
Update of the 2001 Strategic Plan

Introduction

In 2001 the California Commission on Teacher Credentialing adopted a revised Strategic Plan, which articulated specific action plans for each division in order to carry out the Commission's goals and objectives. This agenda item presents the 2001 Strategic Plan along with suggested changes and/or new tasks for each division in order to continue to effectively carry out the goals and objectives of the Commission.

Background

In 1997 the California Commission on Teacher Credentialing adopted a Strategic Plan to define its goals, objectives, and ways in which it could accomplish those goals. The Strategic Plan was updated in 2001 to show new goals, objectives, and action plans for each division to meet the goals of the Commission.

The Commission's Vision and Mission are:

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.

To achieve this vision and mission, the Commission has identified six primary goals.

Goal 1 – Promote educational excellence through the preparation and certification of professional educators.

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

Goal 3 – Provide quality customer service.

Goal 4 – Continue effective and appropriate involvement of the Commission with policymaker’s on key education issues.

Goal 5 – Enhance effective, two-way communication with the Commission’s stakeholders.

Goal 6 – Provide leadership in exploring multiple, high quality routes to prepare professional educators for California’s schools.

Detailed objectives and action plans have been prepared for each goal to guide the future work and pursuits of the Commission. The Commission members and personnel are committed to monitoring their performance and achievements to ensure the accomplishment of this strategic plan directive.

Proposed Updates

The following sections present the action plans for achieving these goals and objectives. It should be noted that each Commission division has developed appropriate action plans that are consistent with each area’s mandated responsibilities. It should be noted that the nature of the objectives does not lend itself to requiring all divisions to have action plans for addressing each of the objectives. In addition, some tasks do not necessarily have quantifiable performance measures.

CERTIFICATION, ASSIGNMENT AND WAIVERS ACTION PLAN

The following presents the action plans for the Certification, Assignment and Waivers (CAW) Division to implement the Commission’s Strategic Plan goals and objectives.

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

Objective 1: Sustain high quality standards for the preparation of professional educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Provide Technical Assistance to County Offices of Education on Assignment Monitoring.	N/A	Continuous	Receive Assignment Monitoring Reports from 51 County Offices of Education.
2. Monitor single county school districts.	N/A	June 2005	Monitor Alpine and Sierra counties.
3. Develop with stakeholders’ input documents to replace emergency permits.		July 2005	Complete Title 5 language and implement new documents.
4. Train Certification staff on all document types.		December 2004	20 Certification Analysts will be trained on all document types.

Goal 3: Provide quality customer service.

Objective 1: Use technological innovation to maximize operational efficiency and improve customer access to information and services.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Fully implement Teacher Service Improvement Project or Credential Automation System Enterprise (CASE).	N/A	Continuous	Staff will be able to process an application, on average, in 4 minutes.
2. Accept online institutions of higher education (IHE) recommendations.	N/A	July 2005	Accept online recommendations from 45 IHEs.
3. Align the information on the Commission's web page with questions from e-mail and the phones.	N/A	July 2005	Reduce the number of phone calls and e-mails by 5%.

Goal 3: Provide quality customer service.

Objective 2: Provide timely, accurate and responsive processing of credential applications.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Process credential renewals within 10 working days.	N/A	Continuous	Review statistical report monitoring the processing time of online credential renewals on a monthly basis
2. Process all credential types within 75 working days.	N/A	Continuous	Review statistical report monitoring the processing time of all credential applications on a monthly basis
3. Provide for on-line renewal of credentials.	N/A	Continuous	75% of the renewals will be processed online.
4. Answer telephone calls within 7 minutes.	N/A	Continuous	Review statistical reports monitoring the call center on a monthly basis.
5. Develop rules for sorting e-mail.	N/A	December 2004	The rules will auto sort 50% of the certification e-mail.
6. Respond to e-mails within 72 hours.	N/A	Continuous	Review statistical reports monitoring e-mails on a monthly basis.

Goal 5: Enhance effective, two-way communication with the Commission's stakeholders.

Objective 1: Pursue strategies to refine the Commission's public affairs activities.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Convene regular meetings with stakeholder groups at the Commission office.	N/A	Continuous	At least 10 meetings per year with at least two different groups.
2. Participate in stakeholder group conferences.	N/A	July 2005	Participate in at least one stakeholder group conference per year.
3. Attend national level conferences.	N/A	July 2005	Attend at least one national conference per year.
4. Conduct interactive workshops with stakeholders.	N/A	July 2005	Offer 16 interactive workshops to update stakeholders on credential policy and procedures.

PROFESSIONAL PRACTICES ACTION PLAN

The following presents the action plans for the Division of Professional Practice to implement the Commission's Strategic Plan goals and objectives.

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

Objective 4: Evaluate and monitor the moral fitness of credential applicants and holders and take appropriate action.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop case management system.	Technology assistance	Completion subject to TCSIP implementation	Provide 100% tracking of statutory deadlines and filing requirements to increase efficiency in timely processing DPP caseload and ensure that the statutory 6 month deadline is met.
2. Develop streamlining of Committee of Credentials (COC) meeting procedures in consultation with COC chair.	N/A	Ongoing	Eliminate additional meeting days for COC to deal with increased caseload, and maintain current 3-day meeting schedule.
3. Develop, in consultation with CCTC, COC, and stakeholder groups, a project to fast track selected cases through committee.	N/A	December 2005	Reduce Committee workload by 25% and processing time by 3 months.
4. Obtain Commission approval to establish procedure to designate administrative decisions as precedential.	N/A	December 2005	Increase successful outcome of administrative appeals, reducing staff/Commission workload, and reducing litigation exposure.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key educational issues.

Objective 1: Sponsor legislation as appropriate.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop legislative and regulatory proposals to clarify Education Code sections relating to the Committee of Credentials.	N/A	Ongoing	Decrease attorney litigation workload dealing with statutory and regulatory procedural issues.

Goal 5: Enhance effective, two-way communication with the Commission's stakeholders.

Objective 1: Pursue strategies to refine the Commission's public affairs activities.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop improved web-based reporting of disciplinary actions.	Technology assistance	July 2005	Decrease telephone and written inquiries regarding misconduct.

FISCAL AND BUSINESS SERVICES ACTION PLAN

The following presents the action plans for the Fiscal and Business Services program to implement the Commission's Strategic Plan goals and objectives.

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

Objective 1: Conduct periodic review of the efficiency of the day-to-day operations and financial accountability of the Commission.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Continue to provide the Commission with (a) quarterly status reports concerning the Commission’s revenues and expenditures and (b) periodic updates regarding the status of the Commission’s pending budget requests.	N/A	Ongoing	Ensure fiscal solvency and maintain prudent reserve levels for the Teacher Credentials Fund and the Test Development and Administration Account.
2. 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.	N/A	Ongoing	Ensure fiscal solvency and maintain prudent reserve levels of 10% of revenues for the Teacher Credentials Fund and the Test Development and Administration Account. Provide monthly expenditure reports to Commission management.
3. Ensure that all incoming and outgoing postal communications are addressed in a timely and efficient manner.	N/A	Ongoing	Process all mail within 24 hours.
4. Ensure that all payments are made in a timely manner, pursuant to control agency requirements.	N/A	Ongoing	Process all approved invoices within 45 days.
5. Ensure timely reimbursement for Commission and staff related travel expenses.	N/A	Ongoing	Process all travel claims within 14 days.
6. Implement policies and procedures to ensure compliance with State contracting requirements.	N/A	Ongoing	Process contracts in accordance with control agency requirements to maintain delegated purchasing authority.
7. Implement policies and procedures to ensure compliance with State procurement requirements.	N/A	Ongoing	Process all procurement documents in accordance with control agency requirements, in order to maintain delegated purchasing authority.

Goal 2: Continue to refine the coordination between Commissioners and staff in carrying out the Commission’s duties, roles and responsibilities. (Continued)

Objective 1: Conduct periodic review of the efficiency of the day-to-day operations and financial accountability of the Commission.

Task No. and	Extraordinary Resource	Anticipated	Performance
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Description	Needs (Funds/Personnel)	Completion Date	Measure
8. Provide a safe, comfortable logistically appropriate work place for the Commission and staff.	N/A	Ongoing	Respond to facility requests/problems within 24 hours.
9. Publish and distribute specified workload reports as required by control agencies and the Legislature.	N/A	Ongoing	Submit all mandatory reports prior to, or on, specified due dates.
10. Continue to refine the Commission's various procurement programs mandated by law (i.e., Small Business, DVBE and recycling).	N/A	Ongoing	Meet procurement requirements as specified in law for these types of programs.
11. Ensure Commission staff are trained on various aspects of State Operations (i.e., travel, procurement, accounting, budget and contracting).	N/A	Ongoing	Establish and implement an annual training program for staff.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 3: Respond to policymaker's information inquiries.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Prepare fiscal and budget data in accordance with requests from control agencies, the Legislative Analyst's Office, and other policymaker's.	N/A	Ongoing	Respond to inquiries within 48 hours. Provide detailed materials as necessary within agreed upon timeframes.

INFORMATION MANAGEMENT SYSTEMS ACTION PLAN

The following presents the action plans for the Information Management Systems Section to implement the Commission's Strategic Plan goals and objectives.

Goal 3: Provide quality customer service.

Objective 1: Use technological innovation to maximize operational efficiency and improve customer access to information and services.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop a new automated system as part of the Teacher Credentialing Service Improvement Project (TCSIP).	\$6.2 million contract with IBM.	September 2004	Improve the efficiency and timeliness of the credential process, enable credential application status inquiry processing, and facilitate more effective general information retrieval.
2. Ensure that servers and networks are maximized to provide the greatest efficiency to Commission staff.	N/A	Ongoing	Respond to server problems within 24 hours. Resolve problems within 48 hours.
3. Ensure that staff have full use and access to IT tools to maximize efficiencies and ensure capacity to complete work in a timely manner.	N/A	Ongoing	Respond to calls to the desk within 24 hours. Resolve problems within 48 hours.

GOVERNMENTAL RELATIONS ACTION PLAN

The following presents the action plans for the Office of Governmental Relations program to implement the Commission's Strategic Plan goals and objectives.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 1: Sponsor legislation as appropriate.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop legislative proposals for Commission sponsorship as necessary and desirable.	N/A	Annual, Ongoing	100% of proposals scheduled for timely Commission review and adoption.
2. Secure authors for legislation.	N/A	Annual, Ongoing	100% of sponsored measures have authors by legislative bill introduction deadline.
3. Pursue legislation through the legislative process and achieve Governor's signature.	N/A	Annual, Ongoing	100% of sponsored measures approved by the Legislature and signed into law by the Governor.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 2: Influence legislation regarding the preparation and certification of professional educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Review all legislation affecting the preparation and certification of professional educators.	N/A	Annual, Ongoing	100% of all legislative proposals affecting educator preparation entered into legislative tracking system.
2. Refer for analysis bills deemed to affect educator preparation and certification.	N/A	Annual, Ongoing	100% of analyses complete and timely on all referred legislation.
3. Successfully communicate all Commission-adopted positions on legislative proposals.	N/A	Annual, Ongoing	100% of: <ul style="list-style-type: none"> • Commission-opposed bills defeated/ amended to resolve opposition; • Commission-supported bills signed by the Governor; • legislation avoided through negotiations.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 3: Respond to policymaker's information inquiries.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Respond to policymakers inquiries.	N/A	Ongoing	Respond to policymaker's inquiries within 36 hours.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 4: Sustain productive relations with key policymaker's and staff.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Provide technical assistance to policymakers and staff.	N/A	Ongoing	Annual number of contacts and responses to requests and offers of technical assistance attended by OGR staff.
2. Maintain visibility through advisory committee and information hearing participation.	N/A	Ongoing	Annual number of OGR representatives on advisory committees and at information hearings.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 5: Collaborate with and advise appropriate agencies.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Offer technical assistance and participate in interagency policy and work groups.	N/A	Ongoing	Annual number of requests/offers of technical assistance, number interagency policy meetings attended by OGR staff.

Goal 5: Enhance effective, two-way communication with the Commission's stakeholders.

Objective 1: Pursue strategies to refine the Commission's public affairs activities.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Respond to media requests within 24 hours.	N/A	Every quarter	Initial response to 100% of media requests within 24 hours.

PROFESSIONAL SERVICES ACTION PLAN

The following presents the action plans for the Professional Services Division to implement the Commission's Strategic Plan goals and objectives.

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

Objective 1: Sustain high quality standards for the preparation of professional educators.

Task No. and	Extraordinary Resource	Anticipated	Performance
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Description	Needs (Funds/Personnel)	Completion Date	Measure
1. Finalize and implement standards for subject matter programs.	N/A	Adoption of Standards Phase I July 2003 Phase II July 2004 Phase III July 2005 Implementation Phase I July 2005 Phase II July 2006 Phase III July 2007	On time adoption of standards. Transition of all existing subject matter programs to new standards by completion date.
2. Continue implementation of new standards for Pupil Personnel Services (PPS) credentials.	N/A	January 2005	Transition all existing PPS Credential programs to new standards by January 2005.
3. Conduct timely reviews of proposals for new preparation programs	N/A	Ongoing	Approval of programs within four months of initial submission.
4. Continue to implementation of new standards and guidelines for Administrative Services Credential programs.	N/A	September 2006	Transition all programs to new standards by September 2006.
5. Develop and implement new standards for bilingual certification (CLAD replacement; BCLAD replacement).	N/A	CLAD replacement September 2005 BCLAD replacement September 2006	Adoption of standards by completion date.
6. Assess need and develop plan for updating Education Specialist credential structure.	N/A	December 2005	Development of plan by completion date.
7. Develop long-range plan and timetable for periodic review of standards.	N/A	June 2005	On time adoption of long-range plan by Commission.

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

Objective 2: Sustain high quality standards for the performance of credential candidates.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Work with contractors to review and revise examination specifications, conduct validity studies, and engage in test development for: <ul style="list-style-type: none"> • CSET (Single Subject) • RICA (Validity) • CTEL (Development) 	Activities to be funded through test contractors.	CSET: June 2006 RICA: December 2005 CTEL: December 2005 BCTEL: December 2006	Award Contracts. Send out surveys. Test development. Adopt new specifications.

• BCTEL (Needs Assess)			Examinations that are valid, reliable and aligned with appropriate standards.
2. Conduct comparability study of CBEST pursuant to AB 3001.	Additional funds required.	June 2006	Report to Commission by June 2006.
3. Continue administration of examination program.	No cost contract.	Ongoing	Annual Report to Commission on pass rates and performance of exams.
4. Conduct standard setting study for the Teaching Foundations Exam.	Additional funds may be required.	November 2004	Commission adoption of passing standards by January 2005.
5. Continue pilot testing of the Teaching Performance Assessment.	Additional funds may be required.	July 2006	A valid, reliable, legally defensible, assessment that is aligned with appropriate standards.

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

Objective 3: Assess and monitor the efficacy of the Accreditation system, Examinations system, and State and Federal Funded Programs.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Review of efficacy of the Commission's Examination system including cost benefit analysis and relationships between the TPA, CSET, RICA and CBEST	N/A	April 2005	Completion of the study and Commission action by April 2005.
2. Review the Accreditation Framework and Commission procedures and develop option for enhancement and efficiencies of the accreditation system.	N/A	August 2005	On time completion of the study and Commission action.
3. Establish performance measures for determining quality of funded programs and implement efficiencies in program administration.	N/A	December 2005	Report to the Commission.

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

Objective 1: Work with education entities to expand the pool of qualified professional educators.

Objective 2: Pursue avenues with other organizations in expanding the pool of qualified educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Collaborate with school districts, county offices of education and postsecondary institutions to expand	N/A	Ongoing	Increased enrollment capacity of funded programs commensurate with annual appropriation in Budget Act.

participation in teacher development grant programs and establishment of retention rate goals (Paraprofessional Teacher Training Program, Pre-Intern Program, Alternative Certification programs, Beginning Teacher Support and Assessment Programs).			Retention rates that meet program targets.
2. Conduct periodic studies to evaluate the comparability of teacher preparation from other states.	Additional funds required	Ongoing	Streamlined procedures for evaluating teachers prepared outside of California.

Original 2001 Strategic Plan

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1. EXECUTIVE SUMMARY

The California Commission on Teacher Credentialing (the Commission) has completed a year-long process involving Commission members, staff and stakeholder participation to update its 1997 Strategic Plan. This 2001 Strategic Plan refines and expands on the Commission’s original 1997 Strategic Plan vision and mission, and articulates action plans to carry out the specific goals and objectives.

The Commission’s Vision and Mission are:

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.

To achieve this vision and mission, the Commission has identified six primary goals.

Goal 1 – Promote educational excellence through the preparation and certification of professional educators.

Goal 2 – Continue to refine the coordination between Commissioners and staff in carrying out the Commission’s duties, roles and responsibilities.

Goal 3 – Provide quality customer service.

Goal 4 – Continue effective and appropriate involvement of the Commission with policymaker’s on key education issues.

Goal 5 – Enhance effective, two-way communication with the Commission’s stakeholders.

Goal 6 – Provide leadership in exploring multiple, high quality routes to prepare professional educators for California’s schools.

Detailed objectives and action plans have been prepared for each goal to guide the future work and pursuits of the Commission. The Commission members and personnel are committed to monitoring their performance and achievements to ensure the accomplishment of this strategic plan directive.

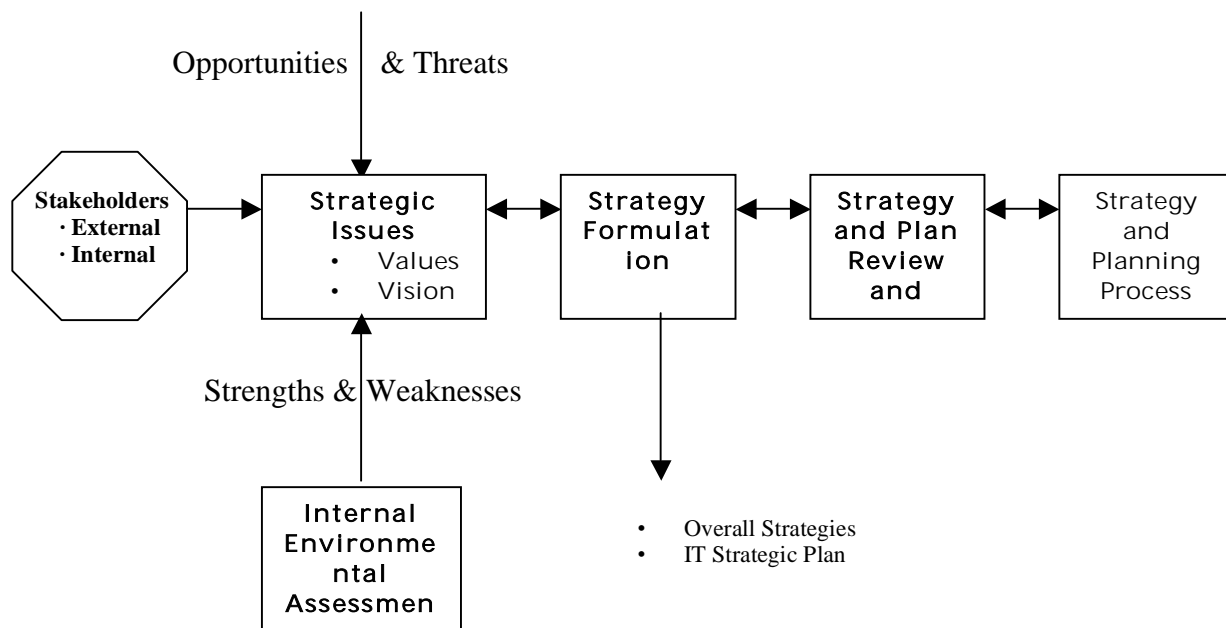
2. INTRODUCTION

The Commission followed a proven methodology for updating its strategic plan. The Commission surveyed external stakeholder perspectives, evaluated the strengths and weaknesses of its current operations and considered how the changing environment might modify its future direction. This process provided a basis for the Commission to identify strategic issues, and reformulate its vision and mission. Strategies were developed from this consideration by revising the Commission’s goals and objectives. Ultimately, the Commission’s established goals were translated into specific action plans, which are included in this strategic plan document.

It should be noted that the Commission has also adopted an Information Technology Plan to establish technology directives to deliver the business requirements to address many of the needs identified from this strategic plan. Exhibit 2.1 illustrates the overall strategic planning process and its relationship to stakeholder input and technology planning initiatives.

Exhibit 2.1: KPMG Consulting Strategic Plan Methodology





In its external stakeholder outreach, the Commission identified issues that were considered in updating its strategic plan. Key issues identified by stakeholders were the need for the Commission to:

- Sustain a focus on ensuring teacher quality through upholding credential standards.
- Address the requirements and impact of the new Teaching Performance Assessment.
- Continue to support teacher and administrator supply through creative programs and entry avenues.
- Ensure high quality teacher preparation programs.
- Continue to simplify the credential process.
- Continue to improve customer service and communications.
- Enhance information technology to more effectively deliver customer service and productivity.
- Continue to pursue cooperative working relationships with other agencies.
- Maintain a focused legislative agenda.

This methodology combined with this essential stakeholder input provided the venue within which to refine the Commission's vision, mission, goals and objectives. Section 4 through 9 present the action plans developed by Commission staff that are intended to achieve the adopted goals and objectives. Each action plan is related to the individual goals and objectives and includes:

- Tasks to be performed to carry out the goal/objective
- Estimate of extraordinary resource needs to achieve the goal/objective (above and beyond current budgeted program resources)
- Anticipated completion date

- Performance measure specifying the means by which the task achievement will be measured.

Commission staff can periodically report to the Commission members the progress in implementing these action plans.

3. GOALS AND OBJECTIVES

The Commission has established the following vision and mission, which provides the overall picture of what it wants to be and how it wants to get there.

The Commission's Vision and Mission are:

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 academic content
- 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.

To achieve this vision and mission, the Commission has developed six major goals and supporting objectives.

Goal 1 – Promote educational excellence through the preparation and certification of professional educators.

Objectives:

- 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.

Objectives:

- 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.
- Orient new Commissioners and staff on the roles and responsibilities of the Commission.
- Continuously update the Commission’s policies and procedures.

Goal 3 – Provide quality customer service.

Objectives:

- 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 policymaker’s on key education issues.

Objectives:

- Sponsor legislation as appropriate.
- Influence legislation regarding the preparation and certification of professional educators.
- Respond to policymaker’s information inquiries.

- Sustain productive relations with key policymaker's 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.

Objectives:

- 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.

Objectives:

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

The following sections present the action plans for achieving these goals and objectives. It should be noted that each Commission division has developed appropriate action plans that are consistent with each area's mandated responsibilities. It should be noted that the nature of the objectives does not lend itself to requiring all divisions to have action plans for addressing each of the objectives. In addition, some tasks do not necessarily have quantifiable performance measures.

4. CERTIFICATION, ASSIGNMENT AND WAIVERS ACTION PLAN

The following presents the action plans for the Certification, Assignment and Waivers (CAW) Division to implement the Commission's Strategic Plan goals and objectives.

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

Objective 1: Sustain high quality standards for the preparation of professional educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Raise the posture of Assignment Monitoring.	Legislative change Increase in staffing	January 2002	N/A
2. Audit school districts.	Legislative changes	January 2002	N/A
3. Assignment Monitoring workshops.	N/A	N/A	Conduct at least two.
4. Provide for on-line access of certification records.	N/A	July 2001	N/A
5. Telephone operators will use computers to allow for access of credential records while the customer uses the automated phone system.	Budget Change Proposal (BCP)	July 2002	N/A
6. Operators will have access to digital copies of applications by accessing them from their computers.	Budget Change Proposal (BCP)	July 2002	N/A

Goal 3: Provide quality customer service.

Objective 1: Use technological innovation to maximize operational efficiency and improve customer access to information and services.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Support the IMS Section in designing the upgraded CCTC database (TCSIP).	Overtime funds in order to continue to meet customer service goals and production goals.	June 2002	Participate in all requested meetings. Comply with all requests for document review.
2. Use Computers to monitor telephone system, thus empowering supervisors and team leaders to better balance the needs of information services and production.	Funding for computers Training for computer users	February 2001	Stabilization in production and information services, as revealed by statistical reports.

Goal 3: Provide quality customer service.

Objective 2: Provide timely, accurate and responsive processing of credential applications.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Process credential renewals within 10 working days.	N/A	Continuous	Statistical reports reveal a deviation of no more than one day delay at any given moment.
2. Process all credential types within 75 working days.	N/A	Continuous	Statistical reports reveal a deviation of no more than one day delay at any given moment.
3. Revise CAWD training program to formalize instruction and standards.	N/A	July 2001	Publication of Training Program.
4. Provide for on-line renewal of credentials.	N/A	June 2002	N/A

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 1: Sponsor legislation as appropriate.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Provide technical assistance to Office of Governmental Relations (OGR) on issues relating to statutory changes in	N/A	Continuous	Respond to each request for assistance and testify, as needed.

the area of certification.			Provide statistical information, as needed.
2. Provide OGR with legislative concepts, based upon conditions observed by staff and information received by stakeholders.	N/A	Continuous	Memos outlining bill ideas and draft bill language provided to OGR.
3. CAW will provide better data to policymaker's in support of legislative initiatives by converting all microfilm records of active teachers to electronic files.	A BCP to fund this proposal will be completed by September 2001.	June 2003	N/A

Goal 5: Enhance effective, two-way communication with the Commission's stakeholders.

Objective 1: Pursue strategies to refine the Commission's public affairs activities.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Convene regular meetings with stakeholder groups at the Commission office.	N/A	Continuous	At least 10 meetings per year with at least two different groups.
2. Participate in stakeholder group conferences.	N/A	December 2001	Participate in at least one stakeholder group conference per year.
3. Attend stakeholder group conferences.	N/A	November 2001	Attend at least one stakeholder group conference per year.
4. Attend national level conferences.	N/A	June 2001	Attend at least one national conference per year.

5. PROFESSIONAL PRACTICES ACTION PLAN

The following presents the action plans for the Division of Professional Practice to implement the Commission's Strategic Plan goals and objectives.

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

Objective 4: Evaluate and monitor the moral fitness of credential applicants and holders and take appropriate action.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop case management system to track statutory deadlines and filing requirements.	Technology assistance	December 2001	Increase efficiency in processing DPP caseload; decrease in litigation exposure.
2. Continue pilot programs to streamline Committee of Credentials (COC) meeting procedures in consultation with COC chair.	N/A	October 2001	Eliminate additional meeting dates for COC.
3. Obtain Commission approval to establish procedure to designate administrative decisions as pre-credential.	N/A	June 2001	Greater consistency in CCTC and COC decisions; increase in successful outcome of administrative appeals, reducing litigation exposure.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key educational issues.

Objective 1: Sponsor legislation as appropriate.

Task No. and	Extraordinary Resource	Anticipated	Performance
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Description	Needs (Funds/Personnel)	Completion Date	Measure
1. Draft legislative proposal to clarify Education Code sections relating to the Committee of Credentials.	N/A	January 2001	Increased efficiency in processing and legal review of complex cases; decrease in litigation exposure.

Goal 5: Enhance effective, two-way communication with the Commission's stakeholders.

Objective 1: Pursue strategies to refine the Commission's public affairs activities.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop increased categories of reporting fields in current database system to provide better data regarding type of misconduct.	Technology assistance	July 2001	Increased efficiency in responding to public/press inquiries regarding misconduct.

6. FISCAL AND BUSINESS SERVICES ACTION PLAN

The following presents the action plans for the Fiscal and Business Services program to implement the Commission's Strategic Plan goals and objectives.

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

Objective 1: Conduct periodic review of the efficiency of the day-to-day operations and financial accountability of the Commission.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Continue to provide the Commission with (a) quarterly status reports concerning the Commission's revenues and expenditures and (b) periodic updates regarding the status of the Commission's pending budget requests.	N/A	Ongoing	Ensure fiscal solvency and maintain prudent reserve levels for the Teacher Credentials Fund and the Test Development and Administration Account.
2. Continue to monitor the Commission's financial condition and fund reserve levels and provide senior management with advice regarding the appropriate level of credential and examination fees.	N/A	Ongoing	Ensure fiscal solvency and maintain prudent reserve levels for the Teacher Credentials Fund and the Test Development and Administration Account.

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

Objective 4: Continuously update the Commission's policies and procedures.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Continue to evaluate and	N/A; however, to be	Ongoing	Continue to enhance

recommend actions to improve the Commission's contracting, purchasing, travel, and accounting procedures.	performed by existing staff as time permits.		the delivery of quality service to Commission management and staff with the development of various operational policies and guidelines.
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Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 3: Respond to policymaker's information inquiries.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Prepare fiscal and budget data in accordance with requests from control agencies, the Legislative Analyst's Office, and other policymaker's.	N/A	Ongoing	Ensure that policymaker's receive a high level of satisfaction from the Commission's responsiveness to their inquiries.

7. INFORMATION MANAGEMENT SYSTEMS ACTION PLAN

The following presents the action plans for the Information Management Systems Section to implement the Commission's Strategic Plan goals and objectives.

Goal 3: Provide quality customer service.

Objective 1: Use technological innovation to maximize operational efficiency and improve customer access to information and services.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop a new automated system as part of the Teacher Credentialing Service Improvement Project (TCSIP).	Unknown	July 2002	Improve the efficiency and timeliness of the credential process, enable credential application status inquiry processing, and facilitate more effective general information retrieval.

8. GOVERNMENTAL RELATIONS ACTION PLAN

The following presents the action plans for the Office of Governmental Relations program to implement the Commission's Strategic Plan goals and objectives.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 1: Sponsor legislation as appropriate.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Develop legislative proposals for Commission sponsorship.	N/A	January 2001	Proposals scheduled for timely Commission review and adoption.
2. Secure authors for legislation.	N/A	February 23, 2001	Sponsored measures have authors by legislative bill introduction deadline.
3. Pursue legislation through the legislative process and achieve Governor's signature.	N/A	October 14, 2001	Sponsored measures approved by the Legislature and signed into law by the Governor.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 2: Influence legislation regarding the preparation and certification of professional educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Review all legislation affecting the preparation and certification of professional educators.	N/A	October 14, 2001	All legislative proposals affecting educator preparation entered into legislative tracking system.
2. Refer for analysis bills deemed to affect educator preparation and certification.	N/A	October 14, 2001	Percentage of complete and timely analyses on all referred legislation.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues. (Continued)

Objective 2: Influence legislation regarding the preparation and certification of professional educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Successfully communicate all Commission-adopted positions on legislative proposals.	N/A	October 14, 2001	Percentage of: <ul style="list-style-type: none"> • Commission-opposed bills defeated/amended to resolve opposition; • Commission-supported bills signed by the Governor; • legislation avoided through negotiations.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 3: Respond to policymaker's information inquiries.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Respond to policymaker's inquiries.	N/A	Ongoing	Percentage of responses that satisfy requests.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 4: Sustain productive relations with key policymaker's and staff.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Provide technical assistance to policymaker's and staff.	N/A	Ongoing	Annual number of contacts and responses to requests and offers of technical assistance.
2. Maintain visibility through advisory committee and information hearing participation.	N/A	Ongoing	Annual Number of CCTC representatives on advisory committees and at information hearings.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 5: Collaborate with and advise appropriate agencies.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Offer technical assistance and participate in interagency policy and work groups.	N/A	Ongoing	Annual number of requests/offers of technical assistance, number interagency policy meetings.

Goal 4: Continue effective and appropriate involvement of the Commission with policymaker's on key education issues.

Objective 6: Design and develop strategies to implement new legislation.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Participate in intra-agency working groups (as determined by the Executive Director) to assure timely and appropriate implementation of new legislation.	N/A	As determined by statute.	As determined by statute.

Goal 5: Enhance effective, two-way communication with the Commission's stakeholders.

Objective 1: Pursue strategies to refine the Commission's public affairs activities.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Publish and distribute a quarterly newsletter to education professionals, policymaker's and stakeholders.	N/A	Every quarter	Completion of four newsletters (one per quarter) by year-end 2001.

9. PROFESSIONAL SERVICES ACTION PLAN

The following presents the action plans for the Professional Services Division to implement the Commission's Strategic Plan goals and objectives.

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

Objective 1: Sustain high quality standards for the preparation of professional educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Finalize and implement new subject matter, professional preparation, and induction standards for multiple and single subject credential programs.	The Commission is utilizing a Title II Teacher Quality Enhancement Grant to support these activities.	Adoption of Standards: July 2001 Implementation of standards: July 2001- July 2003	Adoption of Standards Transition of all existing subject matter, multiple and single subject preparation, and induction programs to new standards
2. Implement new standard for Pupil Personnel Services (PPS) credentials.	N/A	January 2003	Transition of all existing PPS credential programs to new standards.
3. Continue to implement standards for all subject matter and professional educator preparation programs.	N/A	Ongoing	Continuing expansion of the number of approved subject matter and professional educator preparation programs.
4. Review and revise, as appropriate, the structure and standards for the administrative services credential.	N/A	Recommendations to the Commission: July 2001	Revised standards and new policies that streamline and make more relevant the preparation of administrators.

Goal 1: Promote educational excellence through the preparation and certification of professional educators. (Continued)

Objective 1: Sustain high quality standards for the preparation of professional educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
5. Review and revise the subject matter standards for subject matter programs in math, English/Language arts, history/social science, and science to ensure alignment with State-adopted academic content standards for students.	N/A	Panel recommendations to the Commission: June 2002	Revised subject matter requirements that are aligned with the state-adopted academic content standards for students.
6. Continue to work with the Commission's Committee on Accreditation to operate and maintain the Accreditation System.	N/A	Ongoing	A well documented effective system of accreditation that ensures the quality of educator preparation.

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

Objective 2: Sustain high quality standards for the performance of credential candidates.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Work with contractors to review and revise examination specifications, conduct validity studies, and engage in test development for the California Basic Educational Skills Test (CBEST), the Multiple Subjects Assessment for Teachers (MSAT), specific Single Subject Exams, and computer technology	Beyond fiscal year 2001-2002, funding may be needed to complete this work.	CBEST will have revised specifications by July 2001, and exam by February 2002. MSAT will have revised specifications by July 2001, and exam by September 2002. Single Subject Exams will have revised specifications by March 2002, and exams by October 2002.	Award Contracts. Send out surveys. Test development. Adopt new specifications. Examinations that are valid, reliable and aligned with appropriate standards.

Goal 1: Promote educational excellence through the preparation and certification of professional educators. (Continued)

Objective 2: Sustain high quality standards for the performance of credential candidates.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
2. Develop the Teaching Performance Assessment Required by SB 2042	The Commission's Title II Teacher Quality Enhancement Grant is supporting this activity.	July 2002	An Assessment that can be embedded in California credential programs, which is valid, reliable, legally defensible, and aligned with appropriate standards.

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

Objective 3: Assess and monitor the efficacy of the Accreditation system, Examinations system, and State and Federal Funded Programs.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Complete independent evaluation of the Beginning Teacher Support and Assessment Program, and launch independent evaluation of all other state-funded grant programs	Resources are available through legislation for BTSA evaluation. Funds to evaluate other state-funded programs need to be identified.	BTSA evaluation: December 2001 Other evaluations: If funding provided, December 2002 or July 2003	Availability of clear evaluative data on the effective implementation of BTSA and other funded programs which can be used to shape their future development.
2. Work with state and federal oversight committee to review work plans and products for the Title II Federal Teacher Quality Enhancement state grant, including preparing and submitting annual program evaluation reports to the US Department of Education on the outcomes of the Title II Federal Teacher Quality Enhancement state grant.	Funding is provided through Title II.	Ongoing through August 2002	Work plans and products/projects approved by USDOE. Increased interagency collaboration to support professional preparation and in-service development of teachers.

Goal 1: Promote educational excellence through the preparation and certification of professional educators. (Continued)

Objective 3: Assess and monitor the efficacy of the Accreditation system, Examinations system, and State and Federal Funded Programs.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
3. Complete, with a contractor, a review of the Accreditation Framework resulting in recommendations for improvements to the accreditation system.	Funding has been made available through legislation. Contract currently underway with AIR.	August 2002	Final report that documents annual reports of Institutions accredited, and evaluations of the Board of Institutional Reviewers. Availability of clear evaluative data that can serve as a basis for improving the Accreditation System.
4. Complete accreditation pilot project enabled by statute in 1999, which is designed to look at ways in which the current accreditation system could be modified to accommodate non-traditional institutions (e.g., distance learning, out-of-state institutions), in addition to the annual ongoing evaluation of COA.	Funding has been made available through legislation.	July 2002	Modifications to the Accreditation System that allow for the qualitative review of non-traditional methods of educator preparation.
5. Develop a Strategy to review the efficacy of the Commission's Examination System, which could include: <ul style="list-style-type: none"> • Studies to determine the number of takers and passers of the exams. • Studies to look at the pass rates of cohort groups. <p>Studies to look at relationships between the TPA, RICA, and CBEST.</p>	N/A	August 2001	Improvements in the Commission's Examination System.

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

Objective 1: Work with education entities to expand the pool of qualified professional educators.

Objective 2: Pursue avenues with other organizations in expanding the pool of qualified educators.

Task No. and Description	Extraordinary Resource Needs (Funds/Personnel)	Anticipated Completion Date	Performance Measure
1. Collaborate with school districts, county offices of education and postsecondary institutions to expand participation in teacher development grant programs (Paraprofessional Teacher Training Program, Pre-Intern Program, Alternative Certification programs, Beginning Teacher Support and Assessment Programs).	N/A	Ongoing	Increased numbers of credential candidates entering the teaching workforce through alternative routes. Reduction, over time, in the number of individuals serving on Emergency Permits.
2. Conduct periodic studies to evaluate the comparability of teacher preparation from other states.	Funding has been provided in the Commission's budget.	Ongoing	Streamlined procedures for evaluating teachers prepared outside of California.