



Show-Me Success Plan 2018-19

Our vision: Missouri public schools: the best choice...the best results!

Our mission: The Missouri Department of Elementary and Secondary Education's mission is to guarantee the superior preparation and performance of every child in school and in life.

Our goal: All Missouri students will graduate ready for success.

Show-Me Success is Missouri's campaign to help public schools prepare every student to succeed in school and in life. The Department of Elementary and Secondary Education (DESE) has developed this strategic plan to outline our priorities: Access, Opportunity, Equity; Teachers and Leaders; and Efficiency and Effectiveness. Please read through the plan to learn about ways we will work to achieve the goal that all Missouri students graduate ready for success.

Strategic Priorities		
A. Access, Opportunity, Equity Provide all students access to a broad range of high-quality educational opportunities from early learning into post-high school engagement	B. Teachers and Leaders Prepare, develop and support educators to ensure an effective teacher in every classroom and an effective leader in every school	C. Efficiency and Effectiveness Create an internal environment of continuous improvement, effective programming and efficient business operations
Action Steps, Targets, Timelines		
A1. Action Step – Increase equitable access to high-quality early childhood programs to	B1. Action Step – Champion the development of teacher and leader skills through the use of	C1. Action Step – Instruct appropriate staff on leadership practices and strategies

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<p>ensure all students enter kindergarten prepared to be successful</p> <p><u>Targets</u> –</p> <p>a. Review existing state quality early childhood systems <u>Timeline</u> – Complete by July 1, 2018</p> <p>b. Revise pilot framework <u>Timeline</u> – Complete by July 15, 2018</p> <p>c. Conduct regional meetings to solicit feedback <u>Timeline</u> – Complete by August 2018</p> <p>d. Revise pilot framework based on feedback gathered at regional meetings <u>Timeline</u> – Complete by October 2018</p> <p>e. Recruit pilot participants <u>Timeline</u> – Complete by February 2019</p> <p>f. Initiate classroom assessments <u>Timeline</u> – Complete by April 2019</p>	<p>federal program funds (Title I, II, and III) by providing technical assistance to schools regarding effective practices and allowable uses of these funds</p> <p><u>Target</u> – Gather baseline data on the degree to which allowable uses of funds are aligned to effective practices <u>Timeline</u> – Complete by June 2019</p>	<p><u>Target</u> – Continue identifying areas in need of improvement and provide specific professional trainings to help managers understand their responsibilities to staff they supervise and other identified staff</p> <p><u>Timeline</u> –</p> <ul style="list-style-type: none"> • Effective Performance Management Training complete by September 30, 2018 • Interview training complete by January 1, 2019 • Other trainings to be identified through the intra-agency professional development team (TBD)
<p>A2. <u>Action Step</u> – Expand extended learning opportunities for all students, particularly those in subgroups identified in the Every Student Succeeds Act (ESSA)</p> <p><u>Targets</u> –</p> <p>a. At least 50% of regularly attending 21st</p>	<p>B2. <u>Action Step</u> – Improve the quality of instruction for English Learners (ELs) in Missouri school districts and charter schools</p> <p><u>Target</u> – Increase by 10% each year the number of teachers and principals that have added an EL endorsement</p>	<p>C2. <u>Action Step</u> – Provide meaningful professional growth opportunities for all staff</p> <p><u>Targets</u> –</p> <p>a. Survey staff seeking input regarding necessary resources for improving efficiency and effectiveness</p>

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<p>Century Community Learning Center (Title IV, Part B) students in Comprehensive School Improvement (CSI) schools will maintain or improve their reading/language arts and math grades annually <u>Timeline</u> – Complete by June 30, 2019</p> <p>b. At least 75% of English Learners (ELs) in CSI schools meet progress goals as indicated in state goals for EL proficiency growth based on starting proficiency levels as measured by ACCESS for ELs <u>Timeline</u> – Complete by June 30, 2019</p>	<p><u>Timeline</u> – Yearly data check in April</p>	<p><u>Timeline</u> – Complete by June 30, 2018</p> <p>b. Develop an instrument (or process) to monitor the amount and type of training/development in which each staff member participates <u>Timeline</u> – Complete by January 1, 2019</p> <p>c. Determine baseline number of employees attending training opportunities provided by our own staff as well as outside speakers <u>Timeline</u> – Complete by May 2019</p>
<p>A3. Action Step – Improve performance of low-performing student subgroups and the quality of schools identified under Title I.A by implementing the school improvement portion of the ESSA plan</p> <p><u>Targets</u> –</p> <p>a. Identify not less than 5% of Title I schools for comprehensive support and improvement and conduct needs assessments <u>Timeline</u> – Complete by January 1, 2019</p> <p>b. Establish baseline data for English language arts and mathematics achievement, and, where applicable, English language acquisition, graduation rates, and attendance for identified schools <u>Timeline</u> – Complete by December 31, 2018</p>	<p>B3. Action Step – Gather and use current and predicted teacher workforce data to inform recruiting strategies implemented collaboratively with local education agencies (LEAs), educator preparation programs, and the department</p> <p><u>Target</u> – Recruit diversity in teacher education programs resulting in a 0.5% gain in male and non-white teachers <u>Timeline</u> – Complete by June 2019</p>	<p>C3. Action Step – Continue the work by intra-agency teams to assist with the development and implementation of a holistic approach to talent development that promotes a positive climate and culture within the agency</p> <p><u>Targets</u> –</p> <p>a. Implement fully the department’s Growth and Alignment Process (GAP) which monitors progress of each employee’s individual and team goals <u>Timeline</u> – Complete by January 1, 2019</p> <p>b. Develop a summative evaluation instrument to formally record each employee’s growth <u>Timeline</u> – Complete by June 30, 2019</p>

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<p>c. Complete online school improvement resources and establish other supports <u>Timeline</u> – Complete by spring 2019</p> <p>d. Implement the use of school improvement resources and supports in the 2019-20 school year, and track usage data on improvement supports (e.g., online access data and frequency of accountability meetings) as well as progress in achievement, attendance and graduation <u>Timeline</u> – Complete by June 2020</p>		
<p>A4. Action Step – Promote career awareness, exploration, and preparation by all students through the continued development of Individual Career and Academic Plans (ICAP), Missouri Connections trainings, and non-traditional 7th and 8th grade science, technology, engineering, the arts, and mathematics (STEAM) events</p> <p><u>Targets</u> –</p> <p>a. Train all nine Regional Professional Development Center (RPDC) career advisors to organize and facilitate regional Missouri Connections trainings and gather baseline data on usage <u>Timeline</u> – Complete by June 30, 2019</p> <p>b. Contact all Missouri public schools to gather</p>	<p>B4. Action Step – Implement a fully functioning Virtual Learning Platform (VLP)—Effective School Practices component: concise/direct professional development (PD) modules for individual to large groups, monitoring tools, and feedback reports to measure progress across the district</p> <p><u>Target</u> – Eighty percent (80%) of teachers in 80% of the 69 pilot districts will have an active account, and the average user will access individually or within a group two times during the year <u>Timeline</u> – Go into production by October 31, 2018</p>	<p>C4. Action Step – Continue implementation of the OnBase scanning system to reduce paperwork and filing space—system allows for online access to all documents and reduces time needed to look up documents and frees staff for other more relevant duties</p> <p><u>Targets</u> –</p> <p>a. Initiate scanning and storing of School Finance section files <u>Timeline</u> – Complete by October 2018</p> <p>b. Initiate scanning and storing of Veterans Education section files <u>Timeline</u> – Complete by June 2019</p>

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<p>baseline data regarding ICAP implementation <u>Timeline</u> – Complete by June 30, 2019</p> <p>c. Add 8th grade boys and girls to STEAM events and increase the number of students impacted by 5% through collaboration between career advisors and pathways consultants <u>Timeline</u> – Complete by June 30, 2019</p>		
<p>A5. Action Step – Increase student access to virtual online courses through the development and implementation of the Missouri Course Access Program (MOCAP) as specified in legislation</p> <p><u>Targets</u> –</p> <p>a. Change the department’s MoVIP website to MOCAP <u>Timeline</u> – Complete by August 1, 2018</p> <p>b. Retain vendor to develop specifications for new vendors, courses, and Learning Management Systems (LMSs) <u>Timeline</u> – Complete by September 1, 2018</p> <p>c. Submit rule on transfer credits to State Board of Education <u>Timeline</u> – Complete by October 30, 2018</p> <p>d. Publish request for proposal for new vendors, courses, and Learning Management Systems (LMSs)</p>	<p>B5. Action Step – Complete the framework for Learning Services’ <i>theory of action</i></p> <p><u>Targets</u> –</p> <p>a. Identify the pillars (foundational principles/concepts) that support the <i>theory of action</i> <u>Timeline</u> – Complete by July 31, 2018</p> <p>b. Identify a name for the work <u>Timeline</u> – Complete by July 31, 2018</p>	<p>C5. Action Step – Implement the MissouriBUYS procurement system to streamline vendor establishment and the procurement process and help free up time for procurement and accounting staff to perform more relevant duties</p> <p><u>Target</u> – Implement the MissouriBUYS system 100% throughout the department, replacing the SAM II procurement subsystem <u>Timeline</u> – Complete by August 31, 2018</p>

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<p><u>Timeline</u> – Complete by October 1, 2018</p> <p>e. Provide guidance documents to districts, charter schools <u>Timeline</u> – Complete by November 1, 2018</p> <p>f. Select LMSs and courses and provide feedback regarding disapproved courses <u>Timeline</u> – Complete by December 31, 2018</p> <p>g. Implement the department’s LMS platform <u>Timeline</u> – Complete by January 1, 2019</p> <p>h. Implement any other approved vendors, courses, and LMSs with the enrollment cycle following approval <u>Timeline</u> – Complete by May 1, 2019</p> <p>i. Submit reports to the State Board of Education, General Assembly, and governor <u>Timeline</u> – Annually in August</p>		
<p>A6. Action Step – The Career and Technical Education (CTE) Advisory Council and department will jointly develop a communications plan based on the work of the Marketing Taskforce which will include the promotion of the CTE Certificate</p> <p><u>Target</u> – Distribution of the CTE communications plan to all area career center directors and administrators at comprehensive high schools offering CTE courses</p>	<p>B6. Action Step – Complete the documentation explaining and implementing the <i>theory of action</i></p> <p><u>Targets</u> –</p> <p>a. Draft written information—an infographic/summary as well as the full document—for the <i>theory of action</i> <u>Timeline</u> – Complete by September 30, 2018</p> <p>b. Review document(s) with the Executive</p>	<p>C6. Action Step – Implement the MoDocs system for expense accounts including supporting documentation online to streamline input and approval of expense accounts and reduce the need to have social security numbers on paper documents that would manually move from office-to-office, requiring approval signatures</p> <p><u>Target</u> – Implement MoDocs within the Office of Adult Learning and Rehabilitation</p>

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<u>Timeline</u> – Complete by June 30, 2019	Leadership Team and the State Board of Education <u>Timeline</u> – Complete by October 31, 2018	Services <u>Timeline</u> – Complete by June 30, 2019
A7. Action Step – Enhance the Grow Your Own (GYO) Campaign through the use of revised materials and information provided to all high schools in the state <u>Target</u> – Recruit over 500 high school students into teacher education programs to reflect a 10% gain (or 50 students) on current teacher workforce demographics with a focus on increasing male and non-white educators <u>Timeline</u> – Complete by June 2019	B7. Action Step – Increase leadership effectiveness by providing training to both year 1-2 and 3-plus-year principals using the Missouri Leadership Development System (MLDS) content <u>Target</u> – Increase the number of principals engaged in MLDS training from 759 to 1,200 overall <u>Timeline</u> – Complete by June 2019	C7. Action Step – Create a system within the Annual Secretary of the Board Report (ASBR) for LEAs to report school building expenditure data, as required by ESSA <u>Target</u> – Update the ASBR system to include the ability for LEAs to upload school building expenditure data <u>Timeline</u> – Complete by August 31, 2018
A8. Action Step – Continue to expand apprenticeship opportunities by increasing the number of Registered Youth Apprenticeship (RYA) business partners and increase the number of RYA (starting at 16-18 years of age) <u>Targets</u> – a. Increase by 25% the number of business partners in RYA from 12 to 15 <u>Timeline</u> – Complete by June 30, 2019 b. Increase by 50% the number of RYA from 23 to 35 <u>Timeline</u> – Complete by June 30, 2019	B8. Action Step – Promote the use of appropriately certified and/or credentialed teachers, leaders, and other district and charter school staff through the development of Resource Reports <u>Target</u> – Generate MSIP 6 Resource Reports and address deficiencies through the Area Supervisors of Instruction—establish baseline data for school districts and charter schools based on MSIP 5 standards <u>Timeline</u> – Complete by January 2019; monitor changes annually	C8. Action Step – Upgrade the Tests of Adult Basic Education (TABE) assessment to version 11 & 12 to effectively assess the skills and knowledge of adult learners on core content aligned to the national College and Career Readiness Standards <u>Target</u> – Implement the new Adult Education and Literacy (AEL) assessment tool with staff and AEL grant programs <u>Timeline</u> – Local AEL providers will complete the TABE software upgrades by January 2019; fully complete by June 2019
A9. Action Step – Increase school quality and	B9. Action Step – Promote STEAM education in	C9. Action Step – Research and develop a plan

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<p>improve educational opportunities for students through the development and implementation of the Missouri School Improvement Program (MSIP) 6</p> <p><u>Targets</u> –</p> <p>a. Develop the process and structures of the MSIP 6 system</p> <p><u>Timeline</u> – Review cycle reporting and metric development; complete by December 31, 2018</p> <p>b. Identify 50 districts and charter LEAs to pilot MSIP 6 instrumentation and reporting for the new standards</p> <p><u>Timeline</u> – Pilot in spring 2020</p>	<p>Missouri</p> <p><u>Targets</u> –</p> <p>a. Establish an advisory committee comprised of PK-12 educators in CTE, science, mathematics, and the arts to advise, assist, support, and advocate for STEAM education in Missouri</p> <p><u>Timeline</u> – Complete by December 15, 2018</p> <p>b. Conduct a needs assessment survey with all K-12 principals throughout the state to determine how various STEAM curricular approaches can best be implemented across the state</p> <p><u>Timeline</u> – Conduct a survey by August 1, 2018</p> <p>c. Compile data from survey responses and create a professional learning plan to introduce the most successful STEAM curricular approaches to Missouri’s PK-12 educators</p> <p><u>Timeline</u> – Complete by November 15, 2018</p> <p>d. Provide ongoing STEAM professional development opportunities for Missouri PK-12 educators to assist them in providing STEAM awareness, exploration, and preparation activities for their students</p> <p><u>Timeline</u> – Complete by June 30, 2019</p>	<p>collaboratively between Vocational Rehabilitation (VR) and the Community Rehabilitation Programs (CRP) to design an effective connectivity interface to streamline information exchange and increase staff efficiency</p> <p><u>Target</u> – Create a joint workgroup with key stakeholders from VR and CRP to design an Application Programming Interface (API) protocol for the efficient and secure exchange of required financial and reporting data</p> <p><u>Timeline</u> – VR will complete site visits to a range of CRP providers, identify stakeholder ad hoc members, and develop charges for a workgroup to consider by January 2019; fully complete by June 2019</p>
<p>A10. <u>Action Step</u> – Evaluate and, when indicated, compel improvement of charter</p>	<p>B10. <u>Action Step</u> – Complete additional MLDS content materials at the “Aspiring” and</p>	<p>C10. <u>Action Step</u> – Expand Social Security Administration (SSA) flexible video pilot to the</p>

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<p>school sponsorship to ensure students have access to quality educational opportunities</p> <p><u>Target</u> – Implement effectiveness-based sponsor evaluations, including performance contracts and decisions on interventions, renewals, and closures; and measure the outcome by student achievement data of charter school students and decrease in number of charter schools with Annual Performance Reports (APRs) below accreditation status</p> <p><u>Timeline</u> – Complete by June 30, 2019</p>	<p>“Transformational” levels to provide training to more principals and principal candidates</p> <p><u>Targets</u> –</p> <p>a. Implement the new performance assessment and internship activities aligned to MLDS competencies in all 21 principal preparation programs</p> <p><u>Timeline</u> – Complete by May 2019</p> <p>b. Conduct a pilot review of the new Transformational Level MLDS content with veteran principals, superintendents and Missouri Association of School Administrators (MASA) representatives</p> <p><u>Timeline</u> – Complete by May 2019</p>	<p>Cape Girardeau Disability Determination Services (DDS) office to expedite hearings for claimants and reduce DDS costs</p> <p><u>Target</u> – Conduct SSA Continuing Disability Review hearings for claimants via flexible video in the Cape Girardeau DDS office</p> <p><u>Timeline</u> – DDS will coordinate with the regional SSA office to acquire suitable technology and equipment for flexible video hearings by January 2019; fully complete by June 2019</p>
<p>A11. Action Step – Close the fiber gap by assisting districts in obtaining high-speed, fiber-optic connections to every public school building to introduce or enhance digital learning for students</p> <p><u>Target</u> – Increase the number of public school buildings with fiber connections by 15 per year to achieve 100%</p> <p><u>Timeline</u> – Complete by June 2020</p>	<p>B11. Action Step – Conduct an analysis of job duties/needs of assistant principals from across the state</p> <p><u>Target</u> – Use regional focus groups including principals and assistant principals to develop training content for assistant principals</p> <p><u>Timeline</u> – Complete by March 2019</p>	<p>C11. Action Step – Provide an equitable, user-friendly data system that will allow easy yet appropriate access to data—provide users the ability to gather and organize data to produce meaningful results</p> <p><u>Targets</u> –</p> <p>a. Redesign and implement the department’s Missouri Comprehensive Data System (MCDS) portal</p> <p><u>Timeline</u> – Complete by August 2018</p> <p>b. Implement the visual analytics tool that permits access to appropriate data for research and reporting for internal users</p>

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		<p><u>Timeline</u> – Complete by January 2019</p> <p>c. Expand the visual analytics environment to allow appropriate data for research and reporting for external users</p> <p><u>Timeline</u> – Complete by July 2019</p>
	<p>B12. Action Step – Continue to grow and maintain existing Career Pathways partnerships</p> <p><u>Targets</u> –</p> <p>a. Increase school district teams by 10%</p> <p><u>Timeline</u> – Complete by August 2019</p> <p>b. Increase district and employer partnerships by 10%</p> <p><u>Timeline</u> – Complete by August 2019</p> <p>c. Increase district and postsecondary partnerships by 5%</p> <p><u>Timeline</u> – Complete by August 2019</p> <p>d. Increase teacher externship participants by 25%</p> <p><u>Timeline</u> – Complete by August 2019</p> <p>e. Increase strategic partnerships with organizations such as the Missouri Chamber of Commerce and Industry, etc.</p> <p><u>Timeline</u> – Complete by August 2019</p>	<p>C12. Action Step – Establish policies and procedures which encompass the full life cycle of data collected and produced by the department through acquisition, usage, and disposal</p> <p><u>Targets</u> –</p> <p>a. Gather, standardize, and revise data governance policies and procedures</p> <p><u>Timeline</u> – Complete by June 2019</p> <p>b. Identify, document, and manage all data elements collected and produced by the department</p> <p><u>Timeline</u> – Complete by June 2019</p>

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	<p>B13. Action Step – Develop high-quality assessments aligned to Missouri Learning Standards (MLS) Expectations</p> <p><u>Targets</u> –</p> <p>a. Conduct range-finding, set cut scores, refine performance level information for new mathematics and English language arts assessments administered in 2017-18, and provide score reports to school districts <u>Timeline</u> – Complete by November 1, 2018</p> <p>b. Administer 2018-19 operational assessments in mathematics, science, social studies, English language arts, and personal finance <u>Timeline</u> – Complete by May 31, 2019</p> <p>c. Conduct field tests in mathematics, science, social studies, English language arts, and personal finance <u>Timeline</u> – Stand-alone and embedded field tests; fully complete by May 31, 2019</p> <p>d. Conduct test development activities (item writing, item review, range-finding, scorer training, etc.) with Missouri educators <u>Timeline</u> – Ongoing</p>	<p>C13. Action Step – Compile and analyze educator evaluation data submitted through Core Data (Screen 18A)</p> <p><u>Target</u> – Collect and report on disproportionate rates of access to excellent teachers using Screen 18A data from all schools in the state <u>Timeline</u> – Complete by May 2019</p>
	<p>B14. Action Step – Promote and support the development of high-quality instruction aligned to the MLS expectations</p>	<p>C14. Action Step – Expand the use of the Effective Evaluation Implementation Rubric by more districts and charter schools</p>

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	<p><u>Targets</u> –</p> <p>a. Ensure resources provided are relevant and timely</p> <p><u>Timeline</u> – Ongoing</p> <p>b. Capture baseline data regarding local professional development efforts in mathematics and English language arts</p> <p><u>Timeline</u> – Complete by April 2019</p> <p>c. Capture baseline data regarding participation in the Elementary Mathematics Specialist programs</p> <p><u>Timeline</u> – Complete by January 1, 2019</p> <p>d. Collaborate with institutions of higher education regarding standards-aligned curricula in preparation programs and professional learning</p> <p><u>Timeline</u> – Ongoing</p>	<p><u>Target</u> – Upload the Effective Evaluation Implementation Rubric into the VLP of the Missouri Model Districts (MMD) for use by districts in the two cohort groups</p> <p><u>Timeline</u> – Complete by October 2018</p>
	<p>B15. Action Step – Improve support of new teachers through training of school district and charter school personnel regarding the new mentor standards and beginning teacher guidelines</p> <p><u>Targets</u> –</p> <p>a. Increase by 25% (1,000 teachers) the number of first- and second-year teachers receiving support based on new standards and guidelines</p> <p><u>Timeline</u> – Complete by May 2019</p>	<p>C15. Action Step – Use the Regional Education Laboratory (REL) to evaluate the effectiveness of MLDS training and support</p> <p><u>Target</u> – Work collaboratively with REL Central to evaluate the effectiveness of the MLDS training</p> <p><u>Timeline</u> – Complete by May 2019</p>

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	<p>b. The teachers trained through the state-sponsored Beginning Teacher Assistance Program (BTAP) will have a higher retention rate than the state average retention rate (76%) of first-year teachers</p> <p><u>Timeline</u> – Complete by June 2019</p>	
		<p>C16. <u>Action Step</u> – Provide support for continuous improvement of educator preparation programs producing quality teacher, librarian, school counselor, and school leader certification candidates based on data from the APR</p> <p><u>Target</u> – Ninety percent (90%) of approved educator preparation programs will maintain full accreditation status</p> <p><u>Timeline</u> – Complete by May 2019</p>
		<p>C17. <u>Action Step</u> – Develop a Federal Programs Consolidated Plan for LEAs that can be supported by the Office of Administration Information Technology (OAIT) Services Division</p> <p><u>Target</u> – Implement completed plan for LEA use</p> <p><u>Timeline</u> – Complete by December 31, 2018</p>
		<p>C18. <u>Action Step</u> – Improve timeliness of district data submission through policy and implementation changes</p>

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		<p><u>Target</u> – Increase district and charter average on-time data submissions by 10%</p> <p><u>Timeline</u> – Complete by July 2019</p>
		<p>C19. Action Step – Improve the Direct Certification system using the Missouri Student Information System (MOSIS) to certify all Food Stamp-eligible students in the state and help ensure access to free meals for eligible students</p> <p><u>Target</u> – Increase to a 95% success rate (from previous 86% for 2014-15) by implementing a new software system (U.S. Department of Agriculture target)</p> <p><u>Timeline</u> – Complete by December 2019</p>