

Utah State Board of Education

Strategic Plan



Excellence for Each Student

Promises to Keep

The Vision and Mission of Utah Public Education

Promises to Keep is a statement of vision and mission for Utah's system of public education. The statement relies on the language of the Utah Constitution for its central premise. It is intended to provide focus to the work of the State Board of Education, the Utah State Office of Education, and all school districts, local boards of education, and charter schools within the general control and supervision of the Board.

The Vision of Public Education

Utah's public education system is created in the state Constitution to "secure and perpetuate" freedom.

Freedom, as envisioned in the Utah Constitution, is a promise to future generations that requires:

- Citizen participation in civic and political affairs.
- Economic prosperity for the community.
- Strong moral and social values.
- Loyalty and commitment to constitutional government.

The premise of **Promises to Keep** is that there are essential, core "promises" that leaders in the public education system should be clear about with citizens of Utah; that these "promises" are made as part of the civic compact at work as the citizens of Utah give into our hands resources for the public education system; that citizens should have high expectations regarding our success in the essential "promised" work of public education.

The Mission of Public Education

Utah's public education system keeps its constitutional promise by:

- Ensuring literacy and numeracy for all Utah children.
- Providing high quality instruction for all Utah children.
- Establishing curriculum with high standards and relevance for all Utah children.
- Requiring effective assessment to inform high quality instruction and accountability.

Adopted by the Utah State Board of Education
August 7, 2009



- Adopted: 2009
- Provided "vision" and "mission" of public education in Utah



EXCELLENCE FOR EACH STUDENT

Adopted February 2016

PURPOSE: EDUCATIONAL EXCELLENCE

The foundation of the Utah public education system is to provide an opportunity for educational excellence for each Utah student. This requires advocacy, focus, and prioritization of effort.

IMPERATIVES

I. Educational Equity

The Utah State Board of Education will set the general statewide conditions in which each student can excel, including equity of educational opportunities and culturally responsive practices to promote each student's academic success and well-being. Resources and Board policies and practices will be aligned to high expectations and successful outcomes for each student.

II. Quality Learning

The Utah State Board of Education will place focus on intended learning outcomes as a key to high student achievement with the understanding that high quality instruction is central to that ideal.

III. System Values

The Utah State Board of Education will set the conditions and systems for student success by working with, understanding, and listening to stakeholders on every level on practices, strategies, resources, and policies that will lead to continued and even greater efficiencies and improvements in student outcomes.

- Adopted February 2016
- Specifies application to “each” student – not “all,” or “every”
- Written following collaboration with USOE staff and external stakeholders (summer and fall 2015)
- Created with direct involvement from Board Members

IMPERATIVES AND STRATEGIES

- Imperatives define **WHAT** and **WHY**
- Strategies show **HOW**

Imperative 1

■ Educational Equity

The Utah State Board of Education will set the general statewide conditions in which each student can excel, including equity of educational opportunities and culturally responsive practices to promote each student's academic success and well-being.

Resources and Board policies and practices will be aligned to high expectations and successful outcomes for each student.

Imperative 2

■ Quality Learning

The Utah State Board of Education will place focus on intended learning outcomes as a key to high student achievement with the understanding that high quality instruction is central to that ideal.

Imperative 3

■ System Values

The Utah State Board of Education will set the conditions and systems for student success by working with, understanding, and listening to stakeholders on every level on practices, strategies, resources, and policies that will lead to continued and even greater efficiencies and improvements in student outcomes.



How does the work you
are currently doing align
with the imperatives
of the strategic plan?

STRATEGIES

- *Mutually reinforcing, should be viewed as integrated goals and not acted upon in isolation*
- *Can fall under one, two, or all three imperatives*

Accountability: Provide a transparent public education system using evidence-based data that informs the public on the effectiveness of public education.

- Provide a transparent assessment system that includes diagnostic information to help the parent, child, and teacher understand how to improve performance
- Utilize a standards-based approach in all measuring systems
- Provide a robust data-driven school accountability system

Educational options: Empower stakeholders with information to decide how, what, and where students are taught.

- Provide data for informed enrollment options
- Investigate and promote alternative ways to fulfill state graduation requirements and show competency of state core standards
- Support adequate counseling options and information dissemination
- Promote evidence-based and cost-effective practices and interventions to meet individual student needs, with focus on early learners

Funding: Preserve existing funding and efficiency levels while advocating for additional or repurposed dollars for strategic programs and improved student outcomes.

- Use and advocate for additional revenue for strategic improvements at all levels of public education
- Engage in zero-based budgeting processes at USOE and encourage similar practices for districts and charters
- Review the statewide funding model
- Review current programs to ensure alignment with strategic priorities and efficacy



Leadership development: Encourage all educators to engage in leadership opportunities.

- Improve existing teacher and administrator preparation and training programs
- Encourage school leaders to engage in learning communities to improve collaboration and practice
- Promote career pathways that incentivize effective teachers to engage in alternative teacher leadership roles while they remain in the classroom

Teacher Retention and Recruitment: Address the teacher shortage in Utah to support recruitment and retention of effective educators in the state.

- Improve teacher compensation and promote examples of alternative compensation policies
- Promote state policy and resource allocation that facilitates teacher retention in areas where students are most at risk
- Review and revise educator licensure, including looking for ways to add efficiency to an educator's ability to show competency of state requirements
- Improve professional learning through evidence-based practices

Oversight: Monitor, review, and provide general supervision to all public education institutions and other entities for which the State Board has responsibility.

- Realign state-level resources to support oversight and fiduciary responsibilities
- Provide transparent and decision-ready budgetary data
- Improve training on federal grant sub-recipient and state accountability responsibilities of local education governing boards
- Provide robust internal audit function



What plan do you have
(or could you have) for the
future that would forward
the strategic plan?



Are there projects we
should give up because
they aren't aligned with
the strategic plan?



When the strategic plan
is implemented,
what will we see change?