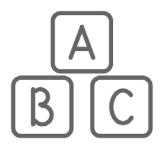
STRATEGIC DIRECTION









OUR VISION

Upon completion, all Utah students are prepared to succeed and lead by having the knowledge and skills to learn, engage civically, and lead meaningful lives.



GOALS



Early Learning

Each student starts strong through early grades with a foundation in literacy and numeracy



Personalized Teaching & Learning

Each student and educator has access to personalized teaching and learning experiences



Safe & Healthy Schools

Each student learns in a safe and healthy school environment



Effective Educators & Leaders

Each student is taught by effective educators who are supported by effective school leaders



OUR VISION

Upon completion, all Utah students are prepared to succeed and lead by having the knowledge and skills to learn, engage civically, and lead meaningful lives.









Mastery



Autonomy



Purpose

Mastery is the ability to demonstrate depth of knowledge and skill proficiency.

Autonomy is having the self-confidence and motivation to think and act independently.

Purpose guides life decisions, influences behavior, shapes goals, offers a sense of direction, and creates meaning.







Academic Mastery



Civics, Financial & Economic Literacy





Digital Literacy







Communication



Critical Thinking & Problem Solving



Creativity & Innovation



Collaboration & Teamwork







Honesty, Integrity, & Responsibility



Hard Work & Resilience



Lifelong Learning & Personal Growth



Service



Respect



Education Elevated Target Setting



By 2022, cut the difference between 100% and the baseline rate by 1/3 for all students and each student group across 7 key measures

Highly ambitious



Education Elevated Targets - Scorecard

| Score Card | 3rd Grade Literacy | English Language Arts Proficiency | Math Proficiency | Science Proficiency | High School Graduation | ACT ≥ 18 | Readiness Coursework |
|----------------------------|-----------------------|---|---------------------|------------------------|---------------------------|----------|-------------------------|
| 2022 Target | 65.5% | 64.1% | 66.5% | 67.1% | 90.1% | 77.2% | 87.0% |
| 2019 Rate | 47.7% | 46.4% | 46.4% | 51.0% | 87.4% | 63.4% | 79.9% |
| Met 2019 Interim Target | \times | X | \times | \times | \times | \times | X |
| Trend | | 1 | + | ↑ | 1 | + | \downarrow |

Utah Education Outpacing the Nation

Ranking top 15 of states in every grade and subject on NAEP*

Reading rankings increased substantially

Tie for #1 ACT Composite
Score

(States offering tests to all 11th grade)

Up from #3 in 2018

#13 for college credit earning through AP testing

Participation and diversity is increasing while passing rates remain well above national average

*4th and 8th grade reading, math, science



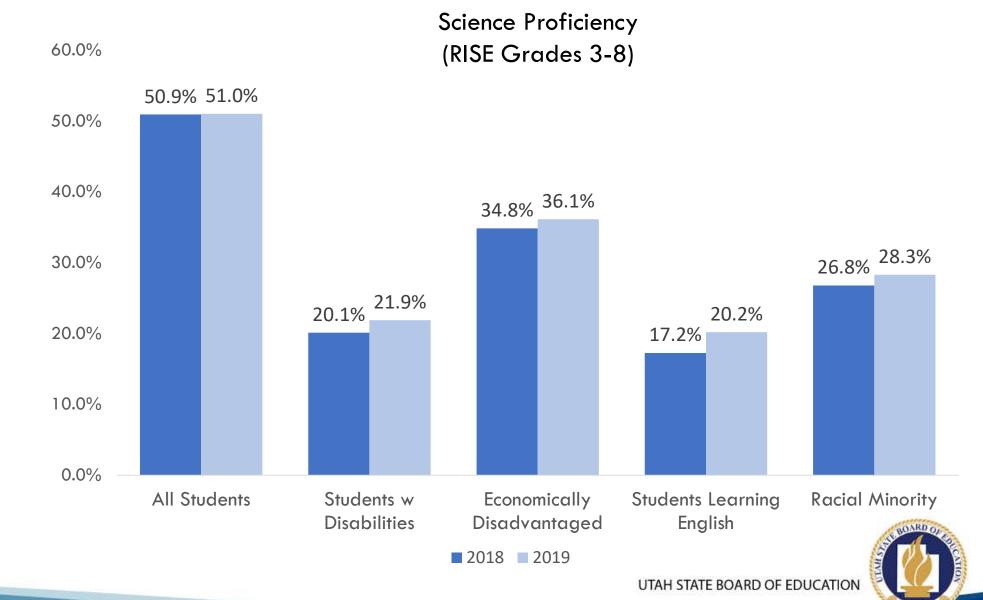
Equity is the equitable distribution of resources based upon each individual student's needs. Equitable resources include funding, programs, policies, initiatives and supports that target each student's unique background and school context to guarantee that all students have access to a high-quality education.





Gap Closing

Science proficiency among each student group increased substantially from 2018-2019



Gap Closing

Performance among students with disabilities increased significantly across most measures

| | 2018 | 2019 |
|-------------------------------------|-------|-------|
| ACT>18 | 13.4% | 14.1% |
| Graduation Rate | 70.0% | 72.4% |
| ELA Proficiency (Grades 3-8) | 15.6% | 17.4% |
| Science Proficiency (Grades 3-8) | 20.1% | 21.9% |

Other Performance Measure Updates



See appendix slides

 KEEP, NAEP, detailed Education Elevated metrics, High Quality School Readiness Initiative

GOALS



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Board Budget Request Categories

Strategic Plan Advancement New/Expanded Program Essential Program

Maintenance

Example from Budget Request Table:

| 2A. Early Learning | Amount | Туре | FY2020 Funding Amount | Strategic Plan | Program Maint. | New/ Expanded |
|--|--------------|---------|-----------------------------|-------------------|-------------------|------------------|
| 슕 Early Childhood (Preschool) Grants | \$3,000,000 | Ongoing | \$9,105,500 | x | X | |
| 📌 Optional Enhanced Kindergarten (OEK) | \$18,647,200 | Ongoing | \$10,380,000 | x | X | X |
| Quality Instruction in Early Grades (Preschool-Grade 3) | \$17,755,400 | Ongoing | \$14,100,000 | Х | | X |
| Section 2A Subtotal: | \$39,402,600 | | | | | |



| A Early Learning | | |
|--|--------------|-----------------|
| Program | Amount | Type of Request |
| Early Childhood (Preschool) Grants | \$3,000,000 | Ongoing |
| Optional Enhanced Kindergarten (OEK) | \$18,647,200 | Ongoing |
| Quality Instruction in Early Grades (Preschool-3) | \$17,755,400 | Ongoing |
| Total: | \$39,402,600 | |

| Personalized Teaching & Learning | | | | | | |
|---|-------------|-----------------|--|--|--|--|
| Program | Amount | Type of Request | | | | |
| Enhancement for Accelerated Students Program | \$2,280,900 | Ongoing | | | | |
| Concurrent Enrollment Program | \$4,913,600 | Ongoing | | | | |
| Total: | \$7,194,500 | | | | | |

| Safe & Healthy | Schools | | | Effective Educators & Le | eaders | |
|----------------|----------|--------------|-----------------|--|----------------------|---------------------|
| Program | | Amount | Type of Request | Program | Amount | Type of Request |
| Student Safety | - | \$65,000,000 | One-time | Utah School Leadership Initiative | \$15,200,000 | Ongoing |
| | Total: | \$65,000,000 | | Supporting Students Learning English in Targeted Support and Improvement Schools | \$636,800 \$4,100 | Ongoing One-time |
| | | | | Tota | al: \$15,840,900 | |

Appendix



| Performance Measure | Target | Outcome |
|--|--------|------------------------|
| Proficiency on a nationally administered assessment, including the | | |
| percentage of grade 4 students who are proficient in English language arts | 41% | 2019 Outcome: 40% |
| Proficiency on a nationally administered assessment, including the | 45% | 2019 Outcome: 46% |
| percentage of grade 4 students who are proficient in mathematics | 43/0 | 2017 Outcome: 4070 |
| Proficiency on a nationally administered assessment, including the | 45% | 2015 Outcome: 45% |
| percentage of grade 4 students who are proficient in science | 45/0 | No new data until 2027 |
| Proficiency on a nationally administered assessment, including the | | |
| percentage of grade 8 students who are proficient in English language | 38% | 2019 Outcome: 38% |
| arts | | |
| Proficiency on a nationally administered assessment, including the | 39% | 2019 Outcome: 37% |
| percentage of grade 8 students who are proficient in mathematics | J7/0 | 2019 Outcome: 37 /0 |
| Proficiency on a nationally administered assessment, including the | 50% | 2015 Outcome: 50% |
| percentage of grade 8 students who are proficient in science | JU /0 | No new data until 2027 |



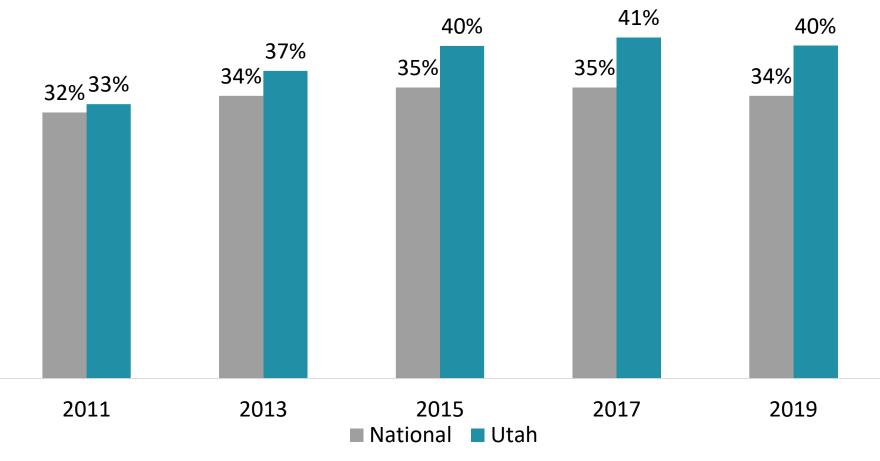
| Performance Measure | Target | Outcome |
|--|--------|--|
| School readiness, as measured by the percentage of students who demonstrate proficiency on a kindergarten exit assessment | TBD | 2018-2019 Outcome: 63% in Literacy & 81% in Numeracy |
| Early indicator of academic success, as measured by the percentage of students who are proficient in English language arts and mathematics at the end of grade 3 | 67% | 2018-2019 Outcome: 48.5% |
| Proficiency in core academic subjects, as measured by proficiency on a statewide assessment, including the percentage of students who are proficient in English language arts, on average, across grades 3 through 8 | 64% | 2018-2019 Outcome: 46.4% |
| Proficiency in core academic subjects, as measured by proficiency on a statewide assessment, including the percentage of students who are proficient in mathematics, on average, across grades 3 through 8 | 66% | 2018-2019 Outcome: 46.4% |
| Proficiency in core academic subjects, as measured by proficiency on a statewide assessment, including the percentage of students who are proficient in science, on average, across grades 4 through 8 | 67% | 2018-2019 Outcome: 51.0% |



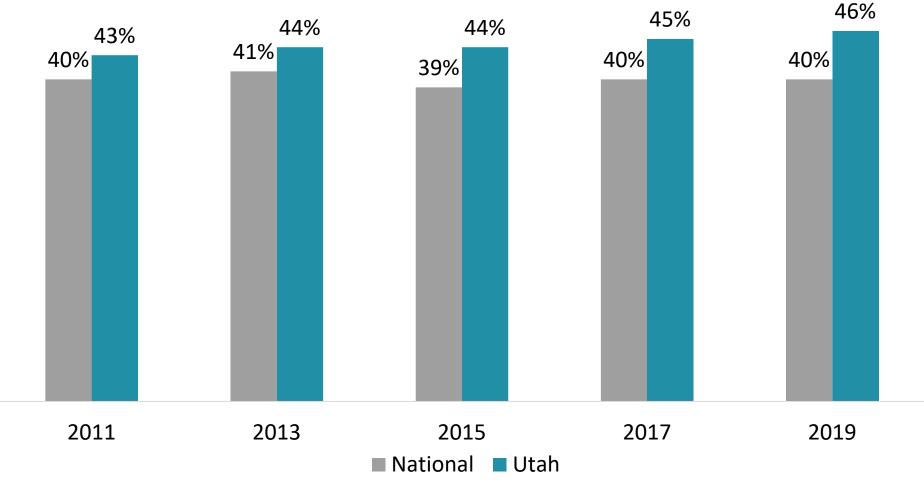
| Performance Measure | Target | Outcome |
|--|--------|--|
| Postsecondary access, as measured by the percentage of students who score at least 18 on the ACT | 77% | 2018-2019 Outcome: 63.4% |
| High school completion, as measured by the percentage of students who graduate from high school in 4 years | 90% | 2018-2019 Outcome: 87.4% |
| Preparation for college, as measured by the percentage of students who have earned a concentration in or completed a certificate in career and technical education or have earned credit in an Advanced Placement, a concurrent enrollment, or an International Baccalaureate course | 82% | 2018-2019 Outcome: 79.9% |
| In literacy, the percent of students who participate in High Quality School Readiness who are proficient (earn Proficiency Level 3) on the KEEP Entry compared to Students who participate in non-HQ preschool programs tracked by the state | TBD | 2018-2019 Outcome: In literacy 64% of students who attended a HQ preschool program were proficient compared to 60% of students who attended a non-HQ program |
| In numeracy, the percent of students who participate in High Quality School Readiness who are proficient (earn Proficiency Level 3) on the KEEP Entry compared to Students who participate in non-HQ preschool programs tracked by the state | TBD | 2018-2019 Outcome: In numeracy 73% of students who attended a HQ preschool program were proficient compared to 69% of students who attended a non-HQ program |



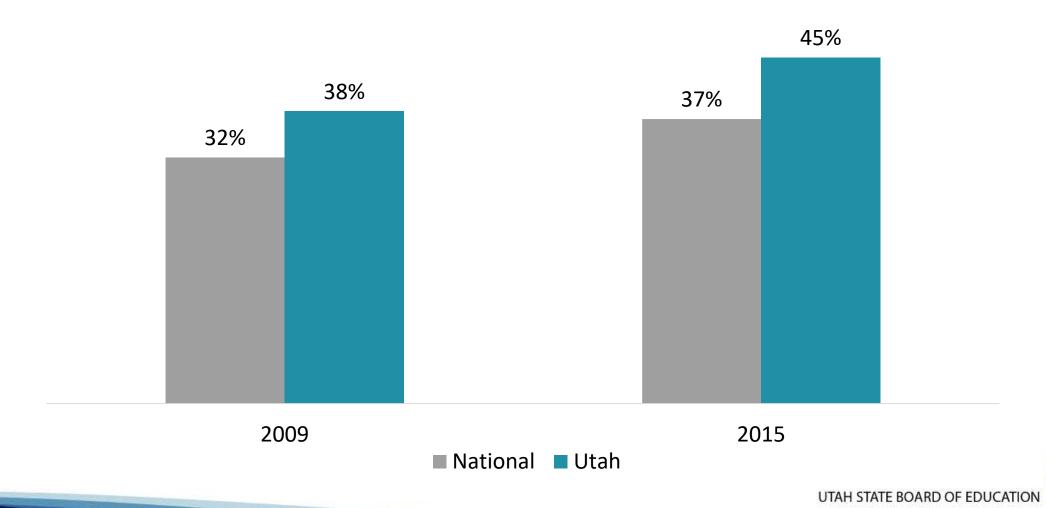
English language arts NAEP Assessment, 4th grade Percent At or Above Proficient



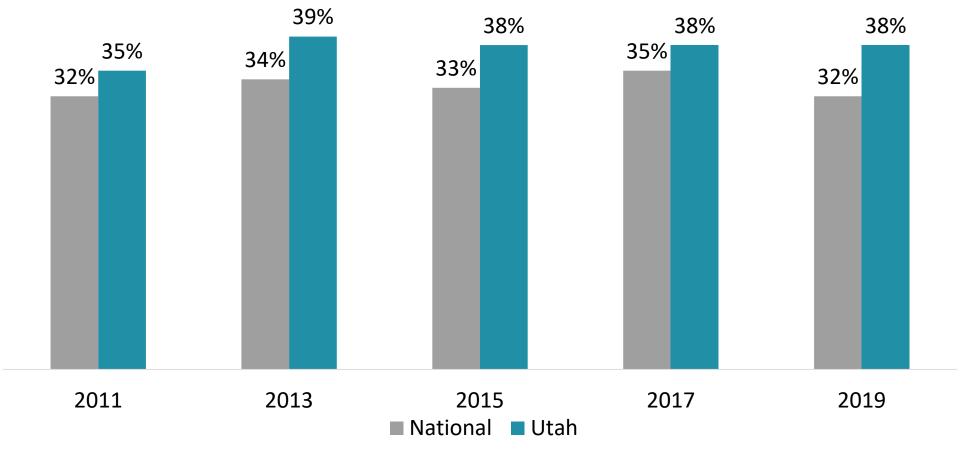
Mathematics NAEP Assessment, 4th grade Percent At or Above Proficient



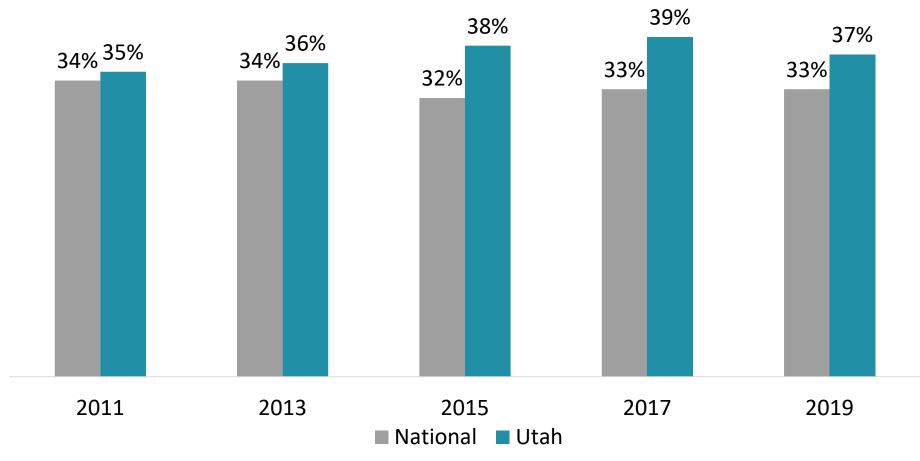
Science NAEP Assessment, 4th grade Percent At or Above Proficient



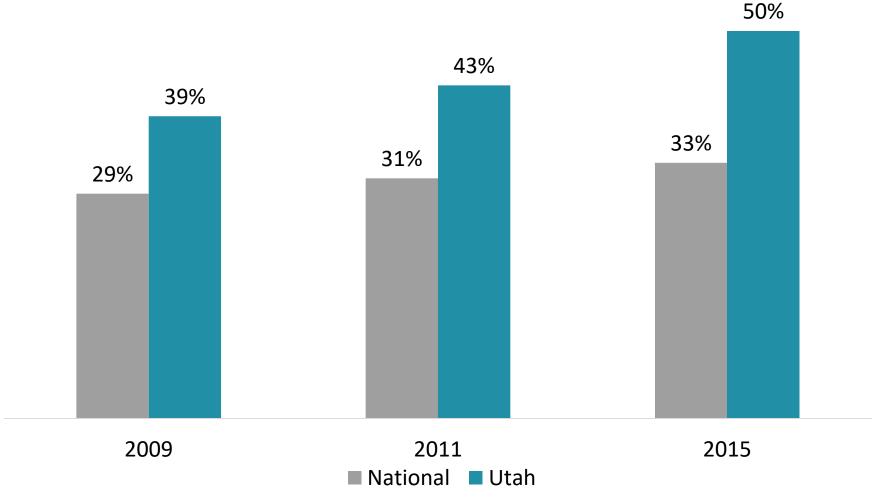
English language arts NAEP Assessment, 8th grade Percent At or Above Proficient

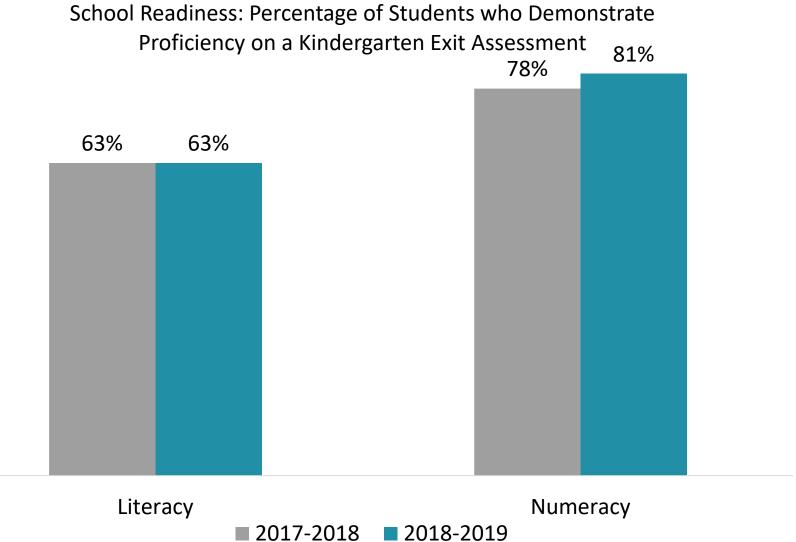


Mathematics NAEP Assessment, 8th grade Percent At or Above Proficient

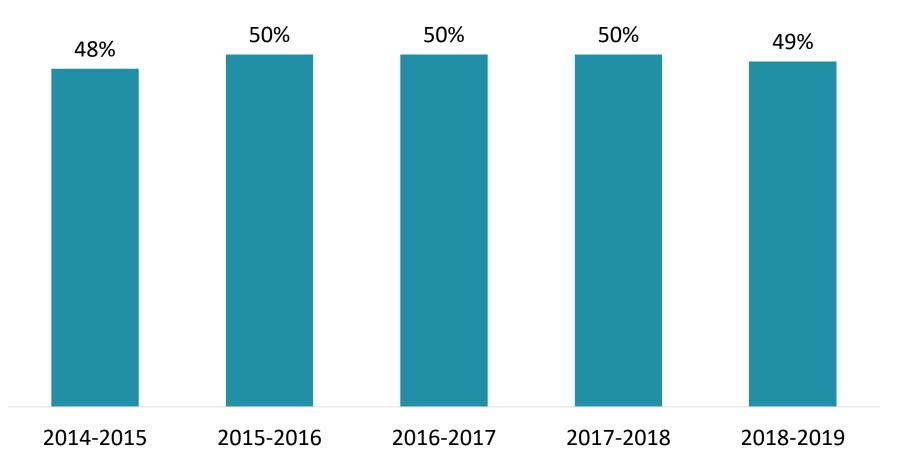


Science NAEP Assessment, 8th grade Percent At or Above Proficient

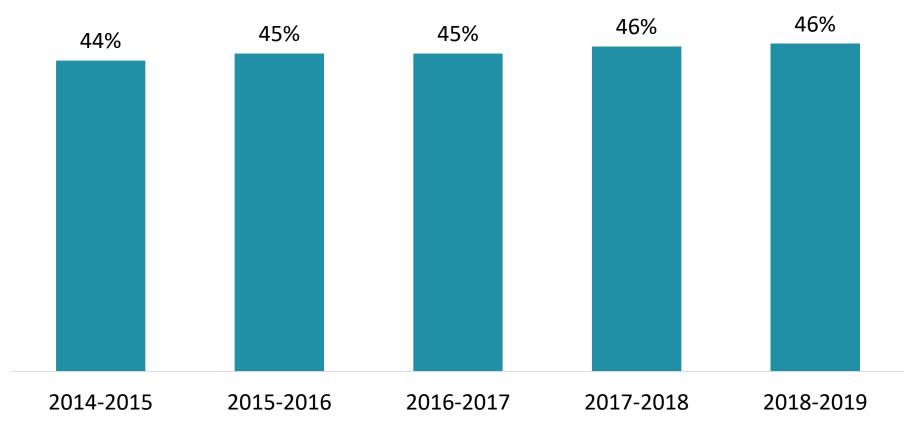




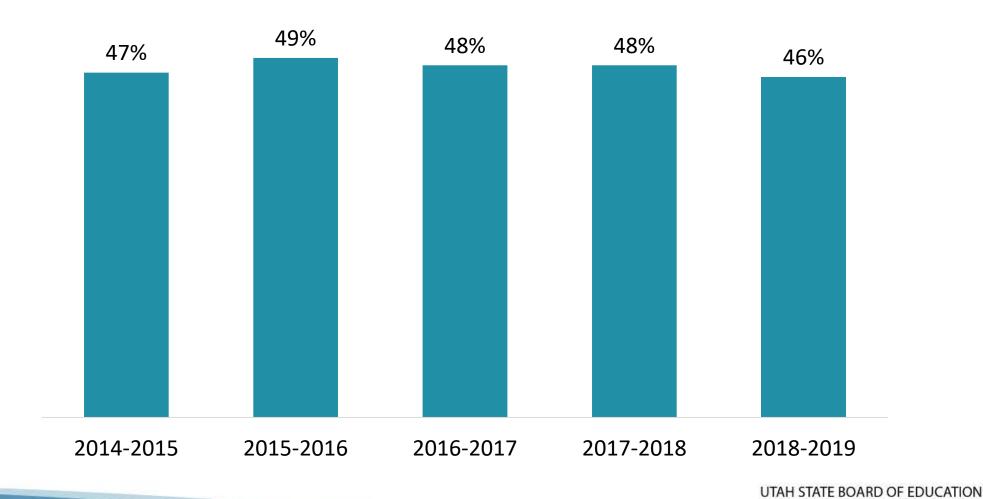
Percentage of 3rd Grade Students Proficient in English Language Arts and Mathematics



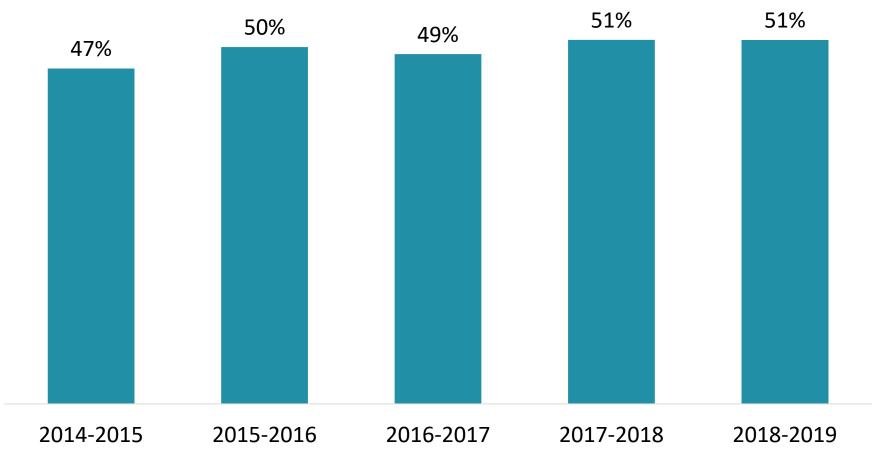
Percentage of 3rd through 8th Grade Students Proficient in English Language Arts



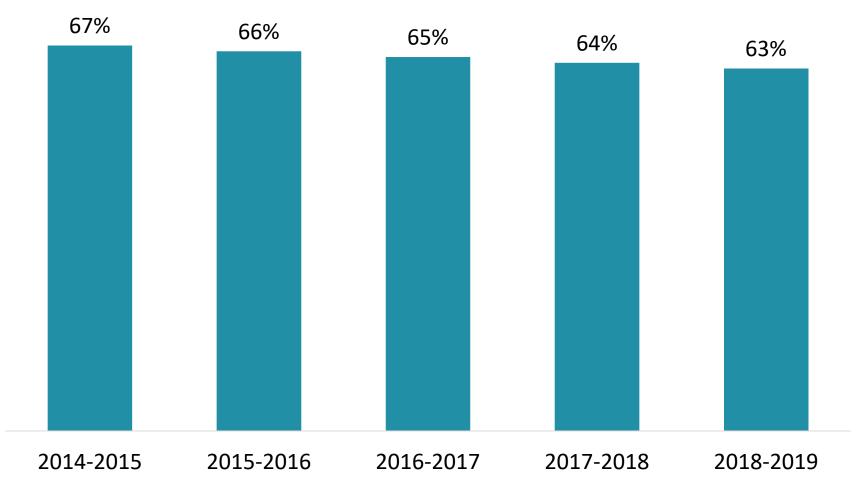
Percentage of 3rd through 8th Grade Students Proficient in Mathematics



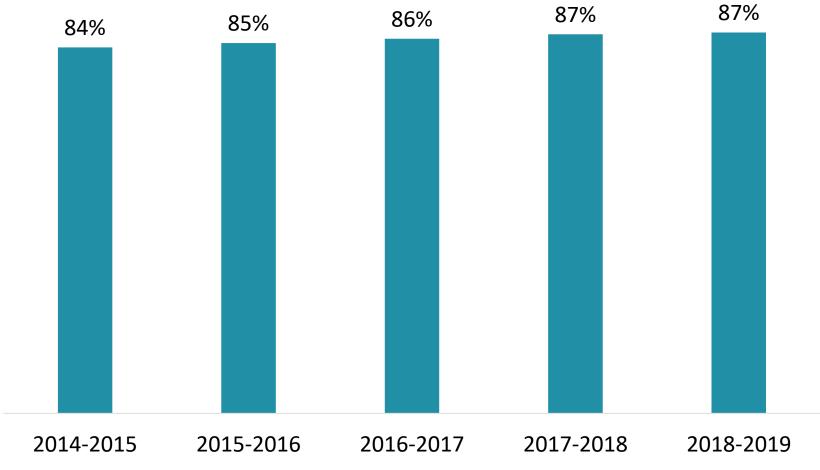
Percentage of 4th through 8th Grade Students Proficient in Science



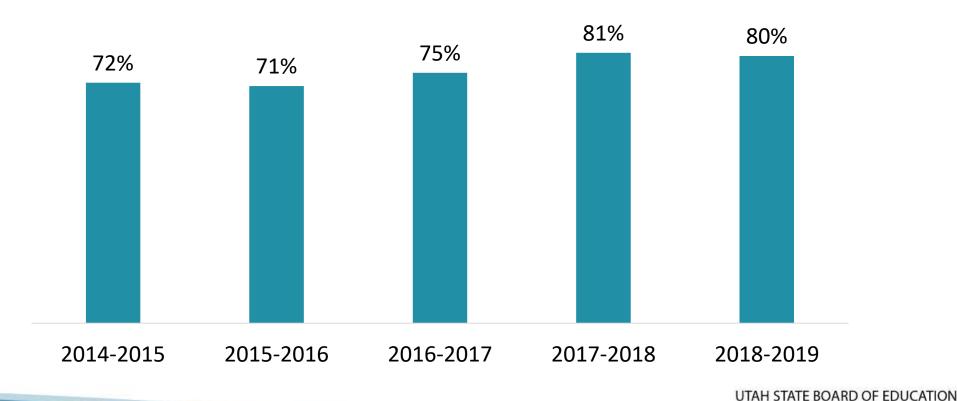
Percentage of Students Who Scored at Least 18 on the ACT



Percentage of Students who Graduate from High School in 4 Years



Percentage of Students Who Have Earned a
Concentration in or Completed a Certificate in Career
and Technical Education or Have Earned Credit in
Advanced Placement, Concurrent Enrollment, or
International Baccalaureate



| | Math Proficiency | | | | |
|-------------------------------|-------------------------|-------|-------|-------|--|
| | 2018 | | 2019 | | |
| | Yes | No | Yes | No | |
| Is Student w/ Disability | 19.5% | 53.3% | 18.7% | 51.8% | |
| Is Economically Disadvantaged | 33.2% | 57.6% | 31.8% | 56.0% | |
| Is Student Learning English | 19.9% | 52.2% | 20.2% | 50.7% | |
| Is Racial Minority | 26.3% | 55.0% | 25.2% | 53.4% | |

| | Science Proficiency | | | | |
|-------------------------------|---------------------|-------|-------|-------|--|
| | 2018 Yes No | | 2019 | | |
| | | | Yes | No | |
| Is Student w/ Disability | 20.1% | 55.0% | 21.9% | 56.3% | |
| Is Economically Disadvantaged | 34.8% | 59.4% | 36.1% | 60.6% | |
| Is Student Learning English | 17.2% | 54.1% | 20.2% | 55.6% | |
| Is Racial Minority | 26.8% | 57.0% | 28.3% | 58.4% | |

| | Grade 3 Literacy | | | | |
|-------------------------------|------------------|-------|-------|-------|--|
| | 2018 Yes No | | 2019 | | |
| | | | Yes | No | |
| Is Student w/ Disability | 24.1% | 52.7% | 23.6% | 52.0% | |
| Is Economically Disadvantaged | 32.8% | 57.3% | 32.6% | 56.3% | |
| Is Student Learning English | 21.4% | 52.3% | 21.3% | 51.2% | |
| Is Racial Minority | 27.0% | 54.3% | 27.2% | 53.1% | |

| | ELA Proficiency | | | |
|-------------------------------|------------------------|-------|-------|-------|
| | 2018 | | 2019 | |
| | Yes | No | Yes | No |
| Is Student w/ Disability | 15.6% | 51.3% | 17.4% | 51.8% |
| Is Economically Disadvantaged | 31.4% | 55.2% | 31.8% | 55.8% |
| Is Student Learning English | 16.7% | 50.0% | 17.9% | 50.8% |
| Is Racial Minority | 25.9% | 52.3% | 25.9% | 53.1% |

| | Graduation Rate | | | |
|-------------------------------|------------------------|-------|-------|-------|
| | 2018 | | 2019 | |
| | Yes | No | Yes | No |
| Is Student w/ Disability | 70.0% | 88.9% | 72.4% | 89.1% |
| Is Economically Disadvantaged | 77.4% | 91.0% | 77.3% | 91.4% |
| Is Student Learning English | 70.3% | 87.8% | 72.8% | 88.2% |
| Is Racial Minority | 78.4% | 89.3% | 79.4% | 89.6% |

| | Readiness Coursework | | | |
|-------|----------------------|-------|--|--|
| | 2018 | 2019 | | |
| State | 81.0% | 79.9% | | |

| | ACT ≥ 18 | | | |
|-------------------------------|------------------------|-------|-------|-------|
| | 2018 | | 2019 | |
| | | | | |
| State | 64.9% | | 63.4% | |
| | Yes | No | Yes | No |
| Is Student w/ Disability | 13.4% | 69.0% | 14.1% | 67.3% |
| Is Economically Disadvantaged | 44.1% | 71.9% | 43.3% | 69.8% |
| Is Student Learning English | 10.0% | 66.8% | 10.4% | 65.6% |
| Is Racial Minority | 37.0% | 71.1% | 35.8% | 70.0% |