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Information

General Session

Strategic Plan Development

Executive Summary: The Commission will be provided with an update on the Strategic Plan progress to date including recently developed action plans.

Recommended Action: For information only

Presenter: Margaret Olebe, Strategic Planning Consultant

Strategic Plan Goal: 5

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.

- ◆ Conduct periodic review of the efficiency of the day-to-day operation and financial accountability of the Commission.

December 2007

Strategic Plan Development

Introduction

This agenda item contains an update on the Commission's strategic planning activities to date, including recently developed action plans for the agency. Major foci of the Commission at this meeting will center around the review of these plans.

I. Overview of Strategic Planning Process

The current strategic planning process began in January 2007. Based on direction from the Commission, a strategic planning committee was created. It is made up of division directors, administrators, the executive director and Commissioner Schwarze. Under the guidance of this committee, external and internal scans were conducted through June 2007, and based on an analysis of data gathered, a new vision and mission for the agency were developed. These were adopted at the June and August 2007 Commission meetings respectively. Then the committee designed an action plan process and worked with each division to create action plans for the agency. These are presented in this item.

II. Redefined Vision, Mission & Goals Statements

Vision

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

Mission (Adopted By The Commission in August 2007)

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.

Goals (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 and for the accreditation of credential programs.
- 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

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, stakeholders and other state agencies
- Propose new legislation
- Collaborate with and advise appropriate agencies
- Maintain and explore high quality routes for educator preparation

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 service

Goal 4: Enhance 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

Goal 5: Engage in evaluation, assessment and research studies that inform 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
- Engage in, 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

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

III Action Plans

Since August staff has been engaged in the preparation of division-based action plans, meeting both within and across divisions. Division directors met as a group several times to review and modify work in progress, as did managers. As a result, they decided to base their action plans on a fiscal year format, rather than the calendar year. This matches more closely with state expectations and reporting requirements. To make this adjustment, initial one year plans actually cover 18 months, from January 2008 to June 2009. Five year action plans continue through 2013. It is possible that in future the timing of the evaluation of the executive director will require adjusting to better fit this timeframe.

Action plans are presented below. Divisional plans are listed below each of the adopted goals, as well as a performance measure and an expected date of completion. It should be noted that no performance measures for items from July 2009 are given, as they are anticipated rather than firm. Staff also identified major priorities for the first eighteen months. These priorities will be supported by all staff to ensure their successful implementation.

Priorities January 2008 – July 2009

- Implementation of the TPA
- Implementation of the revised Accreditation System
- Implementation of the CALTIDES data system
- Implementation of Phase One of the Paperless Office
- Implementation of computerized system that tracks discipline cases

Action Plans January 2008 – June 2013

2007-2013 Commission Action Plan

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 for the accreditation of credential programs
- 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 the Commission operates to maintain quality and assure the systems align with each other and other state systems

Task Description	Performance Measure	Timeline to Completion
Certification, Assignment and Waivers Division		
Increase the percentage of applications submitted online and evaluated automatically	Process 70% of all credential applications received online	08/2008
Process all direct paper applications within the regulatory mandate	Process all applications in 50 days or less by 1/08 and ongoing	Continuous
Develop and Implement Audit Process for Agencies Submitting Online Applications	Develop process to audit 10% of applications submitted online by agencies with Commission-approved programs	12/2008
Eliminate outbound paper documents and reduce inbound paper applications in the Certification, Assignment and Waivers Units		2010/11
Division of Professional Practice		
Develop a computerized system that informs management when cases are not proceeding according to established standards	Completion of Case Tracking	06/2008
Develop program to identify and publish precedential discipline decisions to increase successful outcome of administrative appeals and reduce litigation exposure	Increase successful outcome of administrative appeals by 10%	07/2009
Convene Statewide meetings to provide education and increase awareness of discipline reporting and procedures	Increased awareness of discipline as shown by evaluation results from three meetings of stakeholders and interested parties	07/2009

Task Description	Performance Measure	Timeline to Completion
Continue to develop efficiencies to timely process discipline cases	Reduce processing time by a minimum of 10 % overall by July 2009	Continuous
Continue to work with Committee of Credentials (COC) chair to streamline workload	Eliminate need to add days to current COC meeting schedule	Continuous
Convene stakeholders to discuss and develop alternative discipline resolution pilot program		2010/11
Develop teaching modules for use by teacher preparation programs, counties and school districts to increase awareness of discipline issues		2012/13
Professional Service Division		
CTEL administration contract expires 10/1/08	Award new contract for CTEL administration	04/2008
Review and revise the SB 2042 Induction Program Standards	Adoption of revised Induction Program Standards	06/2008
Review of all multiple and single subject preparation programs for compliance with Standards 19-21	Review 100% of the program documents	06/2008
Site Visits with the Blue Cohort	COA receipt of Accreditation Report and make the Accreditation Decision	06/2008
Review and revise the SB 2042 Program Standards-- Preliminary Credential for the following: 1) Required elements 2) Intern Issues 3) Fifth Year of Study Standards 4) Clear Credential options 5) Subject Matter issues 6) Publication of the 2042 Standards	Presentation to the Commission of revised draft program standards for information (June 2008) Adoption of revised Program Standards	08/2008
Develop revised Program Standards for the six Education Specialist credential areas	Adoption of revised program standards for special education	12/2008
Administer local assistance programs	Distribute funds to the internship and paraprofessional programs	12/2008
Accreditation review of yellow cohort	Report to COA on Program Assessment and the reviewers findings	01/2009

Task Description	Performance Measure	Timeline to Completion
Develop, field test, validate the Subject-Specific Pedagogy task of the CalTPA to include all single subject areas and additional multiple subject case studies	Fully develop Subject-Specific Pedagogy task available as of December, 2008	03/2009
Review CTEL, Bilingual, agriculture specialist, school nurse programs	COA approval of programs	06/2009
Review and revise the program standards for Library Teacher Preparation Programs	Adoption of revised program standards for Library Teacher Preparation Programs	06/2009
Site Visits with the Green Cohort	COA receipt of Accreditation Report and making the Accreditation Decision for all Green institutions	06/2009
Revalidate SLLA		2008/09
Biennial Reports: Orange, Blue, Green Cohorts Program Assessment: Red Cohort Site Visits: Yellow Cohort		2009/10
Revalidate CTEL and CSET: Phase 1 subjects		2010/11
Revalidate CSET: Phase 2 subjects		2011/12
Biennial Reports: Yellow, Blue, Violet Cohorts Program Assessment: Indigo Cohort Site Visits: Red Cohort		2011/12
Revalidate CBEST and CSET: Phases 3 and 4 subjects		2012/13
Biennial Reports: Orange, Green, Indigo Cohorts Program Assessment: Blue Cohort Site Visits: Violet Cohort		2012/13
Administer processes for TPA implementation, including approval of alternative versions, to meet statutory requirements.	Policy on TPA developed and distributed	Continuous
Provide ongoing training for Cal TPA implementation to meet statutory implementation deadline	TPA trainings organized and conducted: <ul style="list-style-type: none"> • No. of assessors trained • No. of Lead Assessors trained • No. of assessors calibrated 	Continuous

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, stakeholders and other state agencies
- Propose new legislation
- Collaborate with and advise appropriate agencies
- Explore high quality routes for educator preparation

Task Description	Performance Measure	Timeline to Completion
Division of Professional Practice		
Develop legislative proposals to clarify Education Code sections relating to discipline to decrease litigation workload and reduce staff and attorney time spent interpreting conflicting areas of law and regulation.	Draft legislation, find sponsors and provide support from introduction through enactment of sponsored bill	10/2008
Executive Office		
Executive Director will meet with members of the Education Budget Committee of the Assembly and Senate education policy leaders	Results of meetings are reported in the Weekly Update and Sr. Manager meetings	Continuous
Executive Director will identify and explore emerging trends related to educator preparation	Activities reported in Weekly Update and/or at Commission meetings.	Continuous
Office of Governmental Relations		
Develop legislative proposals for Commission sponsorship (BCLAD Coursework, CTE, Special Education, credential discipline and technical for 2008)	All approved Legislative Proposals secured and moved to Legislature	01/2008
Update key legislative staff members and stakeholder organization representatives on Commission actions and activities	Update Education Committee staff and key stakeholder representatives quarterly as documented in meeting minutes.	2008-09
Follow all legislation pertinent to the work of the Commission	Track the progress of 100% of the bills pertinent to the work of the Commission	2008-09
Convey the Commission's position on bills in the Legislature and to stakeholders	Provide letters and testimony on all CTC bill positions	2008-09
Professional Services Division		
Review and revise the Designated Subjects: Career	Adoption of revised program standards for CTE	04/2008

Task Description	Performance Measure	Timeline to Completion
Technical Education Program Standards		
Review and research administrator examinations, and present options to the Commission	Agenda item presented to Commissioners regarding administrator examinations	06/2008
Review and revise the Designated Subjects: Adult Education program Standards	Adoption of revised Adult Education program standards	06/2009
Review and revise the Guidelines for Child Development Permits programs	Adoption of revised Guidelines for Early Childhood Permit or Credential programs	06/2009
Review and revise the Reading Certificate, Reading Specialist, Designated Subjects: Special Subjects and Supervision and Coordination Program Standards		2009/10
Review and revise the Adapted Physical Education and Special Teaching Authorization in Health Program Standards		2010/11
Review and revise the Pupil Personnel Program Standards		2011/12
Review and revise the Multiple and Single Subject Program Standards		2012/13
Review and revise the Administrative Services Program Standards		2013/14

GOAL 3: Provide quality customer service

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Task Description	Performance Measure	Timeline to Completion
Certification, Assignment and Waivers Division		
Convert microfilm jackets containing information on life credential holders who are currently employed in California public schools	Convert 60,000-70,000 credential records, including life credentials and person information by FY 09/10	2009/10

Task Description	Performance Measure	Timeline to Completion
Division of Professional Practices		
Make improvements to Commission's public website	Provide accurate and timely information on all adverse actions on the Commission's public look up web site	07/2008
Professional Services Division		
Respond to examinee concerns, complaints and requests for special services and accommodations as appropriate to Commission policies and the policies established for each Commission examination; review potential candidate discipline referrals related to examinations issues and refer as appropriate	100% of examinee concerns, complaints and requests responded to within one week as documented	Continuous

GOAL 4: Enhance 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

Task Description	Performance Measure	Timeline to Completion
Executive Office		
Enhance communication with stakeholders by holding Commission meetings outside Sacramento and evaluate the effectiveness of these offsite meetings	Hold two offsite meetings	08/2008
Improve communication with the members of the Commission through Weekly Update	Weekly publication and annual evaluation	05/2008
Have local education leaders speak at every two day Commission meeting	One Guest speaker at each two-day Commission meeting and survey the Commissioners on effectiveness of guest speakers	12/2008
Office of Governmental Relations		
Prepare and distribute press releases related to Commission action and activities	Distribute a minimum of one press release per month	2008-09

Task Description	Performance Measure	Timeline to Completion
Professional Services Division		
Attend and/or facilitate TPA User Network meetings, TPA Implementation Task Force meetings, respond to implementation assistance inquiries, and provide other technical assistance as needed	A minimum of two user network meetings held/attended; 100% of inquiries for assistance responded to within three days	Continuous
Develop and distribute updates to all stakeholders on the activities of the Professional Services Division	Weekly PSD News to subscribed individuals and maintain PSD's web pages to provide accurate, current information to stakeholders	Continuous

GOAL 5: Engage in evaluation, assessment and research studies 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
- Engage in, 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

Task Description	Performance Measure	Timeline to Completion
Division of Professional Practice		
Compile statistical information regarding discipline to develop proactive preventative training and education	Provide annual report on discipline	Continuous
Enterprise Technology Services		
Development of a unique statewide educator identifier (SEID) for longitudinal tracking for the CALTIDES project	SEIDs rolled out to all 58 counties	06/2008
Executive Office		
Monitor research trends in policy and licensing and promote research efforts	Follow up on issues of importance to CTC Goals and report quarterly	Continuous
Professional Services Division		
Establish and conduct annual studies of intern demographics, participation, satisfaction and retention,	Report on findings	12/2008

Task Description	Performance Measure	Timeline to Completion
provide annual statewide information. Provide feedback to programs to assist in their evaluation and development		
Complete the required Teacher Supply (AB 471) report	Submission of the mandated report to the Governor and Legislature	Continuous

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

Task Description	Performance Measure	Timeline to Completion
Certification, Assignment and Waivers Division		
Implement changes to CAW division to gain efficiencies in work production and maximize performance of staff	Printable credential by Spring 2008	Continuous
Enterprise Technology Services		
Video Web Casting	1. Video of Commission meetings available over the internet for all public meetings 2. Ability to teleconference with other educational agencies	04/2008
CASE Upgrade Siebel and Oracle	Install the upgrades	06/2008
Paperless-Move scanning of application and transcripts to cashering-phase2	Implement scanning of applications and transcripts	09/2008
Paperless-Electronic correspondence and routing of applications via service request-phase 3	Respond to 100% of correspondence within seven working days	09/2008
CASE Hardware Upgrade Setup and configure the CASE production system	Decrease unplanned downtime by 20%	12/2008
Paperless-Move DPP to paperless	Reduce by 50% the cost related to paper, printer	06/2009

Task Description	Performance Measure	Timeline to Completion
	service and maintenance	
Credentialing Web Interface Project		2009/10
Executive Office		
Strategic Planning: guide the development of action plans; write final report	Action plans reported annually	Continuous
Work with each division director to maintain effective communication between management and staff	Executive Director meets every week with division directors and responds to their requests in a timely manner	Continuous
Coordinate paperless process for agency and individual divisions	Hold meetings once a month with division representatives	Continuous
Redesign the Commission meeting room		2009/10
Fiscal and Business Services Section		
Support the administrative functions of the Commission and ensure that program divisions complete these functions in compliance with the policies and procedures	Provide guidance on the process and process requests within 48 hours	06/2008
Continue to monitor the Commission's fiscal condition and fund reserve levels and provide senior management with advice regarding the appropriate level of credential and examination fees	Provide monthly expenditure reports to Commission management	Continuous
Office of Governmental Relations		
Maintain legislative bill files electronically (paper files maintained for 2 years and then deleted)	100% of legislative bill files older than 2 years maintained electronically	2008-09
Professional Services Division		
Review all PSD procedures and move to a technology utilizing division, Develop a plan to minimize the production and collection of paper versions of documents	Implement the plan	06/2009
Collect data on funded programs, approved program sponsors, and credentials awarded. Analyze the data and report to the Commission and stakeholders	Reports to the Commission	Continuous