

ADE 5-Year Plan

Issue 1: In order to improve student success pre K through age 22, instructional programs must be strengthened and based on student needs.

Description: Students are expected to master rigorous statewide academic standards. In order to accomplish this goal, instructional techniques must match the academic needs of students and be evidence-based.

Solutions:

1. Define and maintain rigorous Arizona standards
2. Support students' readiness for post-secondary options (college and career)
3. Provide a rigorous, well-rounded education with comprehensive systems of support for students
4. Improve outcomes for special populations

Issue 2: Inadequate retention and recruitment of teachers has led to a shortage of teachers.

Description: Highly effective teachers in the classroom are the biggest predictor of student success. Retaining highly effective teachers will ensure that our students have equal access to high quality classroom instruction and environments.

Solutions:

1. Increase support and training to teachers
2. Strengthen teacher preparation programs
3. Strengthen beginning teacher inductive and mentoring programs
4. Provide teacher leadership opportunities
 - A. Provide effective and aligned professional learning and technical assistance.

Issue 3: Our cadre of strong, effective leaders must be increased in order to support the needs of students and teachers.

Description: After highly effective teachers, effective leaders have the next largest impact on student achievement. Additionally, the effectiveness of the leader directly impacts retention of high quality instructors.

Solutions:

1. Provide oversight and guidance to schools in proper administration of funds
2. Ensure valid and reliable accountability to support student, teacher and school success.
3. Strengthen leadership development
4. Strengthen administrative preparation and mentoring programs

Issue 4: Disengagement of families and communities from their schools decreases the supportive structures available for students.

Description: Through the implementation of culturally inclusive practices and specific attention to high need communities, we will increase engagement of families and communities thus improving support for our leaders, teachers and students.

Solutions:

1. Engage and support Arizona parents
2. Protect parents' rights
3. Educate stakeholders on innovation, technology, and privacy concerns
4. Support adult basic education
5. Empower school choice through providing access to transparent school and district data.
6. Ensure equitable access to high quality educational opportunities and supports

Issue 5: Schools require more supports to maintain strong, effective practices and structures.

Description: Through highly effective technical assistance, guidance documents and professional development, schools will be able to maintain and develop practices which will fully support leaders, teachers, students and parents.

Solutions:

1. Provide data literacy professional development
2. Enhance factors affecting student achievement
3. Support comprehensive needs assessments to develop strong school-wide improvement plans
4. Assist with development of strong school climates and comprehensive systems of support

Issue 6: Agency services and supports must be enhanced and streamlined so schools can focus on student needs.

Description: As internal agency controls are enhanced, administrative burden on schools will be reduced and communication to the field will be improved.

Solutions:

1. Reduce Administrative burdens
2. Improve efficiency of internal procedures
3. Provide internal leadership and staff development
4. Maintain focus on effective customer service
5. Effectively utilize Agency funding to support students, teachers, leaders, families, and communities
6. Facilitate collection of valid and reliable accountability data

Resource Assumptions

	FY2020 Estimate	FY2021 Estimate	FY2022 Estimate
Full-Time Equivalent Positions	198.0	198.0	198.0
General Fund	4,512,629,771.0	4,648,008,664.0	4,787,448,924.0
Other Appropriated Funds	280,540,717.0	294,567,753.0	309,296,140.0
Non-Appropriated Funds	764,173,620.0	802,382,301.0	842,501,416.0
Federal Funds	1,194,318,414.0	1,212,233,190.0	1,230,416,688.0