to meet a graduation requirement, from 20% to 25%, by June 30, 2013.
7. Increase each year the percent of adult education students successfully achieving their educational goals.

## **Strategic Issue #2 Strengthen Customer Relationships**

We exist to serve our customers. Our mission, "To serve Arizona's education community, ensuring every student has access to an excellent education", is our filter for every action, goal, and idea. Accordingly, our emphasis will be in strengthening relationships with parents, education, business and community partners. In

all relationships, our focus will be on providing value-added services, evaluating satisfaction from the customers' perspective. Our desire is to be regarded as competent, compassionate, professional allies; value-added contributors in the collective effort to provide every student access to an excellent education.

### **Goals:**

1. **Achieve a "net top box" external customer rating of 30% on overall customer satisfaction with ADE by 2018 (from -13.7% in 2011 and 1.1% in 2012).**

### **Objectives/Strategies:**

- a. Based on customer feedback provided in 2011 and 2012 surveys, streamline the survey process by 2014 to minimize disruption to the field and increase response rate from 20% in 2012 to 50% by 2016.

## **Strategic Issue #3: Enhance Process Efficiency and Effectiveness**

ADE recognizes the importance of a systematic approach to design, deliver and evaluate services and products that add value from a customer perspective. To that end, we have made an organizational commitment to improve the efficiency and effectiveness of processes and procedures, to minimize redundancy and burden on the field. Our approach will include

cross-functional and Unit/program-specific improvements that are linked to customer requirements. As a result of our focus, significant improvements are expected in our student accountability systems, grants management system, and cross-functional communication and collaboration.

### **Goals:**

1. **Develop and implement a Student Accountability and Information System (SAIS) that meets the needs of schools, students, parents and ADE by July 1, 2014.**
2. **Increase efficiency and effectiveness of at least six (6) ADE processes and systems by June 30, 2014.**

### **Objectives:**

- a. Improve customer satisfaction rating with Information Technology services from 2.39 in 2011 to 3.75 in 2015. (Achieved 3.56 rating in 2012, over 3.25 target set for 2013.)

- b. Implement new automated certification system and have operational by March 31, 2014.
- 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.
- d. Resolve at least 90% of federal audit findings within six months of receipt of federal audit report.
- e. By June 30, 2013, complete process improvement projects to improve service delivery for: grants monitoring; 915s processing; proactive, facilitated IEP; and others as determined by Divisions.
- f. Continue development and implementation of new grants management system, with full implementation of all grants by July 31, 2014.

### **Strategic Issue #4 Build a Great Place to Work**

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.

#### **Goals:**

1. **Achieve a 40% “net top box” employee rating of ADE as a great place to work by 2018.**
2. **By June 30, 2018, achieve gains in all of the four designated areas measuring progress toward building “a great place to work”.**

#### **Objectives:**

- a. By March 1, 2015, increase to at least 25% the net top box percentage of staff rating ADE as an outstanding place to work.
- b. Fully implement Leadership Development process by 2014 to improve the quality of management and leadership as demonstrated by employee survey ratings for each management level.
- c. Increase employee satisfaction ratings on effectiveness of ADE communication to 4.00 by March 1, 2015.
- d. By March 1, 2015, increase employee ratings on Supportive Work Environment:
  - i. to 4.20 on supervisor “support”
  - ii. to 4.10 on manager “support”
  - iii. to 4.00 on senior management “support”
  - iv. to 4.00 on “recognition”

## Appendix A Agency Performance Measures

Performance Measures	FY 2011 Actual	FY 2012 Actual	FY 2013 Est.	FY 2014 Est.	FY 2015 Est.	FY 2016 Est.	FY 2017 Est.	FY 2018 Est.
<b>#1: Percent of students meeting or exceeding AIMS standards</b>								
Percent of all students meeting or exceeding Math standards	59%	60%	63%	Establish Baseline				
Percent of all students meeting or exceeding Reading standards	75.6%	77%	78%	Establish Baseline				
Percent of 3 <sup>rd</sup> graders meeting or exceeding Arizona standards for Reading	76%	75%	80%	Establish Baseline				
Percent of all students in grade 10 meeting or exceeding Reading standards	78%	80%	82%	Establish Baseline				
Percent of all students in grade 10 meeting or exceeding Math standards	60%	60%	64%	Establish Baseline				
Percent of all students in grade 10 meeting or exceeding state Writing standards	68%	70%	72%	Establish Baseline				
<b>#2: Comparison between % of Arizona students and % of National students scoring at or above basic scores in NAEP Reading and Math assessments</b>								
Arizona/National Grade 4 Reading	58%/67%	NA	61%/	NA	65%/	NA	69%/	NA
Arizona/National Grade 4 Math	77%/82%	NA	75%/	NA	79%/	NA	83%/	NA
Arizona/National Grade 8 Reading	71%/76%	NA	72%/	NA	76%/	NA	80%/	NA
Arizona/National Grade 8 Math	68%/73%	NA	71%/	NA	75%/	NA	79%/	NA
<b>#3: Percent of students graduating high school in four years</b>								
Percent of Arizona high school students who enter 9 <sup>th</sup> grade and graduate within 4 years. (Fiscal Year data represents class cohort from 1 year previous (i.e. FY 2011 = Class of 2010)	74%	78%	78%	80%	82%	84%	85%	87%
<b>#4: College and Career Readiness</b>								
Percent of students deemed college and career ready at graduation	NA	7%	8%	9%	12%	18%	25%	33%
<b>#5: Adult Education</b>								
Percent of learners age 16 and over who achieved their goal of earning a High School Equivalency diploma	62%	57%	New Baseline					
<b>#6: Career and Technical Education (CTE)</b>								
Percent of CTE Program concentrators who passed the Arizona CTE Assessment aligned with industry-recognized standards	84.14%	86%	87%	88%	89%	90%	91%	92%
<b>#7: Customer Satisfaction</b>								
Net "top box"**** percentage of parents in 40 largest school districts rating A+ on quality of their child's education	NA	NA	N/A	Establish Baseline				
Net "top box"**** percentage of teachers in 40 largest school districts rating A+ on job satisfaction	NA	NA	N/A	Establish Baseline				
Net "top box"**** percentage of students in 40 largest school districts rating A+ on satisfaction/well-being	NA	NA	N/A	Establish Baseline				
Net "top box"***** rating of overall satisfaction with ADE services	-13.7%	1.2%	5%	10%	15%	20%	25%	30%
Net "top box"***** percentage of employees rating ADE "Outstanding" as a "Great Place to Work"	13.8%	12.3%	15%	20%	25%	30%	35%	40%

\*\*\* State-differentiated scores published in odd-numbered years: 2009 scores for 4<sup>th</sup> Grade Reading: 57% 4<sup>th</sup> Grade Math: 71%  
2009 scores for 8<sup>th</sup> Grade Reading: 68% 8<sup>th</sup> Grade Math: 67%

\*\*\*\* Percentage of parents rating quality a D or F will be subtracted from percentage rating A+

\*\*\*\*\*Percentage rating "Poor" will be subtracted from top percentage rating "Outstanding"

## Appendix B

### 5 Year Resource Assumptions

	FY 2013 Appropriation	FY 2014 Budget Request	FY 2015 Estimate	FY 2016 Estimate	FY 2017 Estimate	FY 2018 Estimate
Full-Time Equivalent (FTE) Positions	626	643	650	650	650	650
General Fund	\$3,496,900,300	\$3,530,884,200	\$3,636,810,726	\$3,745,915,048	\$3,858,292,499	\$3,974,041,274
Other Appropriated Funds	\$57,167,700	\$57,167,700	\$57,167,700	\$57,167,700	\$57,167,700	\$57,167,700
Non-Appropriated Funds	\$456,187,600	\$536,671,100	\$552,771,233	\$569,354,370	\$586,435,001	\$604,028,051
Federal Funds	\$1,199,433,400	\$1,053,001,800	\$1,053,001,800	\$1,053,001,800	\$1,053,001,800	\$1,053,001,800
<b>Total Agency Funds</b>	<b>\$5,209,689,000</b>	<b>\$5,177,724,800</b>	<b>\$5,299,751,459</b>	<b>\$5,425,438,918</b>	<b>\$5,554,897,000</b>	<b>\$5,688,238,825</b>

**Assumptions:**

FTEs based on both filled and vacant positions

FY13 data from JLBC's 2013 Appropriations Report

General Fund includes Decision Packages for FY 14 and then +3% through 2018

Non-Appropriated increases 3% from 2015 - 2018

Federal Funds sequestered a total of \$86M in FY14, then constant through 2018