





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

MISSION: To provide leadership, support, and oversight of the publicly funded education system so all students can succeed.

 AFFORDABILITY	GOAL: Develop Constituent Resources for Understanding Education Investment	
	<p>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.</p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ 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.
 VULNERABLE	GOAL: Leverage Economies of Scale	
	<p>BY FY2020, Vermont will have supported successful and voluntary unification of over 130 school districts into more efficient and effective delivery systems. <i>(School governance reform gives communities a tool to respond to the current demographic and financial circumstances.)</i></p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ REDUCE NUMBER OF DISTRICTS by 130. ▶ REDUCE NUMBER OF SUS 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
 ECONOMY	GOAL: Increasing Opportunity for Vulnerable Populations	
	<p>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.</p>	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ 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. <i>See Appendix for specific goals.</i> ▶ REDUCE EQUITY GAP in the 4-year and 6-year graduation rate. <i>See Appendix for specific goals.</i> ▶ 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%. <p><i>See equity goals in Appendix.</i></p>
 ECONOMY	GOAL: Implement Education Quality Standards	
	<p>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.</p> <ol style="list-style-type: none"> 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. 	<p>Key Indicators</p> <ul style="list-style-type: none"> ▶ 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, safe, 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. <i>See performance goals by subgroup in Appendix.</i> ▶ EVERY SU/SD HAS AN OPERATIONAL CONTINUOUS IMPROVEMENT PLAN, based on a needs assessment and with measurable goals 2018.