STATE STRATEGIC PLAN 2018–2023 (FY2019–FY2023) VISION: Vermont’s economy is growing faster than the costs of living; our state is measurably more affordable each year for families and businesses; and we are meeting our obligation to protect the most vulnerable.

**Agency of Education**

**STRATEGIC PLAN SUMMARY**

**GOAL: Develop Constituent Resources for Understanding Education Investment**

**BY 2020,** the Agency of Education will build the public’s understanding of the educational investments made by local communities, the sources of funds and the value of those investments for educational outcomes.

**Key Indicators**
- Develop and deploy a common chart of accounts and reliable mechanism for data collection from all Su/SDs.
- Develop data protocols that allow for better analysis between variables related to educational programs, investments and returns.
- Publish a technical assistance document to assist voters, legislators and school staff in understanding Vermont’s educational finance system.
- Implement a training session for new legislators to understand how schools are financed in Vermont.

**GOAL: Leverage Economies of Scale**

**BY FY2020,** Vermont will have supported and voluntary unification of over 130 school districts into more efficient and effective delivery systems. (School governance reform gives communities a tool to respond to the current demographic and financial circumstances.)

**Key Indicators**
- Reduce number of districts by 130.
- Reduce number of Su/S by 6–7.
- Reduce local education spending associated with shared services by 5%.
- Reduce percentage of local school system budgets spent on administrative cost by 5%.
- Increase staff to student ratio to 5:1.

**GOAL: Increasing Opportunity for Vulnerable Populations**

**BY 2020,** Vermont will have reduced inequities between students in our Historically Marginalized Group (FRL, IEP, Migrant, ELL, Foster, Ethnic Minority) and those without these characteristics for all measures described in Goal #1.

**Key Indicators**
- Reduce equity gap in the percentage of students with Personalized Learning Plans.
- Reduce equity gap in the percent of students completing two non-traditional learning opportunities by 5%.
- Reduce equity gap in the percent of graduating seniors meeting one or more career/college ready assessments by 5%.
- Reduce equity gap in participation in dual enrollment, early college and other state programs by 5%.
- Reduce equity gap in the average scale score of students on English, Math, and Science assessments in all grades. See Appendix for specific goals.
- Reduce equity gap in the 4-year and 6-year graduation rate. See Appendix for specific goals.
- Implement two statewide strategies from the DLM report to better serve students with learning needs.
- Increase percent of FRL students accessing PreK/or increasing their dosage of PreK by 5%.

See equity goals in Appendix.

**GOAL: Implement Education Quality Standards**

**BY 2020,** fully implement Education Quality Standards and Act 77 in all schools to ensure that educational opportunities are aligned with career and college-readiness expectations.

1. Personalized Learning Plans and Flexible Pathways: Grow the economy by tailoring educational opportunities to the career and college goals of students in collaboration with career pathways and workforce development.
2. Proficiency Based Learning: Grow the economy by holding schools accountable for achieving skills in the areas employers value.
3. Education Quality Reviews and ESSA: Make Vermont more affordable by providing communities with data to understand the quality and value of their investment in education.

**Key Indicators**
- Development of career pathways in three high priority, high growth VT economic sectors such as advanced manufacturing, health and medicine, green construction (includes work with partners) by 2020.
- Conduct an integrated field review visit to 1/3 of supervisory unions/districts each year beginning in SY18 and generate a summative state report that measures academic proficiency, personalization, safety, healthy schools, high quality staffing and investment priorities. Reach all SUS/SDs by 2020.
- Beginning in SY2018, prepare and publish a state report card (with disaggregated data for the Su/SD and school) that measures annual progress for all students that are publicly funded. See performance goals by subgroup in Appendix.
- Every Su/SD has an operational continuous improvement plan, based on a needs assessment and with measurable goals 2018.