

Strategic Plan 2017-2020
Kids First, New Mexico Wins

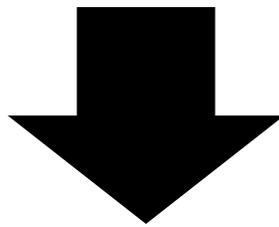
Christopher Ruszkowski | Secretary of Education

Enable New Mexico to thrive by providing a well-educated and highly skilled workforce.

By 2020, New Mexico will be the fastest growing state in the nation when it comes to student outcomes.

Big Goals

- 1 More than 50 percent of New Mexico students will be proficient on PARCC by 2020
- 2 More than 80 percent of students in the class of 2020 will graduate high school
- 3 More than 75 percent of New Mexico graduates that enroll in a higher education institution will not require remediation



New Mexico will be on track to meet the ambitious “Route to 66” goal of 66 percent of working-age New Mexicans having a degree or post-high-school credential by 2030

Strategic Levers



Smarter Return on Investment

Invest in initiatives with proven student outcomes



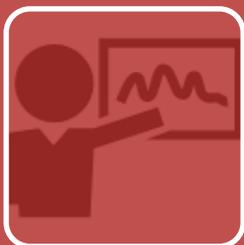
Real Accountability for Real Results

Increase number of A and B schools, decrease number of D and F schools



Ready for Success

Increase graduation and proficiency rates



Effective Teachers and School Leaders

Increase proportion of effective teachers and leaders as measured by student achievement



Options for Parents

Increase the number of effective, quality educational seats available in New Mexico



Strategic Lever 1: Smarter Return on Investment

Vision | Prioritize and maximize resources for better student outcomes

PED has prioritized spending dollars in classrooms instead of bureaucracy and will continue investing in proven student success strategies. New Mexico education funding has increased since the beginning of the current administration, with fiscal year 2017 totaling \$2,690,429,500, or 44% of the total state budget.

2011 – Present | Accomplishments to Date

2011

- ✓ **Streamlined Agency**
During the 2011 legislative session, PED reorganized to more efficiently utilize resources and staffing. The general fund budget was reduced by 30%, from \$15 million to \$10.5 million.
- ✓ **Decreased Licensure Backlog**
Decreased average licensure application process backlog by more than 50% from 10 to 4 weeks.
- ✓ **Increased Dollars to the Classroom**
The percentage of above-the-line dollars going to the classroom has remained constant at 72%, which is an accomplishment given our state's tight fiscal environment. While the percentage of appropriations has remained flat, dollars in the classroom have increased by more than \$242 million in that same time frame.
- ✓ **Increased Grant Funding**
Received \$37.5 million in Race to the Top competitive grant funding and over \$8 million in School Improvement Grant (SIG) funding.
- ✓ **Focused District Budgets on Students**
Ensured districts focus their school improvement funds on improving student achievement through a rigorous budget approval process.
- ✓ **Launched Governor's Broadband Initiative**
By leveraging E-rate dollars, building fiber capacity, and updating equipment, every student will have access to high speed internet by 2018.
- ✓ **Reduced Testing Costs**
Since fiscal year 2011, PED has reduced the need for over \$5.2 million in assessments by streamlining the accountability process and transitioning to new interim assessments.
- ✓ **Conducted Testing Audit and Increased Student Instructional Time**
Reduced testing by more than 90 minutes, on average, for students in grades 3-11, and conducted a testing audit to support districts in identifying redundant or non-utilized assessments.
- ✓ **Increased Spending on Public Schools**
Total spending on Public School Support, encompassing formula, categorical, and targeted funding, has increased by almost \$350 million even after the reductions taken in fiscal year 2017.

Present



Strategic Lever 1: Smarter Return on Investment

Aim | Our North Star

Invest in initiatives with proven student outcomes

2020 | Metrics of Success

- 1.1 Increase proportion of dollars to the classroom to 76%
- 1.2 85% of projects achieve their 2020 primary and stretch outcomes
- 1.3 Continue to reduce reporting burden by 40%

2017-2020 | Strategies

Strategy A: Enhance program efficacy and effectively allocate resources

Targeted programming has expanded dramatically since Secretary Ruskowski's arrival, providing the state with targeted programs that hold districts and the state accountable for results. After multiple years, many programs have developed thoroughly enough to investigate the impact of their efforts on student outcomes.

- A.1 Launch Advancing Measurement @ PED (AMP) to provide structure for program managers to reflect on data, adjust course as necessary, and hold accountable for results.
- A.2 Utilize AMP process to empower programs to identify goals, reflect on progress, develop narratives of success, and utilize findings to inform future budget proposals.

Strategy B: Reduce LEA reporting and align PED data systems

While the number of reports required by school districts and charter schools has dropped by 34% in the last five years, PED continues to require submission of duplicate data with each application for both federal and state funding. While most duplicate requests are focused on nutrition and assessment, PED will continue to push for districts and charter schools to submit the required data only once.

- B.1 Continue to reduce the number of reports required by districts and charter schools.
- B.2 Expand efforts of real-time data pilot to encompass all schools in order to reduce duplicative data and empower all stakeholders to make real-time, informed decisions about student learning.

Strategy C: Align state and federal funding to student outcomes

A significant number of investments over past years have been based on one-time or competitive funds, with limited intention to be sustainable. With the passage of the Every Student Succeeds Act (ESSA), PED will utilize the opportunity to re-frame funding opportunities to create paths toward sustainability for districts and schools that would find value in continuing similar efforts.

- C.1 Adapt funding applications, technical assistance, and monitoring to align to the policies and practices that have been proven by research/evidence or have shown early promise/generated demand.
- C.2 Require budgeting and expenditures at the school level for identified schools.
- C.3 Expand use of federal title funding for targeted programs with demonstrable impact on student learning.



Strategic Lever 2: Real Accountability for Real Results

Vision | Become a transparent education system that closes the honesty gap between schools and families

New Mexico families should be able to trust that our education system is preparing the next generation for success. It is critical that we both recognize excellence and address failures in order to improve. Every New Mexican should know how his or her school is performing and own their role in supporting struggling schools and celebrating those that are successful.

2011 – Present | Accomplishments to Date

2011

- ✓ **University of Virginia (UVA) School Turnaround**
Funded and supported historically low-performing schools to take part in the UVA School Turnaround Program.
- ✓ **Implemented School Grades**
Leveraged instructional audits to implement an A-F school grading system for New Mexico schools that measures and incorporates student learning and growth.
- ✓ **Received Federal No Child Left Behind Waiver**
Received federal waiver from No Child Left Behind (NCLB), paving the path for a more meaningful accountability system that utilizes school grades.
- ✓ **Raised Graduation Expectations**
Raised the bar for graduation requirements significantly by requiring more rigorous assessments to graduate, with 71% of students in the 2016 cohort meeting these elevated expectations.
- ✓ **Launched Principals Pursuing Excellence**
Established the Principals Pursuing Excellence (PPE) program, which matches turnaround leaders and mentors with principals in C, D and F schools to provide support and mentoring.
- ✓ **Used PED Budget Authority to Drive Reforms in Failing Schools**
Developed budget process that allows districts and charter schools to align and track their budgets to ensure dollars are directed at proven programs.
- ✓ **Launched Teachers Pursuing Excellence**
Launched Teachers Pursuing Excellence (TPE) program, which pairs struggling teachers with successful mentors to improve practice.
- ✓ **Implemented Results Driven Accountability**
Focused efforts on early elementary reading achievement in a subset of public elementary schools to increase K-3 student achievement with specific emphasis on those in lowest quartile.
- ✓ **Implemented Triannual Site Visits**
PED implemented an on-site intervention protocol to assist struggling schools in developing and implementing improvement plans through triannual site visits.
- ✓ **Refined End-of-Course Exams**
Supported efforts to enhance rigor, reduce redundancy, and adopt consistent standards for End-of-Course exams to better assess student learning and allow for more instructional time.

Present



Strategic Lever 2: Real Accountability for Real Results

Aim | Our North Star

Increase number of A and B schools, decrease number of D and F schools

2020 | Metrics of Success

- 2.1 Increase proportion of A/B schools to 50%
- 2.2 Decrease proportion of D/F schools to 25%
- 2.3 Increase proportion of A/B charter schools to 60%
- 2.4 Decrease proportion of D/F charter schools to 15%

2017-2010 | Strategies

Strategy A: Provide public with transparent, actionable information

Families and students often have limited information on their individual performance, the performance of the school they attend, or success of other schools in their vicinity. This lack of information limits families' ability to make informed decisions about their children's education. PED will continue expanding access to critical information to enable all stakeholders to make informed decisions.

- A.1 Refine school report cards to ensure stakeholders have access to clear, actionable data.
- A.2 Continually improve school grades to ensure information provided to students, educators, and families accurately reflect performance and identify appropriate next steps to support increased student learning.
- A.3 Increase outreach and communication efforts to ensure stakeholders throughout the state are aware of current reform efforts and invested in supporting the Department reach its ambitious student achievement goals.
- A.4 Launch and expand the real-time data pilot to enable students, parents, teachers, school leaders, and district staff to have up-to-date information on their performance.

Strategy B: Support and champion families, teachers, schools, and districts committed to excellence

Over the past few years, it has become clear that districts and charter schools that embrace the state's core reforms are beginning to see real results for their students. PED must recognize and celebrate families, teachers, schools and districts committed to pursuing excellence for all students, regardless of race, income, zip code, or background.

- B.1 Design, develop, and disseminate individualized video school report cards that enable all stakeholders to access and act upon critical information about their school.
- B.2 Leverage family, teacher, and leader networks to showcase their experiences and support efforts to advocate for ambitious reforms (e.g. Teacher Leader Network, Academic Parent Teacher Teams, Secretary's Advisory Council, etc.).

Strategy C: Address struggling schools

Every student and family deserves access to a high-quality school, regardless of zip code. New Mexico's children must attend schools that prepare them for success in the evolving 21st-century economy and cultivate their potential to thrive in the future.

- C.1 Fund and support state's failing public schools to empower them with the necessary tools and resources to increase student outcomes.
- C.2 Expand access to teacher and principal mentorship opportunities to support evidence-based interventions and networking opportunities and share best practices.
- C.3 Identify struggling charters, provide opportunities for improvement, and, if still underperforming, close their doors.



Strategic Lever 3: Ready for Success

Vision | Every New Mexico student graduates high school ready for college or career

To ensure students graduate high school ready for college or career, there must be high expectations at every grade level, a command focus on literacy, and elimination of the all too common practice of social promotion. PED will focus on building a strong foundation in the early years while simultaneously improving college and career preparation, which will lead to greater success throughout K-12 and beyond as measured by nationally benchmarked assessments, such as the National Assessment of Educational Progress (NAEP).

2011 – Present | Accomplishments to Date

2011

- ✓ **Established More Rigorous Student Expectations**
Established and implemented New Mexico Common Core State Standards and the high-quality PARCC Exam. Students in New Mexico have responded to the challenge by performing better: the state’s graduation rate reached an all-time high in 2016 at 71%
- ✓ **Provide PSAT to All High School Students**
Paid for all high school students to take the PSAT or WorkKeys exam.
- ✓ **Established K-3 Plus**
Launched K-3 Plus program, which continues to demonstrate success in high-poverty schools as indicated by increased participation (2x district participation since 2012) and achievement.
- ✓ **Focused on Early Literacy**
Established “New Mexico Reads to Lead” to provide reading interventions to schools, impacting more than 102,000 students, provided a book to every first grader since 2011, and started the New Mexico True Summer Reading Challenge.
- ✓ **Utilized Common Short-Cycle Assessments**
Required and paid for short-cycle assessment use statewide in early grades to capture student learning so that educators have more time to intervene and help struggling students.
- ✓ **Expanded Advanced Placement Opportunities**
Increased AP success and saved students more than \$3 million in annual college tuition costs.
- ✓ **Expanded Full Day Pre-Kindergarten Every Year**
Since 2010-2011, New Mexico has nearly doubled the number of children in full day pre-k from 4,435 to 8,297 in conjunction with the Children, Youth and Families Department.
- ✓ **Funded Truancy and Dropout Prevention Coaches**
Enlisted coaches to support middle and high schools with high truancy rates.
- ✓ **Enhanced English Learner Supports**
Through both the adoption of ELD Standards and enhancement of the NMTEACH observation protocol, EL students’ needs are better met to enable them to graduate college and career ready.
- ✓ **Launched Reads to Lead 2.0**
Launched “New Mexico Reads to Lead 2.0” to increase funding for interventions to districts and charter schools showing progress.

Present



Strategic Lever 3: Ready for Success

Aim | Our North Star

Increase graduation and proficiency rates

2020 | Metrics of Success

- 3.1 Increase number of students prepared for Kindergarten <<Baseline TBD in May 2017>>
- 3.2 52% of students proficient on 3rd grade ELA exam
- 3.3 48% of students proficient on 6th grade math exam
- 3.4 64% of students proficient on 11th grade ELA exam
- 3.5 38% of students proficient on 11th grade Math exam
- 3.6 20% increase in students passing at least 1 AP exam with a score of 3 or higher
- 3.7 55% of students proficient on 4th and 7th grade science exam

2017-2020 | Strategies

Strategy A: Increase access to high-quality early childhood education opportunities

Early childhood education is critical to ensure student readiness upon entry into kindergarten. This ensures all kids enter elementary school with a solid foundation that can be built upon through third grade and beyond.

- A.1 Build and implement robust “FOCUS on Young Children’s Learning” tool to assess quality of public early childhood education programs and student skills for all students, including students with disabilities.
- A.2 Implement Kindergarten Observation Tool (KOT) to measure foundation for learning in later grades.

Strategy B: Prepare students to meet rigorous, evolving needs of 21st century workplace

As the demands of the workplace continue to evolve, it is critical that we equip all students with the knowledge and skills required for success. PED must ensure that students maintain a trajectory that keeps them on a path towards graduation and college or career.

- B.1 Strengthen reading instruction through adoption of language standards, enhanced school capacity, increased time for instruction, and specialized assessments, with focus on our highest-need populations, including high-poverty, English Learners, and students with disabilities.
- B.2 Provide educators access to Science, Technology, Engineering, and Mathematics (STEM) professional learning opportunities that drive increased student achievement.
- B.3 Provide students rigorous, relevant, sequentially aligned Career and Technical Education (CTE) content that leads directly into workplace learning experiences and postsecondary programs for credentials in high demand areas.

Strategy C: Identify and target supports to our underserved students

There are troubling clusters of underperformance across the state. These patterns signify an urgent need to address systemic inequities that prevent all students from reaching their full potential.

- C.1 Support efforts to ensure at-risk students graduate high school and codify best practices for expansion throughout the state to other campuses.
- C.2 Equip districts and schools with the tools and resources necessary to ensure our Native American and English Learner students are given the opportunities they need to succeed.
- C.3 Support Title I schools and students with disabilities with targeted programs and supports.

Strategy D: Expand access to rigorous, college and career-preparatory coursework

Empower students with opportunity to earn greater number of early postsecondary credits and industry certifications.

- D.1 Support efforts to expand student access to advanced placement, dual credit, early college high schools.
- D.2 Expand access to and use of accessible information for students, families, and counselors about progress towards higher education or career.



Strategic Lever 4: Effective Teachers and School Leaders

Vision | An effective principal leading every school and an effective teacher in every classroom

To ensure all students have access to great teachers and school leaders, there must be a robust educator ecosystem founded on an evaluation system that prioritizes student academic progress. This ecosystem must encompass the entire teacher and leader ecosystem, including preparation, selection, on-boarding, training, support, evaluation, and retention.

2011 – Present | Accomplishments to Date

2011

- ✓ **Developed and Launched Teacher Evaluation System**
Adopted administratively the recommendations of our effective teaching task force.
- ✓ **Provided Hard-to-Staff Support**
Provided incentive pay to educators who teach in hard-to-staff schools or in high-need subject areas (e.g. STEM, special education, bilingual, etc.).
- ✓ **Championed Beginning Teacher Salaries**
Established higher starting salary for teachers across New Mexico, increasing beginning teacher salaries by 13% from \$30,000 to \$34,000.
- ✓ **Established NMLead**
Collaborated with three New Mexico universities and nationally recognized programs to provide high-quality school leader training and support to build strong foundation throughout state.
- ✓ **Established NMPrep**
Collaborated with three New Mexico universities to provide funding for alternative teacher preparation programs that fill high-need vacancies in partner districts.
- ✓ **Implemented Pay for Performance**
Established pilot programs in districts across the state to reward high-performing teachers with extra compensation, with approximately \$7 million going directly to educators across the state.
- ✓ **Provided Teacher Debit Cards**
Annually provide teachers pre-loaded debit cards to remove burden of buying class supplies.
- ✓ **Started Native American Teacher Pipeline**
Established agreement with Northern New Mexico College to build pipeline of Native American teachers with the goal to train and place 30 new teachers every year.
- ✓ **Raised Teacher Licensure Standards**
Strengthened licensure standards for new teachers entering the profession from colleges of education to meet national norms.
- ✓ **Established Secretary’s Teacher Advisory**
Sought statewide nominations of teachers to serve as advisory group to Secretary of Education.

Present

- ✓ **Refined Teacher Evaluation**
Incorporated feedback from various stakeholder groups to continue refinement of NMTEACH.



Strategic Lever 4: Effective Teachers and School Leaders

Aim | Our North Star

Increase proportion of effective teachers and leaders as measured by student achievement

2020 | Metrics of Success

- 4.1 Increase proportion of 1st year teachers with ratings of Effective or higher to 74%
- 4.2 Increase retention amongst teachers rated as Effective or higher to 90%
- 4.3 Increase proportion of minority and high-poverty students being served by Effective or better teachers <<TBD>>
- 4.4 Increase proportion of teachers rated Effective or higher to 85%
- 4.5 Principal evaluation metric <<TBD>>

2017-2020 | Strategies

Strategy A: Implement and enforce equity plan

The New Mexico Educator Equity Plan was approved in the fall of 2015. Within the report, PED committed to annual updates and data analysis. Equal access to excellent educational opportunities for all students is a fundamental tenet of all PED programming and is imperative to fulfilling the department's mission.

- A.1 Monitor progress towards equity plan goals and outline opportunities to use federal/state funds to support efforts.
- A.2 Share data and provide best practices networking to support districts in closing teaching equity gaps.

Strategy B: Increase investment in evidence-based talent management practices

Ensure Title II funds provide return on investment, emphasize equitable access to effective teachers, create pipelines of effective teachers, and establish rigorous training systems that districts and RECs can deliver.

- B.1 Leverage \$17 million in Title II funds to support approval, renewal, and expansion of teacher preparation and support practices that demonstrate capacity to drive increased student learning.
- B.2 Empower districts with real-time student achievement data to better support the instructional needs of students and leverage talent management best practices to recruit and retain educators achieving phenomenal results.

Strategy C: Refine NMTEACH with focus on transparency and sustainability

The NMTEACH system is the foundation of New Mexico's Educator Equity Plan. In order to fulfill that promise, NMTEACH is being revised to simplify the reporting system, enhance accuracy in data collection, and provide better data clarity.

- C.1 Continually evolve and accelerate NMTEACH reports to better connect practice to available data in order to enhance instructional feedback and subsequent classroom instructional practices.
- C.2 Codify NMTEACH evaluation system into statute in order to sustain long-term.

Strategy D: Effectively evaluate principal impact on student performance

Second only to teacher effectiveness, principal effectiveness is one of the primary factors in providing students equitable access to an excellent education. PED will increase focus on successfully evaluating principal performance across schools to ensure every child has a successful leader guiding support teachers and families to meet high expectations.

- D.1 Collect and analyze principal evaluation data from districts and utilize to inform future decisions around leader supports.

Strategy E: Focus educator preparation providers on outcomes and hold accountable for results

Teacher preparation programs, which train nearly half of our teachers, do not have publicly available information on how well their candidates perform in the classroom and are not held accountable for their impact.

- E.1 Launch educator preparation report cards to inform prospective students about their choice of programs.
- E.2 Utilize revamped educator preparation program approval process to ensure all programs train Effective or better teachers, utilize information to inform program design and development, and are held accountable for results.



Strategic Lever 5: Options for Parents

Vision | Ensure every parent has access to high-quality options for their child

Parents and families are their children's first teachers and should provide a strong foundation of support for continued learning. It is essential that parents are engaged and afforded educational opportunities for their children, including effective charter schools and robust blended learning opportunities that provide meaningful options to receive the education necessary to prepare their children for success in the 21st-century economy.

2011 – Present | Accomplishments to Date

2011

- ✓ **Developed first charter strategic plan**
Developed strategic plan focused on driving student success by supporting excellent authorizing practices and charter schools that provide quality, innovative education.
- ✓ **Provided first charter school administrator conference**
Provided a two day charter school administrators conference with trainers from nearly every Division within the PED to improve the knowledge and skills of charter school administrators.
- ✓ **Developed and implemented course of trainings for charter school governing bodies**
Provided free-of-cost trainings to all governing bodies on a monthly basis to ensure they have access to high-quality training to improve their governing knowledge and skills.
- ✓ **Conducted “pre-opening” and “40-day site visits” to new and transferring state charters**
Focusing efforts on new state charter schools through early site visits improved the quality and rigor of oversight of charter school operations to better monitor progress and provide support.
- ✓ **Collaborated with NACSA to evaluate and improve authorizing practices**
The Public Education Commission and Albuquerque Public Schools completed authorizer evaluations to get feedback on authorizing practices and suggestions for improvement.
- ✓ **Provided state authorizer with substantially improved, comprehensive renewal reports**
Developed comprehensive renewal report through PED division collaboration to provide statewide authorizer more meaningful data in order to elevate the rigor of renewal applications.

Present



Strategic Lever 5: Options for Parents

Aim | Our North Star

Increase the number of effective, quality educational seats available in New Mexico

2020 | Metrics of Success

- 5.1 Increase percent of students enrolled in charter schools scoring a C or better to 95%
- 5.2 Expand the number of students that enroll in an IDEAL-NM Advanced Placement course and pass the exam with a 3 or higher to over 450 per year

2017-2020 | Strategies

Strategy A: Expand access to high-quality charter schools

Currently, New Mexico's best charter schools have long waitlists and admission seems (or is) impossible. There simply are not enough high-quality charter schools available to meet the demand. Further, the dearth of quality options looms large for specific groups of New Mexicans, particularly minority, low-income, special education, and EL students. Success will mean an increase in the number of proven charter school operators applying to open charters in New Mexico, more inclusive enrollment and lottery practices at schools, and greater enrollment of ELs, students with disabilities, and economically disadvantaged students in quality charter schools.

- A.1 Elevate rigor for both new charter and renewal applicants to ensure all options for students and families are of the highest quality.
- A.2 Improve the quality and rigor of oversight over charter school operations to better monitor progress and provide tailored support.
- A.3 Improve the knowledge and skills of charter school governing boards and administrators to build capacity to improve student achievement.
- A.4 Increase the reach of high-quality charter schools by fostering the necessary conditions to facilitate expansion through replication and growth.
- A.5 Improve the quality of authorizing practices across the state to ensure both the state and district authorizers are helping to expand access to high-quality charter schools.

Strategy B: Increase utilization of high-quality blended learning practices

Schools and districts throughout New Mexico and the country are focusing efforts around blended learning, an approach that tailors students' learning experiences to their individual needs and strengths through the strategic use of emerging technologies and educator talent. In New Mexico, focus must shift towards empowering districts, schools, teachers, and families with the necessary tools to successfully leverage blended learning opportunities.

- B.1 Increase broadband accessibility throughout state to ensure all students have access to modern digital tools and resources.
- B.2 Position IDEAL-NM as the vanguard of online learning throughout New Mexico by providing students access to Advanced Placement and other college preparatory coursework.
- B.3 Support districts and schools to leverage emerging technologies and high-performing educators to expand opportunities to high-quality blended learning practices.

Glossary of Terms

Strategic Levers: Key focus areas that PED will utilize to support state, district, and local efforts to reach our statewide 2020 goals

Big Goals: Goals that serve as the guiding light for all stakeholders throughout New Mexico

Vision: What we are doing and why for each strategic lever

Aim: What we are hoping to accomplish for each strategic lever

Metrics of Success: Rigorous, measurable, and achievable outcomes that will support PED's efforts to reach our big goals

Strategies: Overarching actions that staff will collectively work towards accomplishing