

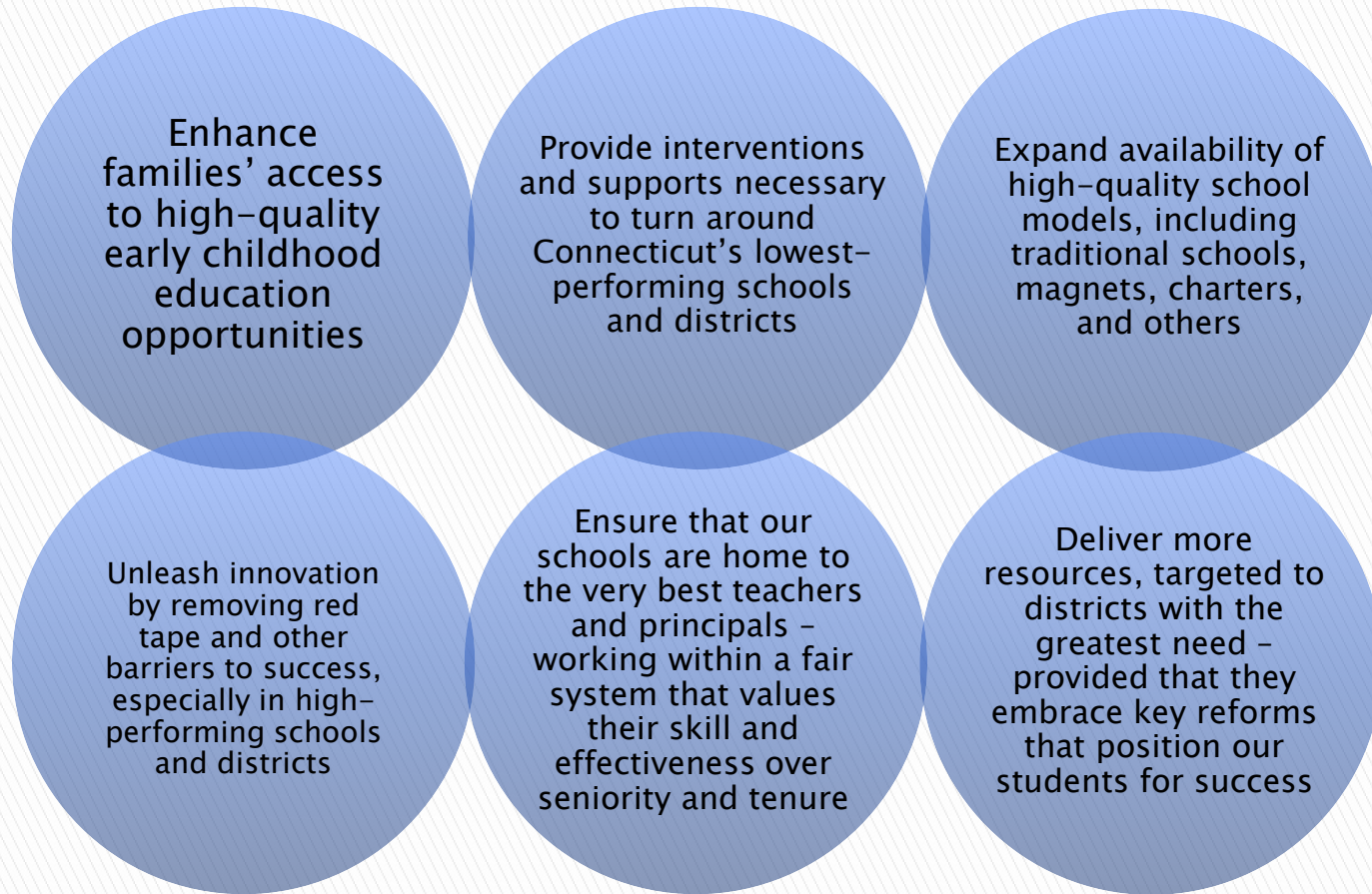
Connecticut State Department of Education

Organizational Strategy
January 18, 2012

Agenda

1. Governor Malloy's Framework Reform Principles
2. An Organizational Strategy Aligned with the Governor's Priorities
3. Organizational Design for Consideration and Approval
4. Description of Key Leadership Roles
5. Ongoing Challenges
 - Legislative and Regulatory Support
 - Talent and Capacity
6. Appointment of Chief Operating officer

Governor Malloy's Framework Reform Principles



“Make Connecticut a national leader in narrowing the achievement gap... set the stage for a restoration of Connecticut as a model for creating academic excellence for all.”

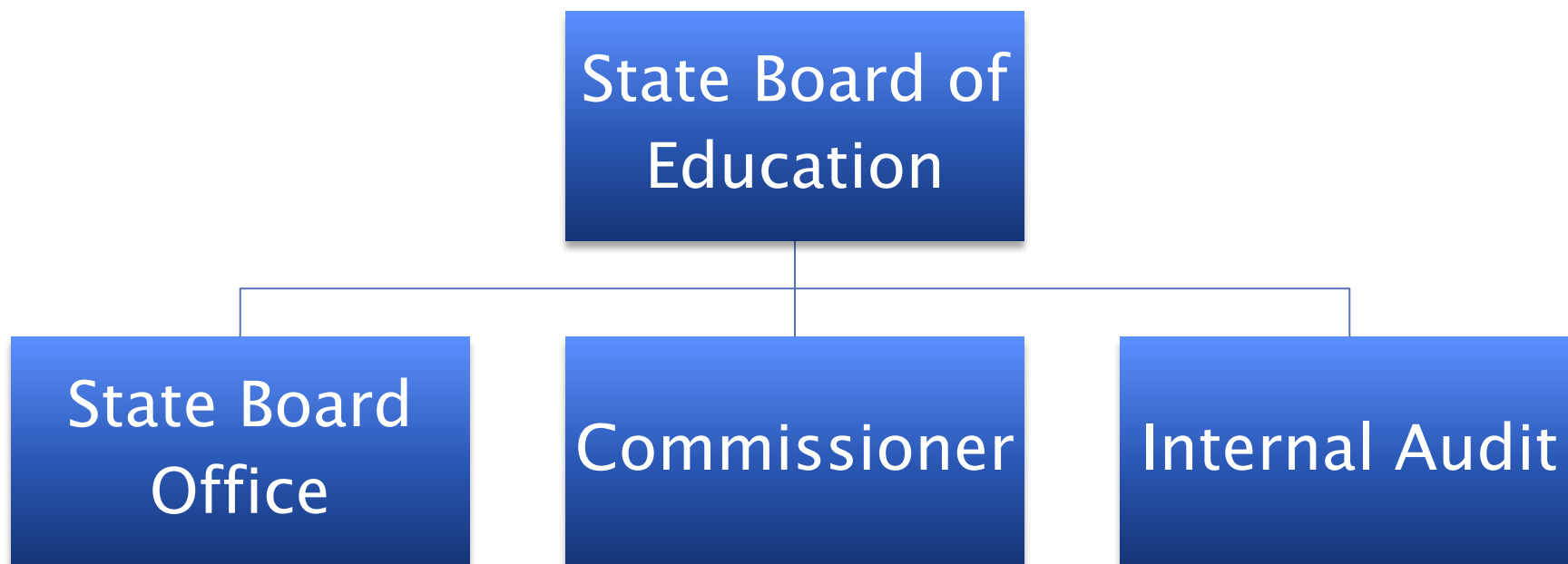
“We must create a system that focuses at every level on preparing our students for success in college and careers. We must enable our educators by providing the support they need. We must embrace performance-based accountability as a lever for continuous improvement.”

An Organizational Strategy Aligned with the Governor's Priorities

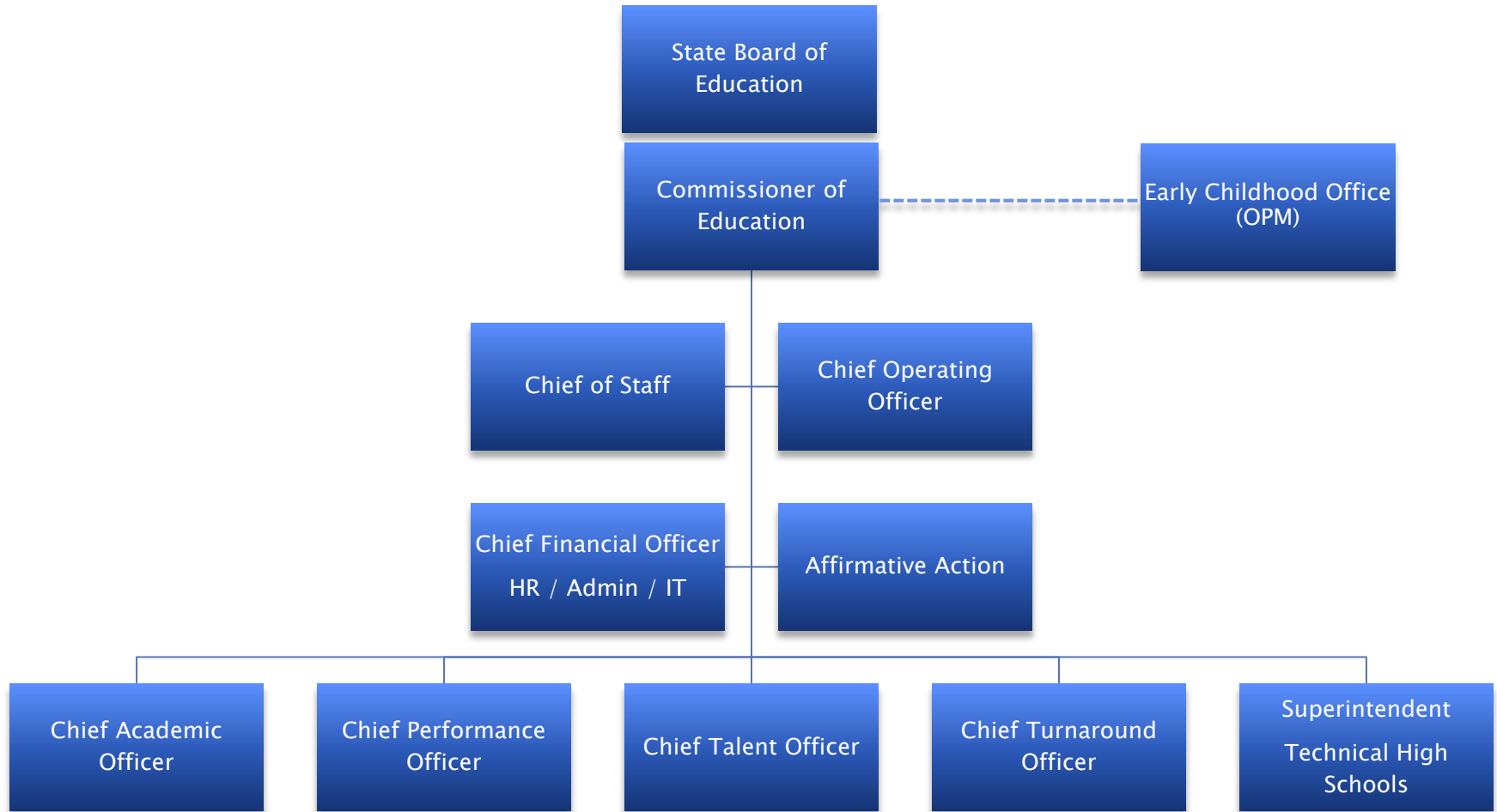
<u>Priority</u>	<u>SDE Leader</u>
▶ Create Academic Excellence for all; Prepare Students for Success in College and Careers	Chief Academic Officer
▶ Embrace Performance-Based Accountability	Chief Performance Officer & Chief Academic Officer
▶ Attract and Develop Great Educators; Oversee a Fair System of Evaluation And Development	Chief Talent Officer
▶ Intervene in and Support Lowest-Performing Schools; Expand High-Quality School Models	Chief Turnaround Officer
▶ Unleash Innovation by Removing Red Tape	Chief Operating Officer
▶ Enhance Families' Access to Early Childhood Education Opportunities	Early Childhood Education Office (OPM)

Organizational Design

Institutional Accountability Unchanged

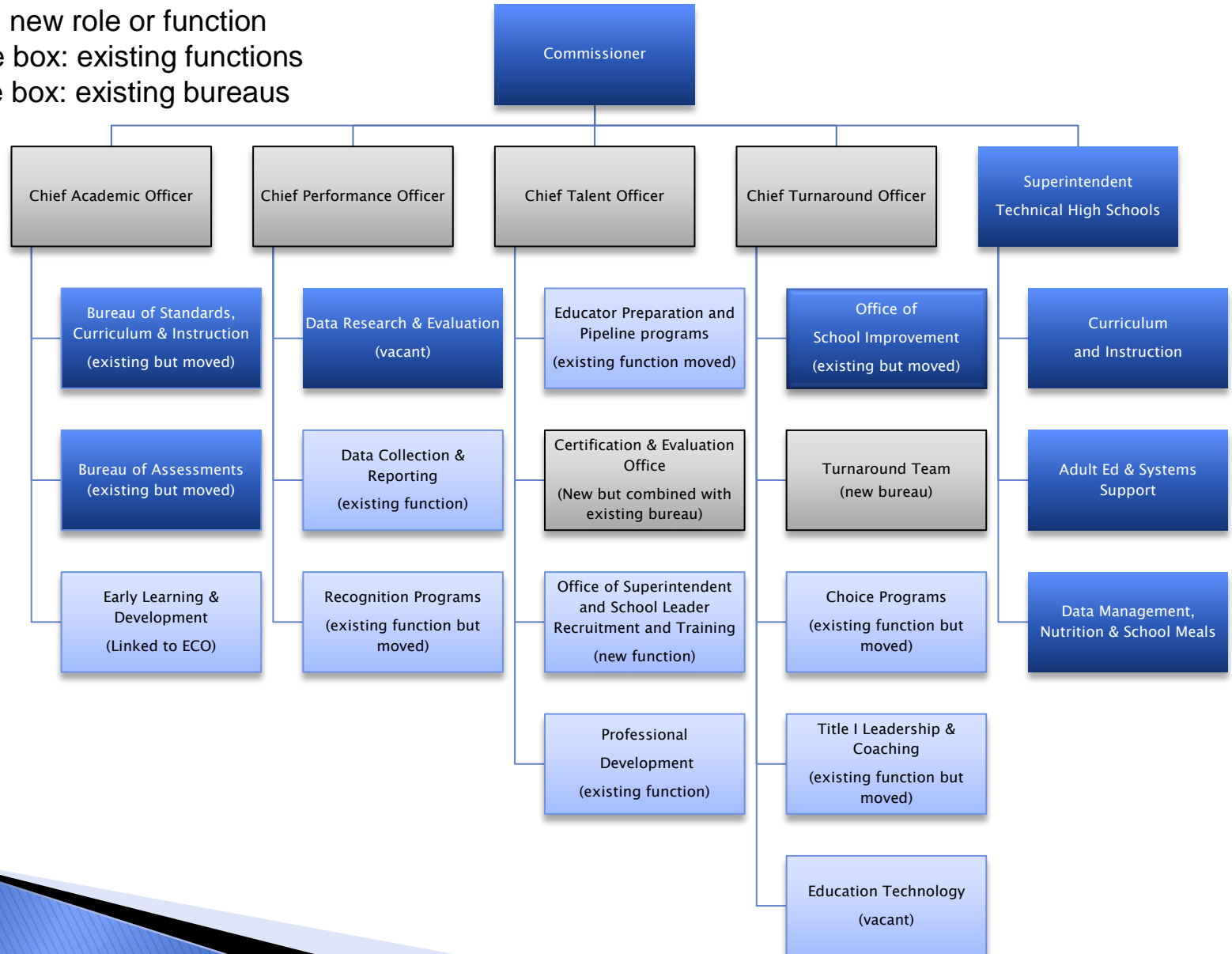


Full Organization Aligned to Strategy



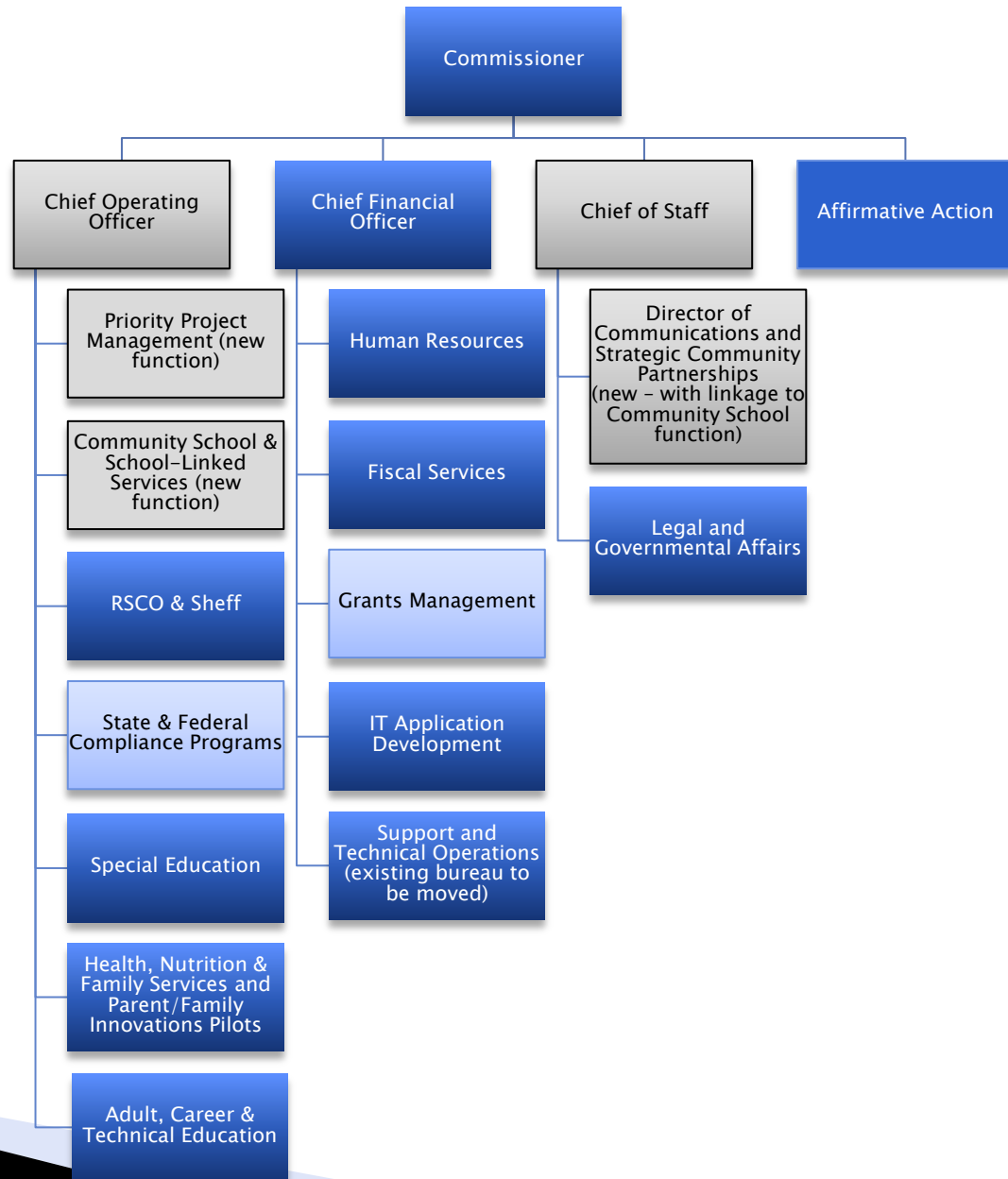
Realigned Structure: Approval Requested

Gray box: new role or function
 Light Blue box: existing functions
 Dark Blue box: existing bureaus



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Department Leadership

Chief Academic Officer

- ▶ Connecticut's first-ever Chief Academic Officer will be charged with improving academic excellence across all schools.
- ▶ The CAO will lead efforts to implement clearer standards aligned with national and international benchmarks. These standards will delineate what children need to learn and understand at each grade to be on a trajectory for college and career readiness.
- ▶ This work includes aligning our summative assessments to college and career benchmarks, and collaborating with districts and schools to facilitate more expansive use of formative assessments to help inform instructional practices – helping educators identify problems and prescribe interventions.
- ▶ The CAO will also lead our collaboration with 44 other states that are implementing the Common Core State Standards, helping us identify and introduce best practices. The CAO will work with the Chief Talent Officer to align our professional development activities around the Common Core.

Department Leadership

Chief Performance Officer

- ▶ Connecticut's Chief Performance Officer will lead efforts to provide the Department and districts with actionable information about student learning as quickly and precisely as possible.
- ▶ The CPO will complete and leverage Connecticut's robust data infrastructure, providing ongoing research and data analysis that will help inform more precisely where problems and opportunities lie in our schools. Identification of best practices for narrowing the achievement gap will be an important function of this research office.
- ▶ Most important, the CPO will work with the Commissioner and the State Board to develop clear metrics for status, progress, and goals for every school, district, and student group in the state. This will be required by our ESEA waiver process.
- ▶ The Department's accountability system will also help inform the Department's interventions in low-performing schools. In this role, the CPO will provide a central pipeline of information to the Chief Talent Officer and to Chief Turnaround Officer functions, described below

Department Leadership

Chief Talent Officer

- ▶ No single in-school factor has more influence on a child's academic progress than the effectiveness of the teacher. A cornerstone of our reform strategy is to ensure that there is an effective educator in every classroom and principal's office.
- ▶ The state's first ever Chief Talent Officer (CTO) will be responsible for implementing expansive teacher and leader effectiveness and evaluation reforms. This talent strategy will address the entire lifespan of an educator's experience, including recruitment, induction, professional development, evaluation, removal, and promotion.
- ▶ Additionally, the CTO will work with partners to create talent pipelines to support the recruitment, retention, and development of high-quality and diverse principals and superintendents throughout the state.

Department Leadership

Chief Turnaround Officer

- ▶ The Chief Turnaround Officer will work with to turn around schools with records of persistent underperformance by providing supports, guidance, interventions, and new strategies.
- ▶ This office will analyze low-performing schools and identify the nuanced leadership, assessment, curriculum, professional development, technology, or other changes necessary to improve educational outcomes.
- ▶ This office will seek out best practices from throughout the state and nation – identifying partners that work with public schools successfully to create the conditions for change.
- ▶ The CTO will also oversee choice programs.

Other Key Roles

Chief Operating Officer

- ▶ The Chief Operating Officer will lead a new priority project management function to help improve the planning, service, and delivery effectiveness of the department's programs and services. Additionally, the COO will be charged with finding ways to reduce red tape and bureaucracy that get in the way of good teaching and learning. The COO will also manage some of traditional compliance functions of the SDE – ensuring that their operations are managed efficiently, collaboratively, supportively and effectively. Finally, the COO will help oversee the Department's Community Schools initiative.

Director of Communications and Strategic Community Partnerships

- ▶ To lead the effort to increase collaboration and communication across the state and its vast educational resources, a new position called Director of Communications and Strategic Community Partnerships will be created.
- ▶ This position will develop a more effective and efficient system for collaboration with local districts, RESC's, professional associations, SERC, local Boards of Education, universities, and others whose cooperation and leadership will be necessary to improve student performance.

Additional Notes

- ▶ Our goal is to match top candidates to the key leadership roles and functions.
- ▶ This organizational design, even with the new leadership roles, will be accomplished within existing budget and headcount limits.
- ▶ We will continue to examine organizational functions that can best be done by or with other state agencies or local partners.