

**Missouri Department of Elementary and Secondary Education
Goal 1: Objectives, Strategies, and Actions**

GOAL 1: All Missouri students, schools, and school districts will demonstrate mastery of high standards by 2020.

OBJECTIVE 1: The percentage of students:

- A. Scoring at or above proficient level on National Assessment of Educational Progress (NAEP) will increase by 1 percentage point at each bi-annual test administration.
- B. Scoring at or above proficient level on state assessments will increase each year to reach 75% proficiency for all students in all subgroups by 2020.*
- C. Scoring at a level on external assessments which will improve the state composite score annually.

STRATEGY 1: Ensure schools have curriculum resources necessary to provide high quality instruction aligned to state, national and international standards.

Office & Person(s) Responsible

Timeline for Completion

- ACTION 1: Develop rigorous model curricula that include the following components: course descriptions, unit outlines, measurable objectives, interim benchmark assessments and scoring guides, evidence-based instructional strategies, and specific timelines.
- ACTION 2: Design subject-specific professional development to implement rigorous model curricula.
- ACTION 3: Maintain an emphasis on student writing and incorporate writing into other subjects.
- ACTION 4: Develop formative, interim/benchmark, and summative assessments aligned with the Show-Me Standards.

STRATEGY 2: Administer an effective, statewide school improvement program.

Office & Person(s) Responsible

Timeline for Completion

- ACTION 1: Identify and secure assessments that appropriately measure mastery of specified competencies.
- ACTION 2: Establish and apply appropriate measures of accountability for district accreditation determinations and to guide school improvement efforts.
- ACTION 3: Review current school improvement processes, coordinate efforts of all Department offices, and provide a statewide system of support for school improvement.
- ACTION 4: Identify and disseminate evidence-based school improvement practices that meet the needs of all students.

OBJECTIVE 2: The percentage of students:

- A. Graduating from high school will increase by 1% each year.
- B. Prepared for postsecondary education, military and/or workforce will increase by 1% each year.
- C. Entering into postsecondary education, military and/or workforce within six months of high school graduation will increase by 1% each year.
- D. In grades 7-12 maintaining a Personal Plan of Study will increase each year to reach 100%.

STRATEGY 1: Provide effective systems of support for all students.

Office & Person(s) Responsible

Timeline for Completion

- ACTION 1: Collaborate with other state agencies to develop a seamless system of support.
- ACTION 2: Develop, support, and monitor the implementation of systems for the early identification of students at risk of school failure.
- ACTION 3: Strengthen career technical programs to increase student attainment of technical skill that are aligned with industry-recognized standards.
- ACTION 4: Provide districts needed flexibility, when feasible, to accommodate innovative strategies for increasing student achievement and graduation rates.
- ACTION 5: Expand early and extended learning opportunities to increase positive student outcomes.

**Missouri Department of Elementary and Secondary Education
Goal 2: Objectives, Strategies, and Actions**

GOAL 2: All Missouri children will enter kindergarten prepared to be successful in school.

OBJECTIVE 1: Provide supports and services to families of young children (birth to kindergarten entry).

STRATEGY 1: Increase the number of children who receive developmental and health screenings.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Gather information from health departments, Head Starts, public schools, First Steps offices and others to determine types and locations of services available. ACTION 2: Provide access to screening information to families and community stakeholders.		
STRATEGY 2: Develop and disseminate family engagement information that districts can use to increase educational and support services to families.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Work with parenting and family support groups to develop and distribute materials for early childhood programs, school administrators and school board members. ACTION 2: Develop models of financial strategies to increase the number of family supports provided to high needs families.		

OBJECTIVE 2: Increase the number and quality of early childhood programs for Missouri's infants, toddlers and preschoolers.

STRATEGY 1: Increase awareness of the necessity of high quality early learning programs to school administrators, school boards, community organizations and business leaders.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Distribute research-based information to schools and community leaders. ACTION 2: Collect data on numbers of children served in schools and school/community-based partnerships.		
STRATEGY 2: Develop and disseminate early learning standards to define quality programs and services.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Develop and provide professional development on Early Learning Program Standards. ACTION 2: Develop and provide professional development on Missouri's Early Learning Standards. ACTION 3: Develop and utilize a statewide early childhood assessment system.		
STRATEGY 3: Develop models for braiding funds and services to support early learning.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Develop and disseminate models of funding strategies for districts and community-based programs.		
STRATEGY 4: Maintain a list of early learning programs in the state that meet a level of program quality as determined by the Early Learning Program Standards.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Define the requirements and process for quality programs based on the program standards. ACTION 2: Distribute the program standards and rubric to all early childhood programs in Missouri. ACTION 3: Provide the list of programs meeting the criteria to families, programs, and community stakeholders.		

**Missouri Department of Elementary and Secondary Education
Goal 3: Objectives, Strategies, and Actions**

GOAL 3: Missouri will prepare, develop, and support effective educators.

OBJECTIVE 1: By 2013, 90% of all candidates completing preparation programs will be highly effective.

STRATEGY 1: Assist educator preparation programs in increasing the effectiveness of candidates entering into the education profession.	Office & Person(s) Responsible	Timeline for Completion
<p>ACTION 1: Develop educator standards using a professional continuum that articulates effectiveness at the candidate level as assessed by quality indicator data points.</p> <p>ACTION 2: Revise the approval process for preparation institutions to include evidence of effective teacher practices, eg, completion scores, other performance indicators that provide evidence of a quality program.</p> <p>ACTION 3: Revise the preparation approval process to determine effectiveness of potential educator candidates as assessed by formal, completed recommendations and adoptions of proposed changes.</p> <p>ACTION 4: Review and revise all licensure policies and procedures to ensure that all certified personnel are well prepared and that critical shortage areas are addressed.</p>		Summer 2011

OBJECTIVE 2: By 2020, 90% of all educators will meet the definition of highly effective.

STRATEGY 1: Assist districts in the development of a comprehensive system of educator development and evaluation.	Office & Person(s) Responsible	Timeline for Completion
<p>ACTION 1: Develop and share educator standards using a professional continuum that articulates effectiveness at the candidate level, as assessed by data points applied to each of the quality indicators.</p> <p>ACTION 2: Ensure that performance system models offered by the Department include evidence of effective teacher practices and improved student learning.</p> <p>ACTION 3: Identify and/or develop model performance assessment systems, including tools and protocols, that articulate formative processes for increasing the effectiveness of educators.</p>		Summer 2011

**Missouri Department of Elementary and Secondary Education
Goal 4: Objectives, Strategies, and Actions**

GOAL 4: The Missouri Department of Elementary and Secondary Education will improve departmental efficiency and operational effectiveness.

OBJECTIVE 1: Develop and implement a project management system.

STRATEGY 1: Improve internal capacity for effective and efficient operations systems	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Develop and maintain written protocol of procedures and operational processes. ACTION 2: Develop appropriate systems to ensure decision-making is data- and evidence-based. ACTION 3: Ensure cycles of improvement are embedded in operational systems. ACTION 4: Provide staff development and adopt best practices for effective implementation.		

OBJECTIVE 2: Provide school districts and the public with an efficient and comprehensive data management system to help manage data needs, support department objectives, and improve decision-making and efficiency of state and federal reporting requirements.

STRATEGY 1: Secure and deploy the Missouri Comprehensive Data System (MCDS) Portal.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Launch the MCDS. ACTION 2: Incorporate MSIP 5 measures. ACTION 3: Collaboratively create a system to evaluate teacher and leader effectiveness. ACTION 4: Collaboratively create a system to measure educator preparation programs (MoSTEP). ACTION 5: Provide data management and linkages with Show-Me Standards and assessment results.		

OBJECTIVE 3: Provide an effective communications program which supports the mission and goals of the Department.

STRATEGY 1: Improve the effectiveness of Department communication methods.	Office & Person(s) Responsible	Timeline for Completion
ACTION 1: Explore and adopt contemporary communication options integrating compatible technologies. ACTION 2: Provide policies/procedures and staff development to ensure effective and consistent communication methods and customer support are provided. ACTION 3: Foster engagement and transparency for public education.		