



**Delaware State Board of Education
Strategic Plan
2011-2015***

*Note: This plan is in effective until replaced with a new plan or priorities but is designed to be updated annually

**Delaware State Board of
Education**

Strategic Plan

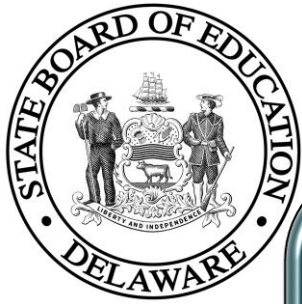
2011 - 2015



**High Expectations
Rigorous Standards**

Overarching Goal

Using high standards and rigorous expectations for students, teachers, and leaders, all Delaware students graduate ready for college, career and Citizenship.



Delaware State Board of Education

VISION:

All Delaware students are prepared to lead full and productive lives in the 21st century global society

Dr. Teri Quinn Gray,
President

Mrs. Nina Lou
Bunting
Vice President

Mr. Gregory B.
Coverdale, Jr.

Mr. G. Patrick
Heffernan

Mr. Jorge L.
Melendez

Mrs. Barbara B.
Rutt

Dr. Terry M.
Whittaker

Mission:

In collaboration with community and stakeholders, the Delaware State Board of Education serves as the primary voice for Delaware citizens on education policy to create a world class education system for every student.

Guiding Principles

- 1) Further our thriving democratic society with opportunities for an excellent and equitable education for all students.**
- 2) Enrich education policymaking with the inclusion of diverse perspectives that represent the breadth and depth of Delaware's citizens.**
- 3) Utilize research-based viewpoints to inform decisions in the best interest of all students.**
- 4) Advocate for the development of the whole child through learning, teaching, and community engagement.**

COLLEGE

CAREER

CITIZENSHIP



Standards and Assessments



High Performing Schools



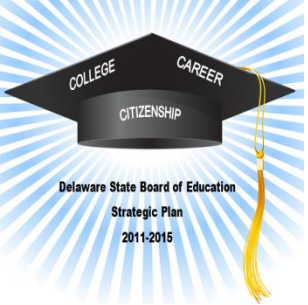
Educators as Catalysts



21st Century Skills

High Standards and Rigorous Expectations for Students, Teachers, and Leaders

**Communication of initiatives and goals
Collaboration between Board, Community Stakeholders, Educators, Parents, and Students**



Standards and Assessments

Preparing *Delaware* Students for College & Career

RATIONALE

College and Career Ready Standards provide a consistent, clear framework of what students are expected to learn, are informed by best evidence and benchmarked against international standards; and designed to be relevant to real world knowledge and skills.

EXPECTED OUTCOMES

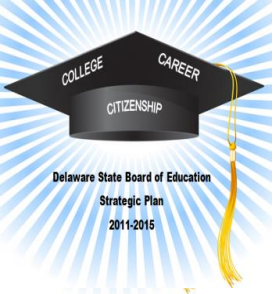
- High and consistent standards for core content areas within and across states
- Rigorous common assessments based upon college and career ready standards
- Clear expectations of students for parents, teachers and general public
- Students are well prepared for college, post-secondary training and 21st century careers

SBE STRATEGY

- **Monitor implementation of common core state standards across the state**
- **Monitor implementation of Next Generation Science Standards**
- **Advise on and monitor implementation of next generation assessments**
- **Raise awareness of new standards and assessments among families, communities and stakeholders**



Standards and Assessments



Standards and Assessments

Preparing *Delaware* Students for College & Career

SBE STRATEGY

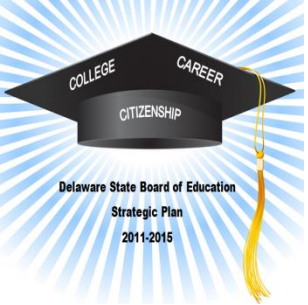
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ACTIONS

- ✓ **Sponsor information sessions with community and stakeholders**
- ✓ **Participate as a governing state with Smarter Balanced Assessment Consortia (SBAC)**
 - **Participate in professional development & study workshops**
 - **Advise on transition to SBAC and use of data in accountability**
 - **Empowering Parents and Policy leaders to make informed decisions from sound data regarding CCSS, NGSS, and SBAC**

Highlighted Accomplishments

- ✓ **Stakeholder Engagement workshops - Hosted 15 workshops since 2013, with over 1000 participants**
- ✓ **01/14 SBE releases Literacy Campaign**
- ✓ **Works in collaboration with DOE, PSB, and United Way as well as DuPont to revise policy and raise awareness of issues**
- ✓ **Partners with Office of Early Learning to conduct a policy audit related to early learning and literacy**
- ✓ **DE Approved Performance Levels for Statewide assessments 2015 and 2016**
- ✓ **SBE developed outreach materials to assist with new assessment reports, understanding the assessments, and state standards**
- ✓ **SBE jointly hosted information sessions prior to adoption of NGSS standards with stakeholder groups**
- ✓ **DE adopted NGSS (*Sept. 2013*)**
- ✓ **DE Adopted Common Core State Standards (*Aug 2010*)**



High Performing Schools

Building models for systemic and sustainable reform

RATIONALE

High performing schools reflect a microcosm of an integrated system that works – high student achievement underpinned by great teachers and leaders working collaboratively to deliver rigorous and diverse curriculum, high quality instruction, relevant experiences, strong accountability for student outcomes and overall well being.

EXPECTED OUTCOMES

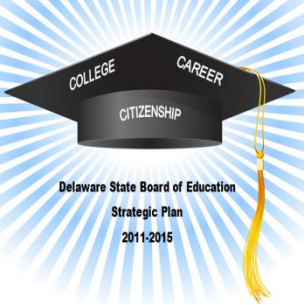
- More high performing public schools available to all Delaware students
- Improvements in student learning and proficiency
- Narrowing of achievement gaps
- Increase graduation rate and decrease high school drop outs

SBE STRATEGY

- **Develop and Implement an Accountability system of growth and achievement that is fair and consistent for all public schools**
- **Strengthen authorizing process to result in more high performing charter schools**
- **Highlight the best practices and support their replication across schools/districts**
- **Outreach more with schools, learning environments, and stakeholders**



**High
Performing
Schools**



High Performing Schools

Building models for systemic and sustainable reform

SBE STRATEGY

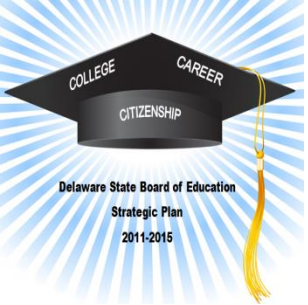
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ACTIONS

- ✓ **Revise and improve current Academic Framework for use with new assessments and with all public schools through Accountability system**
- ✓ **Facilitate regulatory change to utilize revised Performance framework and strengthen the Charter Authorizing process**
- ✓ **Invite dialogue and sharing with schools on SBE Agenda**
- ✓ **Make personal visits and contacts with area schools**
- **Review performance and plans of partnership zone schools and restructuring schools**
- **Support development of Local and Charter Board knowledge and capacity**

Highlighted Accomplishments

- ✓ **Strengthening of Charter authorizer practices and School Choice through legislation and regulation**
 - ✓ **Development of original Charter Performance Framework in 2012**
 - ✓ **Continued involvement with DDOE in revisions and updates to Charter Framework**
- ✓ **Assisted and provided Guidance in creation of new state accountability framework – Delaware School Success Framework – under ESEA Flexibility – moved away from AYP to a multiple measures framework**
- ✓ **Innovation Showcase: Presentations and updates from schools at Board meetings and workshops**
- ✓ **Highlight best practices and collaboration of schools, districts, and community programs to provide supports and programs for schools to help students be best prepared for success**
- ✓ **Advisory Guidance for DDOE in the development of Growth methodology with transition to new assessment system**
 - ✓ **SBE Commissioned two independent research studies on Growth Methodology – presented at SBE Work Sessions - 3/14 and 4/14**
- ✓ **Participated in development of ESEA Waiver Application – 2012 and 2014**
- ✓ **Provided research study to develop Alternate Performance Framework for Charters serving primarily at risk students**



Educators as Catalysts

for strengthening learning, leadership & achievement

RATIONALE

Educators are the most critical factor for student learning & achievement. Teachers and Leaders have the most direct contact with classroom instruction and student learning. Any successful educational reform or attempt to close achievement gaps must be catalyzed and embraced by educators.

EXPECTED OUTCOMES

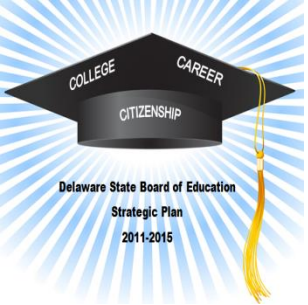
- Attraction and retention of top talent to education careers in DE
- Improved teaching and learning for all, particularly students in high need areas

SBE STRATEGY

- **Celebrate Great Teaching & Leadership**
- **Focus on delivery of student outcomes**
- **Strengthen Teacher and Leader Preparation, Induction, Professional Development, and Evaluation**
- **Promote “the village” factor to enhance educator effectiveness**



Educators as Catalysts



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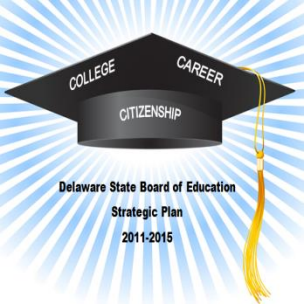
- Celebrate Great Teaching & Leadership
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- Promote “the village” factor to enhance educator effectiveness

ACTIONS

- ✓ Recognize Outstanding DE Teacher and Administrators
- ✓ Support and monitor implementation of policies to strengthen teacher preparation as aligned with SB 51
- ✓ Support efforts to measure educator effectiveness which impact and increase student performance and readiness for college and careers
- ✓ Supports efforts to reform teacher compensation and School funding models
- ✓ Engage local leaders to inform and mobilize the community

Highlighted Accomplishments

- ✓ SBE meetings recognize award winning educators from throughout the state
- ✓ Monthly Presentations showcase Educators as Catalysts – highlighting programs statewide, in individual schools/districts that are helping educators develop within their profession as well as those improving instructional programs and opportunities for students
- ✓ Hosted policy forums for on DPAS II and Educator Evaluation systems – including in person workshops with Charlotte Danielson, overviews of alternate evaluation systems at using in DE, and two research presentations on ed eval systems throughout the country
- ✓ Revise teacher licensure and certification to strengthen the quality of educator preparation
 - ✓ Literacy Campaign Policy brief on Ed Prep Program Requirements
 - ✓ Assisted in development of language related to Literacy and Math in the Educational Programs of teacher preparation programs – Reg 290
- ✓ Serve on multiple task forces – DPAS Advisory Council, DPAS Advisory Council Subcommittee, Committee to Advance Educator Careers and Compensation
- ✓ Support legislation and regulations that strengthens educator effectiveness



21st Century Skills

educating whole child and preparing them for citizenship in a global society

SBE STRATEGY

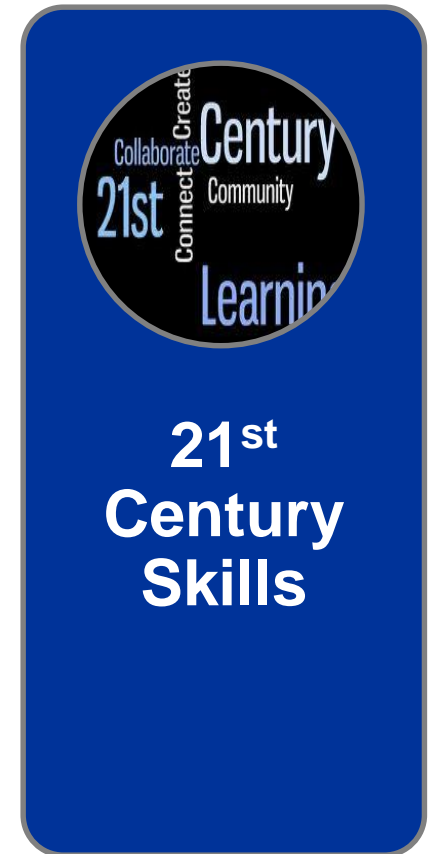
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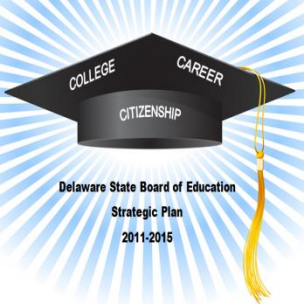
Competitiveness in this 21st century global society requires a breadth of knowledge and skills including digital literacy, analytical reasoning, multicultural competence and effective communications (oral and written – with advantage for the multilingual).

EXPECTED OUTCOMES

- Students are well prepared and for college and careers in global economy
- More Delaware students enroll and complete college/post secondary
- A highly skilled workforce that attracts more high skill jobs with higher salaries for Delaware

- **Increase focus on Early Childhood Education including an emphasis on literacy acquisition**
- **Encourage STEM education & careers**
- **Strengthen programs involving financial literacy, world languages, and arts education**
- **Embrace Deeper Learning strategies and Personalized Learning structures**
- **Foster business and community partnerships to enrich education**





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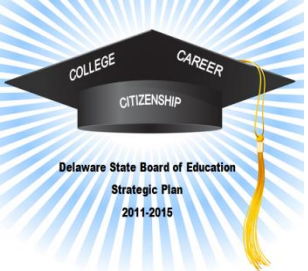
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ACTIONS

- ✓ **Promote use of digital technology from classroom to boardroom**
- ✓ **Showcase STEM activities and opportunities in Delaware**
 - **Literacy Campaign Focus areas: Birth to PreK Initiatives and Community Involvement**
 - **Support the adoption of technology literacy standards for students and educators**
 - **Encourage the development of connections with Financial literacy standards, arts standards, and career technical frameworks to CCSS and NGSS**

Highlighted Accomplishments

- ✓ **2013 eBoard National Award of Excellence**
Recognized as a model for paper-free meeting management, goal-tracking, and transparency in governance
- ✓ **As Perkins Eligible Agency the SBE annually reviews, hosts public meetings/hearings and has approved Perkins Career and Technical Education State Plan, policy initiatives, and recommendations since 2013**
- ✓ **Active participation in DE Stem Council**
- ✓ **Adopted and Approved revised Arts, World Language, and Social Studies Standards**
- ✓ **Facilitated Financial Literacy Task Force and supported recommendations of task force**
- ✓ **Served on SREB Task Force studying Computer Science Education**
- ✓ **Presented Early Literacy policy recommendations from Literacy Campaign to General Assembly's Kids' Caucus – May 2014**
- ✓ **Presented Literacy Campaign recommendations during NGA policy audit, Vision Coalition Annual Conferences in 2014 and 2015, and Governor's Early Learning Summit**
- ✓ **Board member involvement with development of Gifted and Talented Education Task Force policy recommendations – 2013 & 2014**
- ✓ **Involvement with Comprehensive School safety improvement efforts at State and National level 2012 - 2014**
- ✓ **Present recommendations for technology literacy and infrastructure policy at local, state, national level**



Communication & Collaboration

key to deliver on SBE Strategic Plan

OBJECTIVE: To communicate and build awareness of education initiatives in the strategic plan, to gather feedback, and share information around these initiatives

Accomplishments

eBoard Meeting Manager and Document Manager Access

National recognition for use of eBoard tools

Social Media Presence via Twitter

Education in the News –published monthly and aligned to SBE meetings

Monthly newsletters to stakeholders outlining the work of the board and overview of the SBE meeting

Website revision - launched of new URL www.destateboarded.k12.de.us – from 5/12 – 5/13 over 1200 hits to audio files and close to 3000 hits on website during same time period.

Minutes revision based upon Data research: Minutes and Audio file posted revised to be more user friendly and aligned to Usage: from 11/13 – 5/14: 1205 hits on our eBoard meeting pages, 482 hits on our audio page, yet only 18 hits on our minutes page.

Increased parent and community outreach – working with state and local agencies to address issues received via email or phone call – many success stories in helping solve long standing issues

Strong presence with state and federal policy leaders – SBE is often sought out for comment or opinion on education items

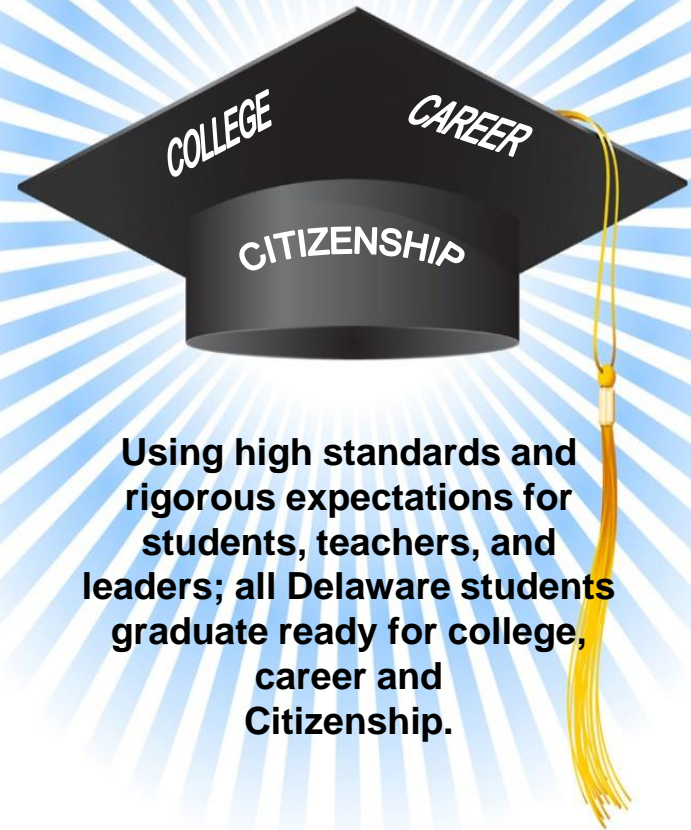
Service on NASBE Board of Directors and National Committees as well as other state and regional stakeholder boards and organizations

TOOLS

- **Website**
- **Email Blasts**
- **Twitter @DEStateBoardEd**
- **Publications / Advertisements**
- **Board Meeting Recordings**
- **Press Releases**
- **Letters & Articles**
- **eBoard (internal and external)**

Delaware State Board of Education
Strategic Plan

High Expectations
Rigorous Standards



Using high standards and rigorous expectations for students, teachers, and leaders; all Delaware students graduate ready for college, career and Citizenship.

INDICATORS of SBE PERFORMANCE

- **Delivery on statutory role and responsibilities**
- **Alignment of SBE Agenda, Sessions and Actions with Strategic Plan**
- **Communications and outreach activities**
- **Visibility and engagement with communities and stakeholders**

COLLEGE

CAREER

CITIZENSHIP



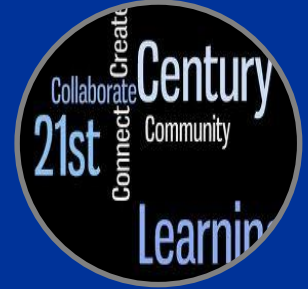
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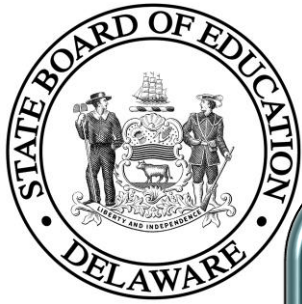
Literacy Campaign

Education
Preparation
Program

Licensure and
Certification

Birth - PreK
Initiatives

Communication
and Community
Involvement



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