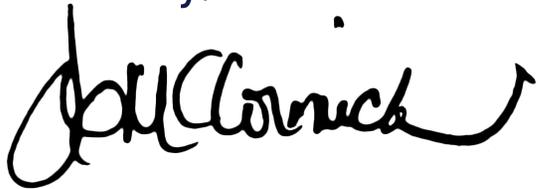


★ A Note From Dr. Jennifer McCormick, State Superintendent of Public Instruction ★

The Indiana Department of Education (IDOE) presents a foundation for providing public education in an ever-changing academic and economic climate.

On behalf of IDOE, it is my pleasure to share our progress toward reaching the goals outlined in our Strategic Plan, focused on increasing overall literacy proficiency, providing greater access to STEM courses, and increasing the number of college-and-career ready graduates. Through advancements within our key strategies outlined in the areas of Student Learning, School Improvement, and Operational Effectiveness, we are proud to work in partnership with local schools and statewide stakeholders to provide a quality K-12 learning experience for Hoosier students.

Sincerely,



Dr. Jennifer McCormick

Goal 1

Goal 2

Goal 3

★ Indiana will increase overall literacy proficiency. ★

Goal Progress Indicator



Key Strategies

- Increase the average reading proficiency for all students by 10 percentage points, as measured by the National Assessment of Educational Progress (NAEP) exam.
 - **Status:** On track to achieve this goal based on 2018 data.
- Increase the percentage of English learners that are on-track to achieve/have achieved English language proficiency to 70 percent, as measured by growth and proficiency on the WIDA ACCESS 2.0 assessment.
 - **Status:** On track to achieve this goal based on 2018 data.

Due to Indiana's transition to a new statewide assessment, there is currently no baseline data for the following key strategies:

- Increase the statewide proficiency rate in English/language arts for all students by cutting the non-proficient rate in half, as measured by Indiana's Learning Evaluation Assessment Readiness Network (ILEARN).
- Increase the statewide proficiency in English/language arts by demonstrating adequate annual student growth, as measured by Indiana's Learning Evaluation Assessment Readiness Network (ILEARN).
- Narrow the student achievement gap between subgroups in English/language arts by cutting the non-proficient rate for each subgroup in half, as measured by Indiana's Learning Evaluation Assessment Readiness Network (ILEARN).

Goal 1

Goal 2

Goal 3

★ Indiana students will have greater access to quality STEM opportunities. ★

Goal Progress Indicator



Key Strategies

- Ensure 75 percent of K-12 teachers are trained in problem/project/inquiry-based learning within the context of real-world challenges and dilemmas.
 - **Status:** Currently on track to achieve this goal. The first cohort of project-based learning trainers launched Summer 2019.
- Ensure 75 percent of K-12 schools will implement integrated, evidence-based STEM curriculum.
 - **Status:** Currently on track to achieve this goal. Published vetted curriculum list in October 2019.
- Ensure 75 percent of K-12 schools will create and sustain robust STEM related business and industry partnerships to foster college-and-career readiness.
 - **Status:** Currently on track to achieve this goal. Released the Technology Integration Planning Grant in December 2019.

Due to Indiana's transition to a new statewide assessment, there is currently no baseline data for the following key strategies:

- Increase the statewide proficiency rate in mathematics for all students by cutting the non-proficient rate in half, as measured by Indiana's Learning Evaluation Assessment Readiness Network (ILEARN).
- Increase the statewide proficiency rate in mathematics for all students by demonstrating adequate student growth, as measured by Indiana's Learning Evaluation Assessment Readiness Network (ILEARN).
- Narrow the student achievement gap between subgroups in mathematics and science by cutting the non-proficient rate for each subgroup in half, as measured by Indiana's Learning Evaluation Assessment Readiness Network (ILEARN).

Goal 1

Goal 2

Goal 3

★ **Indiana will increase the number of college-and-career ready graduates.** ★

Key Strategies

Goal Progress Indicator



- Increase the statewide federal graduation rate for all students by cutting the non-graduate rate in half.
 - **Status:** Currently on track to achieve this goal. 2018 Federal Graduation Rate was 87.1 percent; long-term goal is 93.6 percent.
- Have 95 percent of graduates earn a diploma with Core 40, Academic Honors, or Technical Honors distinction.
 - **Status:** Currently on track to achieve this goal. 2018 cohort had 85 percent of students graduate with Core 40 diploma or higher.
- Increase the total number of Concentrators with earned CTE dual credit opportunities by 10 percentage points.
 - **Status:** Currently on track to achieve this goal. The State saw an 8.6 percent increase for 2019.
- Have 80 percent of Indiana students be identified as model attendees, as demonstrated by persistent or improving attendance rates.
 - **Status:** Currently on track to achieve this goal. The State met its interim progress goal of 69.5 percent for 2019.

The following key strategy is not on track:

- Increase the percentage of graduates who complete at least two college credit bearing courses from 50 to 90 percent.
 - **Status:** Currently not on track to achieve this goal. The 2018 cohort had 47.2 percent of graduates complete two college credit bearing courses.

Student Learning

School Improvement

Operational Effectiveness

★ Support schools in identifying gaps, conducting root cause analyses, and elevating effective instructional models, tools, and resources. ★

Inclusive Impact

- Developed and provided Continuous Improvement Strategic Planning sessions to 40 schools with a focus on Comprehensive School Improvement (CSI) and Targeted School Improvement (TSI) schools.
- Developed and released the CSI and TSI Playbook.
- Developed and released the Early Learning Foundations and Preschool Guidebook to expand and support Indiana's preschool programs.
- Developed and released the Chronic Absenteeism Playbook to increase the number of college-and-career ready graduates.
- Implemented the Multi Tiered Systems of Support pilot program in 10 schools.
- Utilized the 5Essentials framework to create supports for school improvement efforts.
- Provided civic-related resources and instructional materials and assessment tools in an effort to increase civic engagement.
- Developed the Success Gap Tool (SGT) with technical support from the Indiana Disproportionality Resource Center (IRDC) to identify gaps in the success of LEAs.
- Utilized the SGT with 18 LEAs to identify disproportionality in suspension/expulsion, disproportionality in special education, and disproportionality in specific disability categories.
- Developed guidance and materials for Results Driven Accountability and Compliance Monitoring per the guidance of Office of special education programs for each Local Education Agency (LEA). Guidance was provided to 401 LEAs.
- Developed Guidance for Teachers: Teaching students with Disabilities in Across Virtual Settings by Indiana Virtual Task Force and Inclusive Digital Era Collaborative (iDEC).
- Developed Guidance for Parents: Parents Guide to Special Education and Virtual School by Indiana Virtual Task Force and iDEC.
- Developed Guidance for Administrators: IDEA in Across Virtual settings by Indiana Virtual Task Force and iDEC.
- Implemented MTSS in 50 LEAs with support of the Indiana Resource Networks.
- Awarded \$59 million to establish expectations for quality charter operations.
- Developed and enacted Indiana's nationally recognized ESSA plan through an emphasis on equity and accountability.
- Developed the first statewide database and goal-setting system to support LEAs in meeting the needs of Indiana's 60k+ English learners.
- Established the first Federal Advisory Board in Indiana made up of 27 stakeholders to inform IDOE's implementation of federal programs.
- Established a partnership with the Division of Mental Health and Addiction (DMHA) to allocate \$2 million in substance abuse prevention curriculum and training to Indiana high-need counties.
- Collaborated with Indiana State Department of Health (ISDH) and local United Ways to invest \$450,000 over three years to identify and implement the use of evidence-based practices to prevent drug overdose.
- Elected by other states to serve on the National ESEA Program Administrator board, and provide training to new Title program administrators.
- Enhanced and implemented additional system checks to streamline the submission and review of Form 9 financial data for LEAs and IDOE.
- Established and implemented federal funding quality control measures to account for local fiscal responsibility and compliance.
- Launched the State's first prevention specialist to better serve LEAs and grow their capacity.
- Launched social-emotional learning (SEL) screener in 24 schools.
- Partnered to develop a statewide multi-agency SEL team.
- Partnered with FSSA and received the Preschool Development Grant of \$7 million to coordinate governmental programs around pre-K development.

Student Learning

School Improvement

Operational Effectiveness

★ Promote purposeful alignment of K-12 curriculum and programs to career exploration. ★

Impact Goal 2: Indiana students will have greater access to quality STEM opportunities.

- Developed and deployed Indiana's first middle school computer science course.
- Increased the total number of high school computer science course completions to 14,159, up from 10,303 the prior year.
- Led Indiana's first cybersecurity course pilot at 55 selected high schools.

★ Support schools and districts to increase access to quality advanced career aligned coursework for a smooth transition. ★

Impact Goal 3: Indiana will increase the number of college-and-career ready graduates.

- Developed K-12 employability skills standards.
- Established the Electronic Portfolio, working with the Department of Workforce Development to utilize the Indiana Career Explorer.
- Launched Indiana's first summer CTE expansion opportunity for students representing 37 districts.
- Implemented a career exploration pilot program in 35 Indiana middle schools, which provided implementation strategies in order to roll-out to all schools hosting grade 8.
- Increased computer science offerings in Indiana high schools by 27 percent while expanding CTE dual credit courses and pathways in cybersecurity, IT, and software development.
- Developed and deployed a new Analytical Algebra II course.
- Expanded the math transition course in partnership with higher education by launching participation in 10 additional schools.
- Reviewed and approved 20 courses in partnership with higher education and Indiana science teachers to count as the science requirement for the Core 40 Diploma.

Inclusive Impact

- Developed course standards for Ethnic Studies and Indiana Studies for the first time in the State's history.

Student Learning

School Improvement

Operational Effectiveness

★ Share innovative approaches to modernize college-and-career readiness for students. ★

Impact Goal 3: Indiana will increase the number of college-and-career ready graduates.

- Hosted three webinars highlighting innovative district approaches with a total of 229 educators and other participants.
- Redesigned educator license flexibility options in 74 courses since 2017-2018 to expand teacher and student opportunities aligned to workforce and college demands.
- Expanded 34 CTE course licensing options in order to support Graduation Pathways.
- Developed Indiana's Course Access Portal (iCAP) to provide all Indiana students access to more than 131 courses.
- Sponsored Indiana's first-ever Parent Advisory Council for Indiana's 2,100 migrant students to better align with workforce needs.
- Increased 1:1 (device:student) technology in K-12 by 16 percent.
- Increased the number of districts employing a Learning Management System (LMS) for digital content to 89 percent.
- Increased cybersecurity awareness in schools by training and phishing more than 40,000 educators.

Inclusive Impact

- Established the Cultural Competency Advisory Council to advise on culturally responsive resources and teacher awareness.
- Increased the percentage of schools/districts with Wi-Fi access to 99 percent.
- Increased districts with broadband (>200 Mbps/1,000 students) by 57 percent.
- Decreased K-12 connectivity costs significantly per megabyte by allowing increased competition.
- Increased the number of districts providing students with internet access away from school to 172, a 31 percent increase from 2016.

Student Learning

School Improvement

Operational Effectiveness

★ Provide resources, guidance, and connections to high-quality professional development to support high-quality instruction, leadership, and coaching. ★

Impact Goal 1: Indiana will increase overall literacy proficiency.

- Developed and delivered literacy-focused professional development to 1,600+ educators to increase overall literacy proficiency.
- Presented Dyslexia professional awareness to 5,500+ educators.

Impact Goal 2: Indiana students will have greater access to quality STEM opportunities.

- Developed and delivered math-focused professional development to 2,000+ educators.
- Awarded STEM Acceleration Grants to 89 schools from 25 districts to impact K-6 STEM curriculum implementation, impacting 55,000 students.
- Awarded Digital Learning Grants to 77 districts focused on enhancing access to STEM curriculum and project-based learning.
- Trained 1,060+ Indiana educators across all grade levels in computer science instruction.
- Partnered with more than 100 districts, engaging nearly 24,000 educator attendees dedicated to increasing digital learning opportunities for students.
- Facilitated the completion of *Intro to Computational Thinking for Every Educator* with a team of 50 educators.
- Cultivated a project-based teacher leadership opportunity for 19 school districts by hosting the 2018 Teach to Lead STEM-Summit.

Impact Goal 3: Indiana will increase the number of college-and-career ready graduates.

- Facilitated a train-the-trainer program involving 94 educators focused on project-based learning approaches.
- Launched implementation of Graduation Pathways by offering 35 statewide trainings and the development of a new website to increase the number of college-and-career ready graduates.
- Empowered and equipped educators from 20 districts with workplace experiences through participation in CTE externships to increase the number of college-and-career ready graduates.

Student Learning

School Improvement

Operational Effectiveness

★ Provide resources, guidance, and connections to high-quality professional development to support high-quality instruction, leadership, and coaching. ★

Inclusive Impact

- Collaborated with the vendor, Solution Tree, to provide a two-part PLC model training to 450 educators, followed by five regional support workshops.
- Developed and released the Office of School Improvement's Professional Development menu for customized professional development.
- Developed and delivered Comprehensive Needs Assessment / School Improvement Plan Support Roadshow, with 100 schools participating.
- Developed and released *The Science of Happiness* course in partnership with Butler University to address the SEL needs of educators reflecting over 2,100+ participants.
- Developed and delivered the Planning for Proficiency Roadshow to guide districts in unpacking standards, with 77 school teams participating.
- Collaborated with Panorama to implement culture and climate survey for Comprehensive School Improvement (CSI) schools.
- Established a system to vet and connect 52 Technical Assistance Partners and curriculum providers to schools through two summits with 100+ schools participating.
- Developed and annually hosted 500+ educators during the Title Con Conference, focused on educating Indiana's special student populations.
- Provided school safety training and resources via the Indiana School Safety Specialist Academy and regional training sessions to over 3,000 school staff and school safety specialists.
- Developed and released school safety training videos for new educators and education preparation program students.
- Conducted summer institutes in conjunction with IIEPRC to support universal design for all learners.
- Provided training on Results Driven Accountability to 500 participants from 254 LEAs.
- Developed online courses to support paraprofessionals in conjunction with Project Success.
- Redesigned technical assistance regarding special education funding streams.
- Conducted inaugural statewide K-12 marketing school choice showcase.
- Collaborated with vendors to train on ESSA related Chart of Accounts changes.
- Established IDOE advisory committees to assist in the study of K-12 funding streams and educator compensation.
- Delivered statewide assessment literacy training and technical assistance.
- Created and conducted Indiana's first "Your Voice Matters" teacher survey. Organized and conducted regional trainings related to data analysis and action planning.
- Developed and hosted Indiana's first School Superintendent Summit with 225 district leaders.
- Partnered with schools and experts to develop a systematic process for new teacher mentoring and induction.
- Developed the capacity of over 1,000 school leaders by embedding "systems thinking" in innovative school improvement models.
- Developed the first Teacher Leader Bootcamp to grow X teachers across the state.
- Developed the first Superintendent Collaborative focused on developing X superintendents to grow within their profession across the state.
- Redesigned the IDOE's Twitter chat platform to provide resources and grow educator's professional learning communities across the state.

Student Learning

School Improvement

Operational Effectiveness

★ Provide information, resources, and tools to support Indiana's transition to the new assessment system. ★

Inclusive Impact

- Conceptualized a framework and commissioned the first two phases of Indiana's assessment system, promoting efficiency and effectiveness by engaging over 1,600 educators.
- Designed and implemented Indiana's first statewide computer adaptive assessment for grades 3-8, ILEARN.
- Designed and implemented Indiana's new early learning assessment tool, ISPROUT.
- Partnered with American Institutes for Research (AIR) to provide 10 systems-based webinars and training modules about the new online testing platform.
- Presented Pretest Workshops for Corporation Test Coordinators (CTCs) ahead of each of the two main (winter and spring) ILEARN test windows.
- Developed comprehensive ILEARN Scheduling and Timing Guidance for corporations and schools to use when creating local testing schedules.
- Coordinated with AIR to make available the ILEARN Released Items Repository, which consists of released items for practice and review in vendor's testing platform.
- Developed Interpretive Guide to accompany each student's Individual Student Report (grades 3-8 and ECAs).
- Coordinated with AIR to release seven online user guides for schools interacting with AIR's online systems.
- Provided support throughout the development of the new ILEARN and IAM assessments to ensure an EL accessibility voice was represented in assessment development and to align guidance documents and the new Indiana Individualized Learning Plan system to the new assessment requirements and structure.
- Launched assessment professional development on ILEARN data reports to 100 educators.

★ Partner to promote high-quality educator preparedness. ★

Inclusive Impact

- Developed and disseminated an application for districts to receive funding support for a Career Ladders program to meet the requirements of HEA 1008.
- Hosted three regional meetings focusing on Grow Your Own (GYO) initiatives; over 70 higher education and P-12 representatives attended; identified members of cadre dedicated to GYO initiatives.
- Partnered with Indiana University to increase the number of dual credit instructors.
- Partnered with the Collaboration for Effective Educator Development, Accountability, and Reform (CEEDAR) to implement a data collection tool to help determine the shortage of Special Education teachers.
- Partnered with the Council for Exceptional Children (CEC) to provide support to first year special education teachers.
- Launched educator preparation program community of practice for integrating computer science in educator preparation programs.

Student Learning

School Improvement

Operational Effectiveness

★ Empower schools and educators with resources, guidance, and flexibility. ★

Inclusive Impact

- Provided technical assistance to support the 229 Targeted School Improvement (TSI) schools targeting the needs of the student group identified as special education.
- Advocated and applied for flexibility in the use of federal funds.
- Partnered with higher education educator preparation programs and school districts to promote and post a Full-Year Residency Guidance document with strategies and resources.
- Provided training and technical assistance regarding educator licensing requirements.
- Provided 99 expansive guidance documents at the conclusion of legislative sessions.
- Created a LEA Outcomes document summarizing all bills passed during the 2019 legislative session.
- Established and maintained required educator trainings document mandated by statute.

★ Provide information, resources, and tools to support a safe and secure learning environment. ★

Inclusive Impact

- Certified and trained the largest new cohort of School Safety Specialists in the history of Indiana's School Safety Academy (740 new specialists), bringing the total number of School Safety Specialists to 3,800+.
- Created and hired the first state Safety and Wellness Specialist position to support schools with social, emotional, and behavior wellness needs.
- Created and hired the first state Prevention Specialist position focused on supporting schools with developing preventative programs, policies, and procedures.
- Conducted audits of 1,790 traditional public school safety plans, including on-site visits and assisted corporations in enhancing safety practices, policies, and procedures.
- Partnered with DMHA and ISMHI to host a two-day Whole Child Summit for 450 registrants.
- Created a new Indiana Special Dietary Needs Manual and trained educators from approximately 200 schools on the new requirements.
- Hosted first School Nutrition Programs Back-to-School training with 150+ school food service employees attending.

Student Learning

School Improvement

Operational Effectiveness

★ **Modernize and streamline the IDOE's technology systems to support internal efficiency and school-to-Department communication loop.** ★

Inclusive Impact

- Designed and began the five-phase process of modernizing IDOE's systems related to grants management, data collection and reporting, unified access, and customer service.
- Streamlined communication to the field by sunsetting Learning Connection communities and replacing these channels with more efficient communication options.
- Developed and published online trainings regarding relevant and helpful subjects, including how to meaningfully utilize data; understanding cohort and graduation rate.
- Provided a comprehensive overview of statewide performance goals and measures of those goals through the ESSA accountability training course.
- Implemented G-Suite for Government across IDOE to better align with productivity systems to schools.
- Launched INview, Indiana's new online ESSA report card tailored for parent and community use.
- Launched Unified Access, a single sign-on portal that will allow for streamlined access to all IDOE systems for Indiana educators.
- Launched INtellegants, allowing over \$30 million in grant funding through its inaugural use to be processed more efficiently.
- Launched Schools 360, IDOE's internal platform to enhance customer service and increase efficiencies through common data access.
- Created the ESSA Financial Report which provides transparency in data reporting to capture school corporation expenditures on a per pupil basis by school building.
- Developed a Finance Calendar to notify school corporations of deadlines associated with financial reporting and distribution of funds.
- Partnered with State Board of Accounts to update the Chart of Accounts to meet federal and state reporting requirements.

★ **Standardize data collection, analysis, and reporting practices across the Department.** ★

Inclusive Impact

- Adopted new standards for collecting data from schools with the design of the Data Exchange to replace the STN application center.
- Developed comprehensive listing of special education cooperative information for deployment in Master Data Management (MDM) for use across divisions in monitoring, legal, and technical assistance areas.