

INTRODUCTION TO THE
DoDEA COMMUNITY STRATEGIC PLAN (CSP)

Volume 1 • School Years 2013/14 – 2017/18



MISSION

EDUCATE, ENGAGE, AND EMPOWER
EACH STUDENT TO SUCCEED IN A
DYNAMIC WORLD.

VISION

TO BE AMONG THE WORLD'S LEADERS
IN EDUCATION, ENRICHING THE LIVES
OF MILITARY-CONNECTED STUDENTS
AND THE COMMUNITIES IN WHICH
THEY LIVE.

AGENDA

- Purpose of the CSP
- CSP Foundational Concepts
- CSP Construct
- Mission and Vision
- Core Values
- Strategic Goals
- Measuring Our Performance
- The Way Forward



“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice and discipline.”

- Jim Collins



PURPOSE OF THE CSP

- **The CSP** is the product of DoDEA's long-term (5 year) continuous improvement, strategic planning process
- **The CSP for school years 2013/14 – 2017/18** articulates DoDEA's long-term plan for achieving new levels of excellence in the areas most critical to becoming one of our Nation's best school systems.
 - These areas include: student achievement, school performance, talent management, organizational effectiveness, and community outreach
- **The CSP also:**
 - Forms the foundation for all other strategic and operational planning (Area, District and School-level planning)
 - Aims to strengthen organizational accountability and transparency
 - Serves as a Call-to-Action for community and public education partners

CSP FOUNDATIONAL CONCEPTS

- Maintain a student focus in all we do
- Represent the broad and varied views of DoDEA's community stakeholders
- Measure success in terms of the "individual"
- Improve the outcomes for all 1.2 million military-connected students
- Strengthen our culture of accountability
- Ensure transparency to those we serve
- Foster partnerships and community collaboration



Volume I:

- Provides the plan's foundational elements that convey strategic direction and end-state aspirations
- The foundational elements include the:
 - Mission statement
 - Vision statement
 - Core Values
 - Goals



Volume II:

- Provides the strategies for achieving each goal
- The focus of annual reviews (dynamic portion of the plan)
- Currently under development (to be released in December 2013)

MISSION AND VISION

Mission

Educate, Engage, and Empower Each student to succeed in a dynamic world

Vision

To be among the world's best leaders in Education, enriching the lives of military-connected students and the communities in which they live.



CORE VALUES

- *Students are at the heart of all we do.*
- *Each student can realize his or her fullest potential.*
- *Educating the whole child fosters academic, social, and emotional well-being.*
- *Learning environments are student-centered, stimulating and relevant.*
- *High performing educators and leaders make a difference in student success.*
- *Parental engagement and support are vital to student success.*
- *Engaged partnerships enrich the lives of our students.*
- *Our diversity inspires excellence and innovation.*





STRATEGIC GOALS

1. Student Excellence

Challenge each student to maximize his or her potential and to excel academically, socially, emotionally and physically for life, college and career readiness

2. School Excellence

Develop and sustain each school to be high-performing within an environment of innovation, collaboration, continuous renewal and caring relationships

3. Talent Excellence

Recruit, develop and empower a diverse, high-performing team to maximize achievement for each student

4. Organizational Excellence

Build a great, enduring and responsive organization, which provides appropriate resources, direction and services in pursuit of highest student achievement

5. Outreach Excellence

Foster family, school and community partnerships to expand educational opportunities for students

MEASURING OUR PERFORMANCE

- DoDEA's CSP process includes a *performance measurement process*
 - Measures the effectiveness of the plan to achieve new levels of excellence
- Performance measures establish performance “targets” in areas most critical to each goal's success (Performance targets = standards of excellence)
- The performance measurement process provides performance measure progress data to report in the DoDEA Annual Accountability Report
- The performance measurement process is dynamic – performance measures are adjusted/replaced when met and/or more effective ways to measure goal success become available



THE WAY FORWARD

- Build community awareness, understanding and support
- Complete the strategies for attaining our five goals
 - provided in Volume II of the CSP (December 2013)
- In preparation for SY 2013/14, complete:
 - a School Administrator and Faculty CSP Training Module
 - a Parents' Guide to the CSP
- Begin planning for the first annual review and report (end of SY 2013/14)





Back-up Slides





GOAL 1-PERFORMANCE MEASURES

1.1 75% (stretch goal of 80%) of DoDEA students in grades 3-11 will score in the top two quarters and no more than 5% (stretch goal of 3%) in the bottom quarter on the system-wide standardized assessment in math, science, reading, language arts, and social studies by SY 2017-2018.

Baseline: 2012 TerraNova 3d Ed. results: math – 67%/10%; science – 73%/7%; reading – 73%/7%; language arts - 72%/8%; social studies – 75%/6%

1.2 All 3rd grade students will meet or exceed the end-of-year grade-level reading proficiency benchmark by SY 2017-2018. K-3 students not meeting grade-level reading proficiency benchmarks will be enrolled in a reading intervention program by SY 2016-2017.

Baseline: Establish with the SY 2012-2013 Benchmark Assessment System results

1.3 DoDEA will implement Common Core State Standards (CCSS) curriculum in Math, English Language Arts and Science by SY 2015-2016.

Baseline: Establish at the end of SY 2012-2013 with the identification of CCSS implementation milestones and deliverables.

1.4 DoDEA will increase curricular and co-curricular opportunities to cultivate student interest and build student competencies in science, technology, engineering and mathematics (STEM) fields by SY 2017-2018.

Baseline: Establish at end of SY 2013-2014, measuring student participation in STEM opportunities

1.5 75% of students in grades 5, 7, and 9 shall meet or exceed the health standards of physical fitness criterion by SY 2017-2018.

Baseline: Establish with SY 2014-2015 Fitness Assessments

1.6 Meet the College and Career Readiness student performance and participation metrics to achieve by SY 2017-2018.

- 85% (stretch goal of 90%) of DoDEA students will participate in the SAT or the ACT (SY 2011- 2012 – 82%)

- SAT: 50% of test takers will achieve an SAT combined score of 1550 or above (SY 2011- 2012 – 42%)

- ACT: 50% of test takers will achieve an ACT composite score of 24 or above (SY 2011-2012 – 37%)

- AP Classes: 30% of all High School students will take at least one AP class and 65% of the students in AP classes will score a 3 or above on at least one exam (SY 2011-2012 – participation: 22%; performance: 57%)



GOAL 2-PERFORMANCE MEASURES

All DoDEA schools will:

- 2.1 Show continuous improvement on the AdvancED Quality School accreditation, and consistent with our vision:
- achieve a minimum AdvancED Quality School accreditation level rating of “Accredited” during the current 5-year accreditation cycle ending in SY 2017/18;
 - achieve an AdvancED Quality School accreditation level rating of “Distinction” or above during the accreditation cycle ending in SY 2022/23.

Baseline: no baseline available

- 2.2 Meet the average daily student attendance rate of 93% or higher by SY 2017-2018.

Baseline: Establish at the end of SY2012-2013 using ASPEN Attendance Data

- 2.3 Decrease the accident/injury rate by 3% (below the established baseline) each year through SY 2017-2018 as measured and reported in the Accident/Injury Reporting System (AIRS).

Baseline: Establish at the end of SY 2012-2013 using Accident/Injury Reporting System reports

- 2.4 Implement a standardized assessment system that enables and encourages all students to self-evaluate their level of physical fitness by SY 2014-2015.

Baseline: Establish at end of SY 2014-2015 with standardized assessment data

- 2.5 Implement an Innovation Configuration map that identifies and describes the major components of quality STEM opportunities and facilitates STEM initiative performance measurement by SY 2013-2014.

Baseline: Establish at end of SY 2013-2014 with standardized STEM Innovation Configuration map

- 2.6 DoDEA survey results will indicate that 80% of parents, students and teachers agree that their school rates as an “A” or “B” by SY 2017-2018.

Baseline: Establish with SY 2013-2014 DoDEA Annual survey results.



GOAL 3-PERFORMANCE MEASURES

3.1 90% (stretch goal of 100%) of new teacher and administrator hires will meet top-tier requirements as measured by DoDEA's selection criteria rubric by SY 2017-2018.

Baseline: Establish at the end of SY 2015-2016 hiring season (Jan-Aug 2015).

3.2 DoDEA will increase the diversity of its teacher and administrator applicant pool by a minimum of 2% annually through SY 2017-2018.

Baseline: Establish with the SY 2014-2015 applicant pool (March 2013)

3.3 DoDEA survey results will indicate that 75% of respondents will "Agree" or "Strongly Agree" on indicators of the following areas: teacher quality; leadership quality, instructional experiences and methods; and development and continuous learning by SY 2017-2018.

Baseline: Establish in SY 2013-2014 using results of the new DoDEA survey.

3.4 Annual Federal Viewpoint Survey results will indicate an annual 2% increase in "Favorable" responses on the development and empowerment indices (minimum of 10% over five years).

Baseline: 2012 Survey measurements: Development: 56.5%; Empowerment: 58.4%

3.5 DoDEA personnel not covered under a current bargaining unit agreement (BUA) will have an approved, written plan that facilitates professional growth and development by SY 2014-2015. Employees covered by a BUA will establish individual growth/ development plans in accordance with the BUA.

Baseline: Establish at beginning of SY 2014-2015.

3.6 All teachers and leaders will demonstrate knowledge and application of 21st Century teaching, learning and leading strategies by SY 2017-2018.

Baseline: Establish at the end of SY 2013-2014.

GOAL 4-PERFORMANCE MEASURES

4.1 Annual Federal Viewpoint Survey results will indicate an annual 2% or more increase in “Favorable” responses on the following indices: engagement; innovation; collaboration; resources; and direction (minimum of 10% over five years).

Baseline: 2012 Survey measurements: Engagement: 65.85%; Innovation: 47.2%; Collaboration: 65.1%; Resources: 61.5%; Direction: 65.1%

4.2 DoDEA will become a “Top 10 Place to Work in the Federal Government” in the agency sub-component category as measured by the Partnership for Public Service by SY 2017-2018.

Baseline: 2012 Ranking – 218th.

4.3 DoDEA will fully resource the initiatives identified as being critical to goal success in the Community Strategic Plan.

Baseline: Percent of action plans fully resourced at the initiation of the CSP implementing strategies (December 2013).

4.4 90% of DoDEA school facilities will achieve a Q-1 or Q-2 condition rating by end of SY 2017-2018, indicating the facilities meet DoD’s acceptable condition standards.

Baseline: SY 2011-2012 – 75 of 194 school facilities (38%) were rated as being in a Fair or better condition.

4.5 90% of all DoDEA operational funding will be executed each year on direct educational services to students.

Baseline: SY 2011-2012 – 91%

4.6 DoDEA and its personnel and pay agents (DLA and DFAS) will eliminate personnel and pay transaction errors by SY 2015-2016.

Baseline: Establish at the end of SY 2012-2013 (NLT 30 June 2012)

4.7 DoDEA will operate an infrastructure of administrative support systems that ensure accurate, timely, competent, customer-focused service to its employees by SY 2015-2016.

Baseline: Establish at the end of SY 2013-2014

4.8. DoDEA will reduce the number of employee debt cases by 20% each year and reduce the debt case backlog (carry-over from previous FYs) to less than 2% of the open debt cases by SY 2017-2018.

Baseline: 2,124 new debt cases in FY2012; XX cases carried over from previous FYs = XX% new debt cases

4.9. DoDEA will reduce the number of employee grievances at step 2 or higher by 10% each year; reduce the number of new cases appealed to arbitration by 10% each year; and reduce the number of pay-related grievances that require step 3 or higher resolution to zero by SY 2017-2018.

Baseline: Establish at the end of SY 2012-2013.



GOAL 5-PERFORMANCE MEASURES

5.1 Expand overall outreach opportunities by 5% that improve educational opportunities and minimize academic disruption for military-connected students by SY 2017-2018.

[Baseline: Establish at end of SY 2012-2013.](#)

5.2 Strive to ensure every school with a military-student enrollment of 25% or greater provides research based transition program/curriculum that support student transitions to new schools by SY 2017-2018.

[Baseline: Establish at end of SY 2012-2013.](#)

5.3 Strive to ensure every school with a military-student enrollment of 25% or greater will have a parent/family engagement program that aims to improve student achievement by SY 2017-2018.

[Baseline: Establish at end of SY 2012-2013.](#)

5.4 Each DoDEA school will establish one or more community partnerships that expand student learning opportunities and/or promote student physical health and well-being by SY 2017-2018.

[Baseline Establish at end of SY 2012-2013.](#)



DODEA'S STRATEGIC PLANNING PROCESS

- Two-fold objective:
 - Create a plan that identifies the best possible military-connected student outcomes
 - Achieve community consensus on vision, mission, core values, goals and strategies
- A four-step process:
 - Conduct initial research to establish understanding of DoDEA's current state
 - Develop the plan's foundational elements (mission, vision, core values, and goals) that define our desired end-state and the standards we will strive to achieve (Volume I)
 - Develop implementing strategies that detail how we will achieve each goal (Volume II)
 - Perform annual reviews and publish an Annual Accountability Report