

Education and Workforce Development Cabinet

2011 Summary Strategic Plan

November 01, 2009 (Per KRS 48.810 – Strategic Plan)
Revised 10-15-11

Cabinet/Agency

Cabinet Budget Number: 51 Cabinet Name: Education and Workforce Development Cabinet

Departments/Offices in the Cabinet/Agency

Mission

The Education and Workforce Development Cabinet is determined to provide life-long educational and workforce services to all Kentucky Citizens.

Vision

We seek to leverage the many resources available to us to provide seamless, efficient and accessible learning opportunities for all Kentuckians. We envision well-prepared citizens who are well qualified for successful employment and lifelong learning.

Values

- Integrity -- We believe in operating with integrity in all our work. We conduct ourselves in a responsible, professional fashion, as outlined in the Code of Conduct of The Executive Branch Ethics Commission.
- Teamwork – We believe in leveraging the abilities of our agencies and their employees through a collaborative approach to problem-solving, project development, and project implementation. Interaction and alignment of standards with other agencies is a vital part of everyone’s job, while honoring and recognizing the independent statutory nature of agencies within the cabinet.
- Accountability—We strive to be accountable and willing to align our decision-making with the responsibility of improving the educational achievement levels and workforce readiness for all Kentuckians. Accountability entails honoring commitments, and accepting responsibility for our actions and behavior.
- Trust and Transparency—At the center of all our actions, there must be trust. We trust that others will do as they say and, in turn, we assure that we will live up to our commitments. To accomplish this we must also be transparent in the way we communicate with all others, providing timely, relevant and concisely accurate information.

Statement of Alignment with Governor Beshear's Strategic Themes

Governor Beshear's Administration is focused on six areas that are of significant importance to Kentuckians. These six areas are:

1. Give all children valuable educational opportunities.
2. Create and protect 21st Century jobs.
3. Improve access to quality and affordable healthcare.
4. Ensure Safe Communities.
5. Develop energy resources in an environmentally sustainable manner.
6. Provide ethical, transparent and honest state government.

The chart below shows the alignment between our Cabinet goals and the Governor's six key areas.

Goal	1	2	3	4	5	6
1. Strengthen early childhood learning	X	X				
2. Provide suitable career training ... workforce		X		X	X	X
3. Maximize student achievement and college readiness	X		X			
4. Implement new strategies for high-quality teaching	X	X			X	
5. Align education system to ensure life long success	X	X		X		
6. Improve decision making through technology	X	X	X	X	X	
7. Develop a statewide longitudinal data system to improve student learning and close achievement gaps	X	X		X		X
8. Promote access to quality library services... public use	X		X	X	X	
9. Maintain the national leadership position of KET	X	X			X	X
10. Align workforce development with Kentucky's education objectives	X	X				
11. Align workforce development with...economic development strategies.	X	X				
12. Simplify the workforce development service delivery system		X				X
13. Improve service to achieve customer-centered delivery system		X				X

Statement of Alignment with the Agency's Budget Request

It is the Cabinet's philosophy to include senior management throughout the budgeting process. The Cabinet's team of managers is charged with developing a two-year financial plan that reflects each agency's explicit need for its services and collectively assists the Cabinet in accomplishing its mission. While each Agency has a specific strategic plan to meet its own goals and initiatives, the agencies are tied in to the Cabinet's overall plan as outlined below. The focus of management has been to operate their programs as effectively and efficiently as possible without jeopardizing services to consumers or being out of compliance with federal or state statutes. As a result of this emphasis, the goals and priorities included in this document will be carried out within the budgetary parameters that have been developed through the budget process.

Any additional financial resources that become available that support or enhance specific aspects of this plan will be requested as a supplement to this plan pursuant to KRS Chapter 48.

Situation Analysis

The Education and Workforce Development Cabinet was created by Executive Order 2008-530, effective June 16, 2008. The following agencies comprise the Education and Workforce Development Cabinet:

- Department of Education
- Kentucky Department for Libraries and Archives
- Kentucky Educational Television
- Kentucky Commission on the Deaf and Hard of Hearing
- Kentucky Center for School Safety
- Department for Workforce Investment
- Education Professional Standards Board
- Environmental Education Council
- Governor's Scholars Program

Measurable Goals

- 51.1 Strengthen early childhood learning
- 51.2 Provide Kentuckians suitable career training resulting in a self-sufficient, self-fulfilled workforce
- 51.3 Maximize student achievement and college readiness
- 51.4 Implement new strategies for high-quality teaching
- 51.5 Align the education system to ensure life long success
- 51.6 Improve decision-making through technology
- 51.7 Develop a statewide longitudinal data system to improve student learning and close achievement gaps
- 51.8 Promote access to quality library services and information resources and ensure adequate documentation of government programs is created, maintained and available for public use
- 51.9 Maintain the national leadership position of Kentucky Educational Television through education, community relations, programming/production, technical/engineering, financial resources and human resources
- 51.10 Align the Commonwealth's workforce development system with Kentucky's education objectives

- 51.11 Align the Commonwealth's workforce development system with economic development strategies
- 51.12 Simplify the workforce development service delivery system
- 51.13 Improve service to achieve a customer-centered delivery system

<u>Specific Objectives for Each Goal</u>

- 51.1.1 Develop a pilot project for comprehensive health screenings for pre-school age children.
- 51.1.2 Pilot full-day preschool programs where high poverty exists
- 51.1.3 Share health screening information with parents and appropriate agencies
- 51.2.1 Utilize valuable community feedback to meet employment needs
- 51.2.2 Create common statewide employment certification
- 51.2.3 Promote a statewide survey of business and industry to measure workforce readiness and employee competency
- 51.3.1 Increase funding and access for research-based reading strategies in schools
- 51.3.2 Align K-8 curriculum with reading, math, science and writing to ensure that all students receive necessary foundation skills. Expand to reach more students through existing programs such as the Governor's School for the Arts
- 51.3.3 Improve access for all students who fall within the achievement gap in Kentucky
- 51.4.1 Teachers need and deserve multiple career pathways to be exposed to other teaching, leading and administrative opportunities
- 51.4.2 Educator's compensation should move toward comparable levels of the surrounding states
- 51.4.3 Collaborate, develop and implement multiple professional development models to benefit all educators
- 51.5.1 See Kentucky's education system in totality, a seamless pathway from pre-school to workforce/employment
- 51.5.2 Create partnerships and linkages encouraging parental and community involvement
- 51.5.3 Include individual assessment at year-end or course-end
- 51.6.1 Create a system of technology delivery for both teaching and learning
- 51.6.2 Design a system with sharing of information between agencies in mind

- 51.6.3 Ensure computer technology benefits both the management of the school system and student learning
- 51.7.1 Design a P-20 longitudinal data system that provides state and local policy makers with the information needed to improve Kentucky's educational systems
- 51.7.2 Create a high-degree of collaboration among all educational entities across the P-20 spectrum
- 51.7.3 Deliver a seamless view of the P-20 educational landscape in Kentucky to improve student academic achievement and close achievement gaps
- 51.8.1 Provide effective services that meet and exceed the needs of library and public records customers
- 51.8.2 Build broad, effective partnerships with organizations and public agencies for enhanced management of and access to information and services
- 51.8.3 Improve efficiencies in agency operations; improve employee job satisfaction, focusing on retention of high-potential employees
- 51.9.1 Continue educational outreach with special focus on digital delivery to schools
- 51.9.2 Continue to provide the best in local and national programs which educate, enlighten and improve the quality of life for all Kentuckians.
- 51.9.3 Expand KET's involvement in health programming to include not just early childhood development or healthy eating habits, but an understanding of health's role in our state's future
- 51.10.1 Increase the number of postsecondary and work-ready high school graduates;
- 51.10.2 Promote educational options, including technical education, two-year and four-year college, apprenticeships and specialty training to younger students
- 51.10.3 Increase awareness of educational and skills requirements for high-demand jobs, as well as those in emerging industries
- 51.11.1 Increase communication and collaboration between workforce boards and boards of education, technical education, postsecondary education and economic development agencies
- 51.11.2 Refine and promote evolving methods of projecting jobs and training needs of the future
- 51.11.3 Increase opportunities for entrepreneurship in a culture of innovation
- 51.12.1 Simplify online services and focus on innovative user-friendly applications

- 51.12.2 Increase the awareness and use of online job matching and training services
- 51.12.3 Increase communication among all service delivery points
- 51.13.1 Increase awareness within the system that “clients” of the workforce system include those with jobs to fill as well as those seeking a job
- 51.13.2 Provide customer service training to all service delivery staff
- 51.13.3 Develop benchmarks and base-line standards for consistency within the system

<u>Performance Indicators for Each Objective</u>

- 51.1.1.1 Number of screening programs developed
- 51.1.2.1 Number of programs developed
- 51.1.3.1 Earlier health condition detection for preschool age children
- 51.2.1.1 Survey community employers and educators to determine current needs
- 51.2.2.1 Certification program is operational
- 51.2.3.1 Increase academic standards for graduation in adult training schools
- 51.2.3.2 Collaboration with employers determine which courses and programs are offered at the schools
- 51.2.4.1 Survey has been completed and results published
- 51.3.1.1 Reading proficiency is increased in school age children
- 51.3.2.1 All K-8 curriculums are aligned and test scores in reading, math, science and writing are at least 2% higher
- 51.3.2.2 Existing program participation is increased by 5%
- 51.3.3.1 Test scores are improved by 10% for students who fall within the achievement gap
- 51.4.1.1 Establish a statewide mentoring program for teachers that expose teachers to all opportunities available within the Kentucky school systems
- 51.4.2.1 Introduce and lobby the General Assembly to increase funding for educator compensation
- 51.4.3.1 A Professional Development program is developed which benefits educators
- 51.5.1.1 Increase mentoring partnerships with business and industry so that students can more clearly see the link between education and employment
- 51.5.2.1 Partnerships are developed that encourage parental and community involvement
- 51.5.3.1 Assessments are completed at the end of a course or the end of a school year
- 51.5.3.1 blank
- 51.6.2.1 Create a database that allows information to be shared among agencies
- 51.6.3.1 Computer technology is up-to-date, and software is in a user-friendly format
- 51.7.1.1 Resource personnel are strategically placed across the three principle education agencies to implement the P-20 data warehouse initiative
- 51.7.2.1 Procedures and plans are developed to ensure high-quality data are in the P-20 system
- 51.7.3.1 Measures are put in place to protect sensitive and confidential data
- 51.8.1.1 Employees are knowledgeable about the services the state library and the state archives and public records management provide and can assist patrons and customers with their needs

- 51.8.2.1 Partnerships with organizations and public agencies yield various program enhancements as well as increased public awareness of information services, technical support and availability of consulting services and program assistance
- 51.8.3.1 Teamwork and other strategies identify critical areas whereupon improvements can be made in the areas of employee satisfaction, management policies and organizational operations
- 51.9.1.1 Research increased access for telecourse students, and research new offerings in Adult education programs to meet the changing needs of local business
- 51.9.2.1 blank
- 51.9.3.1 Produce programming that will air regularly on KET that meets this objective
- 51.10.1.1 Percentage of college and career-ready high school graduates increased
- 51.10.2.1 Effective campaigns advertising the value of postsecondary education, career and technical education and post-secondary alternatives, such as apprenticeships is made available to younger students
- 51.10.3.1 Emphasis is placed on the academic and core workplace skills required for high-demand and specialized occupations
- 51.11.1.1 Statewide and regional industry sector strategies are developed by state and regional, employer-driven partnerships of industry, education and training and other stakeholders that focus on needs of key industries
- 51.11.2.1 Individuals are prepared for a wide range of prospective careers
- 51.11.3.1 Comprehensive entrepreneurship training programs are made available through One Stop and Area Technology Centers throughout the state
- 51.12.1.1 A single point of entry is established for both employer and employee customer groups
- 51.12.2.1 The workforce development online service is revamped by improving and expanding web-based tools and services, creating one identity and design scheme
- 51.12.3.1 Website and links are simple, uniform and based on user needs
- 51.13.1.1 High level of customer service is maintained and evaluation methods and consumer feedback developed
- 51.13.2.1 Training programs are developed that provide staff with the knowledge and confidence needed to perform all aspects of their jobs and to have an understanding of the workforce system
- 51.13.3.1 A framework is developed to evaluate the implementation progress and the success or failure of programs after implementation