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## Action

### *General Session*

### Strategic Plan Development

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**Executive Summary:** The Commission will be provided with an update on the Strategic Plan progress to date and will discuss possible changes to the Commission's Mission and Goals Statements.

**Recommended Action:** Staff recommends that the Commission adopt the proposed Mission and Goals.

**Presenter:** Margaret Olebe, Strategic Planning Consultant

#### Strategic Plan Goal: 5

Enhance effective, two-way communication with the Commission's stakeholders..

- ◆ Pursue strategies to refine the Commission's public affairs activities.



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# Strategic Plan Development

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## **Introduction**

This agenda item contains an update on the Commission's strategic planning activities to date, including a draft of possible new mission and goals statements. Major foci of the Commission at this meeting will center around the adoption of a new Mission and Goals.

## **Background**

The Commission developed its first Strategic Plan in 1997 prior to the State mandate that all agencies develop a Strategic Plan. The plan was updated in 2001, with the process involving Commission members, staff and stakeholders in the preparation of the Plan. In 2004, although the Bureau of State Audits report recommended that the Commission update its Strategic Plan, the process was delayed due to a change in Governors. The Commission's current Strategic Plan is included as Appendix A.

The membership of the Commission has changed significantly since the adoption of the Commission's Strategic Plan. Given the advent of a new Commission and the length of time since the last plan's inception, it is now an appropriate time to update the Commission's Strategic Plan. To that end, in December 2006 the Commission approved the development of a five-year plan to help the Commission be more proactive in anticipating critical state needs, establish performance measures and to be better prepared to address other critical issues in the coming years.

## **I. Overview of Strategic Planning Process**

A new five-year Strategic Plan, which will become effective in January 2008, will help the current Commission update and articulate its goals and objectives. Since the Commission's action to approve the development of a new Strategic Plan, the Commission staff has been engaged in several activities.

For the Strategic Plan, the Commission conducted both external and internal scans. For its external scan input has been collected from all of its stakeholders, and Commissioners, and innovations, ideas and issues from the external environment have been considered. This was reported on in April 2007.

In May and June 2007 the external scan was completed when interviews with representatives of some agencies and organizations were conducted. Those interviewed included representatives of the California Department of Education, State Board of Education, California School Boards Association, California County Superintendents Educational Services Association and its arm, the Curriculum and Instruction Steering Committee.

The internal scan consists of:

- Employee Focus Groups (by division)
- Best Practices Inventory (within the Commission)
- Resource Profile (Staff, resources, facilities within the Commission)

Employee focus groups were held during June 2007. All employees were invited to participate voluntarily. Each group consisted of members of a work group in each division; supervisors and managers were either in groups of their own, or interviewed separately. There were 15 groups altogether. Questions were specific to each division, as well as about the agency as a whole, and were formulated in consultation with managers. Data from these groups, as well as the Best Practices Inventory and Resource Profile, will be used to inform the updated mission and goals for the Commission's consideration and to develop action plans.

Below is a tentative timeline for developing the Commission's updated Strategic Plan.

**Table 1. Timeline**

<b>DATE</b>	<b>ACTION(S)</b>
January - February 2007	Survey Commission stakeholders with a web-based survey.
March 2007	Conduct stakeholder meetings in Northern and Southern California to solicit input. Review best practices. Strategic Planning Committee reviews input and reports to the Commission.
April 2007	Commissioners begin to formulate new vision statement based on input to date.
May 2007	Conduct interviews with key stakeholders. Begin employee focus groups.
June 2007	Conclude focus groups and interviews. The Commission adopts a new vision. Revised mission, goals and objectives are considered.
August 2007	The Commission adopts a new Mission, Goals and Objectives. Information gathered is used to develop new Action Plans.
October 2007	New Action Plans are completed. The staff will present Action Plans and Performance Measures to the Commission to implement the Strategic Plan.

## **II. Redefined Vision Statement**

At its April 2007 meeting the Commission was presented with a selection of vision statements culled from other agencies and suggestions for a new one for the agency. A thorough discussion resulted in staff direction to suggest new alternatives that also take into consideration who we serve and the diversity we see.

Based on a thorough discussion of several alternatives presented at its June 2007 meeting, the Commission adopted a new vision statement. It is:

*Ensuring high quality educators for California's diverse students, schools and communities*

## **III. Revising & Redefining Mission and Goals Statements**

Now that the Commission has reviewed data collected from its stakeholder communities, and heard from employees, its next steps include developing a new mission and goals that take this input into consideration. (A summary of stakeholder issues and trends may be found in Appendix B.)

Based on a thorough discussion of the draft mission, goals and objectives, the Commission directed staff to present a revised version that takes into consideration Commissioner comments and the deliberations of the Strategic Planning Committee. This committee met in July 2007 and redrafted a mission, goals and objectives with the following considerations in mind:

1. Make the mission congruent with the newly adopted vision.
2. Align goals to the mission.
3. Streamline goals if possible.
4. Reformulate draft goal six.

The Strategic Planning Committee also reviewed Strategic Plans from other state agencies to determine whether their goals and purposes were similar to those adopted by other agencies. It found that most agencies addressed similar agency functions, including what is expressed in Goal Six. In addition the Committee also re-affirmed that Goal Five: Conduct research, evaluation and assessment that informs the Commission's work, articulates current functions already carried out by staff. For example, the Commission is required by statute to make reports to the legislature requiring data collection and analysis, and evaluation studies. It is required by statute to maintain reliable and valid examinations. Also the Commission approves conducting research studies, such as its April 2007 approval of a study regarding the efficacy of the English Learner preparation standards.

As a result of these discussions, the following drafts are presented:

**Draft Mission and Goals (To be adopted by the Commission in August 2007)**

**Draft Mission**

The purpose of the Commission is to ensure integrity and high quality in the preparation, conduct and professional growth of the educators who serve California's public schools. Its work shall reflect both statutory mandates that govern the Commission and research on professional practices.

**Draft Goals (To be adopted by the Commission in August 2007)**

**Goal 1: Promote educational excellence through the preparation and certification of professional educators**

- Sustain high quality standards for the preparation and performance of professional educators
- Grant credentials, certificates and permits as set out in regulation and statute
- Evaluate and monitor the moral fitness of credential applicants and holders and take appropriate action
- Conduct, monitor and evaluate the programs and systems it operates to maintain quality and assure their alignment with each other and other state systems

*(This goal states the primary work of the agency.)*

**Goal 2: Support policy development related to educator preparation, conduct and professional growth**

- Inform key legislators and policy makers on issues and ideas relevant to the Commission's scope of action
- Provide and report information (to the legislature) this seems redundant perhaps it should be - to stakeholders and other state agencies
- Propose new legislation
- Collaborate with and advise appropriate agencies
- Explore high quality routes for educator preparation

*(This goal shows how the Commission supports its policy objectives.)*

### **Goal 3: Provide quality customer service**

- Provide services tailored to specifically defined customer needs and groups
- Provide current and consistent information
- Provide timely, accurate and responsive processing of credential applications, disciplinary cases and professional program reviews
- Use technological innovation to improve customer access to information and services

*(This goal defines how the agency will serve its customers.)*

### **Goal 4: Enhancing working relationship with stakeholders**

- Maintain contacts with and respond respectfully to a diverse customer base
- Collaborate with stakeholders to develop and implement Commission policies
- Publicize the Commission's purposes, activities and accomplishments.

*(This goal states how the agency will relate to others.)*

### **Goal 5: Conduct research, evaluation and assessment that informs the Commission's work**

- Track current trends and research in educator preparation and certification
- Utilize measurement studies to facilitate its work
- Regularly evaluate the effectiveness of Commission programs and policies
- Conduct, promote and participate in research activities related to the Commission's mission
- Use data collection and analysis to report on and improve the Commission's work

*(This goal states how the agency will use data-based studies to inform policies and practices.)*

### **Goal 6: Maximize the effectiveness of the agency and its staff through the optimal use of technology, ongoing staff development and maintenance of a positive work environment**

- Use technologies to support both ongoing operations and innovations designed to increase efficiency
- Communicate effectively to share information and increase productivity
- Conduct periodic review of the efficiency of the day-to-day operation and financial accountability of the Commission
- Implement, monitor and report on the outcomes of new program initiatives

- Offer staff opportunities for training and growth to maximize professional quality, and job satisfaction

*(This goal states how the agency will function.)*

The Commission is asked to approve the draft mission and goals.

### **Next Steps**

Staff will take the newly adopted Vision, Mission and Goals of the Commission and begin to develop Action Plans for each division of the agency. These will be presented to the Commission for information at its October 2007 meeting.

## APPENDIX A

# California Commission on Teacher Credentialing Current Strategic Plan

### **Vision**

To ensure that those who educate the children of this state are academically and professionally prepared.

### **Mission**

To assure the fully prepared and effective educators all students deserve and our communities require. The Commission will carry out its statutory mandates by:

- Conducting regulatory and certification activities
- Developing preparation and performance standards in alignment with state adopted
- academic content standards
- Proposing policies in credential related areas
- Conducting research and assessment
- Monitoring fitness-related conduct and imposing credential discipline
- Communicating its efforts and activities to the public

### **Goals Adopted By the Commission In November 2000**

#### **Goal 1: Promote educational excellence through the preparation and certification of professional educators**

- Sustain high quality standards for the preparation of professional educators
- Sustain high quality standards for the performance of credential candidates
- Assess and monitor the efficacy of the Accreditation System, Examination System
- and State and Federal Funded Programs
- Evaluate and monitor the moral fitness of credential applicants and holders and take
- appropriate action
- Implement, monitor and report on the outcomes of new program initiatives

#### **Goal 2: Continue to refine the coordination between Commissioners and staff in carrying out the Commission's duties, roles and responsibilities**

- Conduct periodic review of the efficiency of the day-to-day operations and financial accountability of the Commission

- Continuously improve the development, distribution and dissemination of agenda and information to the Commission initiatives
- Orient new Commissioners and staff on the roles and responsibilities of the Commission initiatives
- Continuously update the Commission's policies and procedures initiatives

**Goal 3: Provide quality customer service**

- Use technological innovation to maximize operational efficiency and improve customer access to information and services
- Provide timely, accurate and responsive processing of credential applications

**Goal 4: Continue effective and appropriate involvement of the Commission with policy makers on key education issues**

- Sponsor legislation as appropriate
- Influence legislation regarding the preparation and certification of professional educators
- Respond to policy makers' information inquiries
- Sustain productive relations with key policy makers and staff
- Collaborate with and advise appropriate agencies
- Design and develop strategies to implement new legislation

**Goal 5: Enhance effective, two-way communication with the Commission's Stakeholders**

- Pursue strategies to refine the Commission's public affairs activities

**Goal 6: Provide leadership in exploring multiple, high quality routes to prepare professional educators for California's schools**

- Work with education entities to expand the pool of qualified professional educators
- Pursue avenues with other organizations in expanding the pool of qualified educators

## **APPENDIX B**

### **Summary Issues and Trends**

#### **From Stakeholders:**

- Overall good work, despite adverse conditions
- Enhance communication agency-wide
- New definitions of who is served and how
- Increase consistency and accuracy through staff training
- Better alignment of credentials, standards and programs with K-12
- Renew attention to and definitions of accreditation
- Better monitoring of credential holders and preparation programs
- Continuous redefinition of educational excellence through collaboration and research
- Examination and streamlining of credentials
- Examination and streamlining of examinations
- Careful implementation of the TPA
- Adjustment of teacher development programs, especially induction

As a group, stakeholders had a positive view of the Commission and its work. All of the above emerged with a view to improvement. Stakeholders were uniformly complimentary about the willingness of the CTC and its staff to seek stakeholder input in its planning.

#### **From Employees:**

- Improve communication within and across divisions.
- Increase management skills and implementation
- Use project management
- Increase training effectiveness and cross-train as appropriate

Employees uniformly expressed appreciation for their inclusion in the strategic planning process.