

STRATEGIC PLAN 2019-24

Maximizing & Building Relationships

Achieving Internal Effectiveness

Championing Excellence

Cultivating Our Professional Culture



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Foreword



The Department of Education’s 2019 – 2024 Strategic Plan describes our vision and how we seek to achieve it. Based on our professional experience, judgment, and knowledge, we believe the following provides a concise illustration of the department’s future and work for our next generation.

Strategic plans have existed since ancient times, as strategy is what happens when people seek to achieve a goal knowing that there will be roadblocks, setbacks, and competitors. We have worked via several day-long seminars, had many conversations, included opinions and views from many members of the Department of Education, the State Library, and the State Historical Society in order to consider our vision based on the needs in today’s current environment. The State Library and the State Historical Society participated in the development of the plan, but they maintain their own strategic plans as well. We believe this strategy will begin to write a path to our vision where the department 1) supports local educators, 2) invests in talent development, 3) fosters research and innovation, 4) supports the whole learner, and 5) reinvents accountability. These characteristics are the vision of the Department of Education we wish to author and create in the coming years.

But a vision alone is not a strategy. We must define ways to achieve that vision as well as the means to get there. Too many strategic plans are simply a list of activities unattached to resources or unrealistically linked to goals. The Department of Education’s strategic plan clearly defines what we hope to be as a department in five years, and it describes who is working on which initiative and when. To achieve our vision, we defined the four strategic directions we will move in. They are: Maximizing and Building Relationships, Achieving Effectiveness, Championing Excellence, and Cultivating Our Professional Culture. Furthermore, this will be a living plan, changing as the needs of students change while holding standards high and ensuring that a diploma is meaningful.

It is important to note what this plan is not. It is not the statewide plan driven by student achievement goals for South Dakota students. That plan exists with our state’s current Every Student Succeeds Act Plan crafted with the input of South Dakota educators and approved by the Governor. Instead, the department’s strategic plan details steps the department will take, as a part of the wider effort of supporting South Dakota’s accredited schools, to improve our state’s educational environment. We will monitor progress for the ESSA plan, and make efforts to improve where there is need and have a plan that is built to change as opportunities arrive.

For instance, two types of students in South Dakota are falling behind. Like many places around the United States and due to no fault of their own, students in poverty and Native American students have not seen improvement. Therefore, the department initiated two Implementation Plans to address these issues, and they are now in our strategic plan under the strategic direction of Championing Excellence. The first is “Implement focused initiatives to decrease the Opportunity Gap,” and the second is “Establish a networked community of allies focused on serving Native American learners to improve academic outcomes.” Both will overlap with each other but will be a main effort of the department and our partners in the coming years. Other needs the Governor wished to prioritize were expanding work-based learning and more effective civics education. Those efforts also are included in our strategic plan.

Together the professional staff of our three agencies, and with support of partners, will begin to move in the strategic directions of Maximizing and Building Relationships, Achieving Effectiveness, Championing Excellence, and Cultivating Our Professional Culture.

REFLECTING ON THE PROCESS



How do we get to the vision?

What is the vision?



- INVEST IN TALENT DEVELOPMENT
- SUPPORT LOCAL EDUCATORS
- SUPPORT THE WHOLE LEARNER
- FOSTER RESEARCH AND INNOVATION
- REINVENT ACCOUNTABILITY

DEVELOPING STRATEGIC DIRECTIONS



What **innovative, substantial actions** will deal with the **underlying contradictions** and **move us toward our vision?**

Maximizing & Building Relationships

Achieving Effectiveness

Championing Excellence

Cultivating Our Professional Culture

DEFINING STRATEGIC DIRECTIONS



Maximizing & Building Relationships

"We value mutual partnerships to achieve desired outcomes."

Achieving Effectiveness

"In our internal work, we use the right tools and strategies to accomplish our common goals."

Championing Excellence

"In our work with external partners, we identify excellence, celebrate dedication, and share wisdom."

Cultivating Our Professional Culture

"We establish and implement a common set of values and expectations."

IMPLEMENTING ACROSS TIME



STRATEGIC DIRECTION	ACCOMPLISHMENT	2019		2020				2021				2022				2023			
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Achieving Effectiveness	Re-Establish Management Group Charter		█																
Achieving Effectiveness	Complete Desk Guides (Phase I and Phase II)		█	█	█	█	█												
Achieving Effectiveness	Develop Department Policy Manual							█	█	█	█								
Cultivating Culture	Complete Onboarding Guide		█	█	█														
Championing Excellence	Closing the Opportunity Gap	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Championing Excellence	Improve Civics Education	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Championing Excellence	Support Work-Based Learning	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Championing Excellence	Establish Network of Native American Allies		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Maximizing Relationships	Building Knowledge of the Accreditation Process		█	█															
Maximizing Relationships	Measuring & Defining Department Partnerships			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Maximizing Relationships	Supporting Local School Boards			█	█	█	█	█	█	█									
Championing Excellence	Establish Forum to Showcase School Successes							█	█	█	█	█	█	█	█	█	█	█	█
Cultivating Culture	Define Common Values		█	█															
Maximizing Relationships	Establish Routine Communications with Legislators		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Maximizing Relationships	Collaborate with DTR & Office of Indian Education		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Cultivating Culture	Provide Regular Learning Opportunities				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Cultivating Culture	Develop a Continuum of Supports				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Achieving Effectiveness	Modernizing Internal Data Systems							█	█	█	█	█	█	█	█	█	█	█	█

90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Maximizing and Building Relationships		Support local school boards for informed decision-making		
INTENT (WHY)		START DATE	END DATE	
To support local school boards regarding department programs, federal and state requirements, etc. to enhance informed local funding and policy decisions.		2020 - Q2 - April	2020 - Q3 - Aug.	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Collaborate with Associated School Boards of South Dakota (ASBSD) to determine topical areas of interest	D - Finance & Management D - CTE	2020 - Q1 - January	SDDOE
2	Each office determines topics that are most relevant for school board members	DOE Office Administrators	2020 - Q1 - February	SDDOE
3	Set up a meeting between ASBSD & DOE to determine common components from both groups	DOE Division Directors & Office Administrators	2020 - Q1 - March	SDDOE
4	Establish calendar of training for school board members	DOE Division Directors & Office Administrators	2020 - Q2 - April	SDDOE
5	Office of Secretary leads a conversation at ASBSD executive meeting at the Joint Convention	DOE Division Directors & Office Administrators	2020 - Q3 - August	ASBSD Executive Meeting
VICTORY				
An increased number of school board members who know they have DOE as a resource of assistance for local decisions.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretary	Division of Finance & Management Division of Career & Technical Education	Associated School Boards of South Dakota	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Maximizing and Building Relationships		Establish routine communications with legislators to build understanding of K-12 education		
INTENT (WHY)		START DATE	END DATE	
To educate legislators regarding department programs, federal and state requirements, etc. to support them in making informed decisions.		2019 - Q4 - December	2020 - Q2 - April	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Identify topical areas of most interest to legislators, as well as areas DOE sees need to build awareness and knowledge	DOE Legislative Team	2019 - Q4 - December	SDDOE
2	Secure day at Capital and identify DOE Division/Office leads to be present with briefs on identified topics	Communication Team	2019 - Q4 - December	SDDOE
3	Draft 1-page brief format	Communication Team	2019 - Q4 - December	SDDOE
4	Review feedback from session and establish a protocol to tabulate contacts and request for next session	DOE Legislative Team	2020 - Q2 - April	SDDOE
5	Establish a time-line for continuation of the annual process	DOE Legislative Team	2020 - Q2 - April	SDDOE
VICTORY				
Legislators are supported with the necessary information for informed educational policy-making.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretary	DOE Legislative Team	Communication Team	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Maximizing and Building Relationships		Measure and define collaborations with colleges, tribal education officials, educational research and policy institutions, and other state agencies.		
INTENT		START DATE	END DATE	
Gather a wide range of input from stakeholders to make informed decisions.		2020 - Q1 - January	2020 - Q2 - May	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Meet internally to define collaboration and identify elements to be collected	Office of the Secretary & coordinators	2020 - Q1 - February	TBD
2	Identification of existing collaborative partnerships	Office of the Secretary & coordinators	2020 - Q2 - May	Internally
3	Evaluate existing collaborations and identify potential new or expanded opportunities	???	2020 - Q3 - ???	Internally
4				
VICTORY				
Key partners are identified and play an active role in achieving department goals.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS/ PARTNERS	BUDGET	
Office of Accreditation Office of Certification	Leads from each division	Will be defined during the evaluation process	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Maximizing and Building Relationships		Establish protocols with the Office of Tribal Relations and Tribal Education Directors to support improved academic outcomes for Native American learners		
INTENT (WHY)		START DATE	END DATE	
To improve the academic outcomes of Native American learners collaboratively with Tribal Education Directors, the Office of Indian Education, and the Native American Advisory Council through community and flexibility.		2019 - Q3 - September	2020 - Q1 - March	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Facilitate SEA Tribal Consultation	Office of the Secretary D - Tribal Relations	2019 - Q3 - September	Pierre, SD - Ramkota
2	Gain an invitation to regular TED Meetings and establish communication with TEDs	Office of the Secretary D - Tribal Relations	2019 - Q4 - October	Pierre, SD - DTR Pierre, SD - PILC
3	Meet with the TEDs to present unified front and request feedback and concerns	Office of the Secretary D - Tribal Relations	2019 - Q4 - November	TED Meetings
4	Establish partnerships with the Office of Indian Education, Tribal Education Directors, and the Native American Advisory Council and formalize a communication plan	Office of the Secretary D - Tribal Relations	2020 - Q1 - January	Virtual Rapid City
5	Post Tribal communication protocol/meeting notes/celebrations	Office of the Secretary D - Tribal Relations	2020 - Q1 - March	SDDOE & OIE Webpage
VICTORY				
The Office of Indian Education, Department of Education, and Tribal Education Directors are engaged in several collaborative projects.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretary Department of Tribal Relations	Tribal Education Directors DOE Division Directors & Office Administrators	Native American Advisory Council	Staff time	
			NEXT MEETING DATE	
			12/2019	

90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Maximizing and Building Relationships		Build district knowledge around the accreditation process prior to review to minimize probationary designations		
INTENT (WHY)		START DATE	END DATE	
To decrease the number of districts on probation and develop positive relationships with districts based on collaboration.		2019 - Q4 - November	2020 - Q1 - March	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Plan for the trainings	Office of Accreditation	2019 - Q4 - November	SDDOE
2	Offer a how to use accreditation tool and criteria for accreditation training	Office of Accreditation	2020 - Q1 - January	Virtual or Face to Face
3	Determine ongoing protocols and next steps	Office of Accreditation	2020 - Q1 - March	SDDOE
4				
5				
VICTORY				
Decrease the number of districts on probation.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of Accreditation	Division of Accreditation, Certification and Data Management	(Additional TBD)	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Achieving Internal Effectiveness		Re-establish a common purpose and function of the department's Management Team group to enhance decision-making practices		
INTENT (WHY)		START DATE	END DATE	
To establish a cohesive idea and function of the department management team's decision-making entity, which will improve internal effectiveness.		2019 - Q4 - November	2020 - Q1 - February	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Identify existing management team charter elements and policies	Office of the Secretary	2019 - Q4 - November	SDDOE
2	Develop a draft version of the new management team charter	Office of the Secretary	2019 - Q4 - November	Cross-divisional group
3	Submit for review by Division Directors	Division Directors	2020 - Q1 - January	Combined meeting
4	Reflect on Leadership recommendations and make final revisions for approval of the Secretary	Office of the Secretary	2020 - Q1 - February	Cross-divisional group
5				
VICTORY				
We use efficient and effective tools and strategies, communicate cross-divisionally, share a common purpose, understand each other's work, and provide space to raise and address problems an issues.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretary	DOE Office Administrators	All staff	Staff time	
			NEXT MEETING DATE	
			01/2020	

90-DAY IMPLEMENTATION STEPS



ACHIEVING INTERNAL EFFECTIVENESS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Achieving Internal Effectiveness		PHASE 1: Create desk guides to document tasks, processes and procedures to retain position-specific knowledge		
INTENT (WHY)		START DATE	END DATE	
To identify and document the invisible wisdom of the department and provide a concrete foundation of system process to fine-tune for better efficiency.		2019 - Q4 - December	2020 - Q1 - February	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Organize subgroup (including supervisory staff) to develop an approach for task completion	D - Finance & Management	2019 - Q4 - December	Subgroup meeting
2	Determine standard elements for DOE desk guides, create a sample desk guide form, & create samples	Office Administrators	2019 - Q4 - December	Subgroup meeting
3	Establish a timeline for the completion of the desk guides including set aside times to work on desk guides and follow-up with divisions	Office Administrators	2019 - Q4 - December	Subgroup meeting
4	Present information to the Leadership Team and announcement to All Staff	D - Finance & Management	2019 - Q4 - December	Leadership or ALL staff meeting
5				
VICTORY				
Department collaboration to determine the elements of a desk guide and sample templates and to communicate the information to All staff.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Finance & Management	DOE Division Directors & Office Administrators	All staff	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



ACHIEVING INTERNAL EFFECTIVENESS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Achieving Internal Effectiveness		PHASE 2: Create desk guides to document tasks, processes and procedures to retain position-specific knowledge		
INTENT (WHY)		START DATE	END DATE	
To identify and document the invisible wisdom of the department and provide a concrete foundation of system process to fine-tune for better efficiency.		2020 - Q1- February	2021 - Q1 - February	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Email timeline, elements, and desk guide samples to all staff with the end completion date	D - Finance & Management	2020 - Q1 - February	TBD
2	Set up meeting room to devote time for staff to work on desk guides	D - Finance & Management	2020 - Q1 - February	TBD
3	Check in with supervisors & directors on completion of desk guides - Quarterly	D - Finance & Management	2020 - Q2 - May 2020 - Q3 - August 2020 - Q4 - November	TBD
4	Completion of desk guides check-in and report to Leadership Team	D - Finance & Management	2021 - Q1 - February	TBD
5				
VICTORY				
Completion of the desk guides in 12 months by all staff.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Finance & Management	DOE Division Directors & Office Administrators	All staff	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Achieving Internal Effectiveness		Modernize data systems and infrastructure to maximize efficiency and effectiveness		
INTENT (WHY)		START DATE	END DATE	
To improve data systems and alignment by modernizing and streamlining data system infrastructure.		2020 - Q4 - October	2021 - Q1 - February	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Identify all data systems and processes; update DOE data dictionary	Data subgroup	2020 - Q4 - October	Subgroup meeting
2	Review and evaluate all data systems and processes	Data subgroup	2020 - Q4 - November	Subgroup meeting
3	Collaborate with DOE Office Administrators & Division Directors to determine next steps	Data subgroup	2020 - Q4 - November	Subgroup meetings
4	Establish an implementation plan for next steps	Data subgroup	2021 - Q1 - February	TBD
5				
VICTORY				
We use efficient and effective tools and strategies to accomplish our common goals. Improved efficiency and effectiveness on data systems.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Data subgroup	DOE Division Directors & Office Administrators	All staff	Staff time, budget pending (TBD)	
			NEXT MEETING DATE	
			10/2020	

90-DAY IMPLEMENTATION STEPS



HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Achieving Internal Effectiveness		Develop department-wide policy manual to preserve institutional knowledge and establish regular process improvement		
INTENT (WHY)		START DATE	END DATE	
To improve and build upon institutional knowledge by documenting, evaluating, and improving the guiding principals behind organizational decision-making.		2021 - Q1 - January	2022 - Q1- January	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Set up a cross-divisional meeting to evaluate the current collection of policy documentation	Office of the Secretary	2021 - Q1 - January	Cross-divisional meeting
2	Determine a universal template structure and outline a timeline of due dates	Office Administrators	2021 - Q1 - February	Cross-divisional meeting
3	Organize and coordinate a list of policies from each division	Office Administrators	2021 - Q1 - March	Duties as assigned
4	Establish a timeline and expectations for collecting policy manual feedback and revise working draft	Office of the Secretary	2021 - Q2 - April	Cross-divisional meeting
5	Roll-out of department policy manual at All staff meeting	Office Administrators	2022 - Q1 - January	All staff meeting
VICTORY				
We use efficient and effective tools and strategies to accomplish our common goals. A department policy manual is completed and posted on the intranet. The workgroup continues efforts and establishes a revision cycle to ensure up-to-datedness.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretary	DOE Office Administrators	All staff	Staff time	
			NEXT MEETING DATE	
			01/2021	

90-DAY IMPLEMENTATION STEPS



CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Implement focused initiatives to decrease the Opportunity Gap		
INTENT (WHY)		START DATE	END DATE	
South Dakota will be better served when each child has the opportunity to rise to their abilities and talents.		2019 - Q3 - August	2024 - Q3 - September	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Convene the Opportunity Gap workgroup	Office of the Secretary	2019 - Q3 - August	SDDOE
2	Identify effective policies and practices from workgroup feedback and establish a list of priorities	Opportunity Gap workgroup	2019 - Q4 - December	SDDOE
3	Identify partner early adopter districts and community organizations for implementation of defined practices	Opportunity Gap workgroup	2020 - Q1 - January	TBD
4	Organize, prioritize, and implement a two-year implementation plan	Opportunity Gap workgroup	2020 - Q2 - April	SDDOE
5	Manage initiative monitoring and evaluating metrics, timelines, and progress indicators	DOE Division Directors	2020 - Q4 - October	SDDOE
VICTORY				
90 day timeframe: form group and begin to formulate recommendations. Intermediate goal: Determine recommended actions, begin implementation and monitor performance. 5 Year goal: Decrease the achievement gap between economically disadvantaged and non-economically disadvantaged students.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretary External Partners	Division of Learning & Instruction Division of Educational Services & Supports	(TBD)	Staff time, budget pending (TBD)	
			NEXT MEETING DATE	
			12/2019	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Establish a networked community of allies focused on serving Native American learners to improve academic outcomes		
INTENT (WHY)		START DATE	END DATE	
When schools that experience similar challenges come together, they can learn from one another in solving problems.		2019 - Q4 - October	2020 - Q1 - February	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Work with McREL Region 11 Comprehensive Center to establish our framework for serving Native students	Office of Indian Education Office of Secretary	2019 - Q4 - December	SDDOE
2	Meet with participants to assess needs and define supports	Office of Indian Education Office of Secretary	2020 - Q1 - January	TBD
3	Connect and align efforts with areas of agency overlap to intentionally utilize funding and time effectively	Office of Indian Education Office of Secretary	2020 - Q1 - January	TBD
4	Recruit participants to form a networked community	Office of Indian Education Office of Secretary	2020 - Q1 - February	TBD
5	Meeting between DTR-OIE, DOE-OS, DOE-DL&I, and McREL to evaluate progress and establish a timeline moving forward	Office of Indian Education Office of Secretary	2020 - Q1 - February	TBD
VICTORY				
A networked community of individuals, agencies, and resources is established - providing a cohesive foundation of collaborative support.				
COORDINATOR		TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET
DTR - Office of Indian Education DOE - Office of Secretary		Tribal Education Directors Native American Advisory Council	McREL REL DOE Staff District Staff	Staff time, partnered grants
				NEXT MEETING DATE
				12/2019

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Establish a forum to showcase school successes to promote excellence in identified areas		
INTENT (WHY)		START DATE	END DATE	
In celebrating successful schools and programs, we highlight and promote excellence.		2021 - Q2 - April	2023 - Q1 - January	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Establish showcase subgroup	Office of Standards, Learning & Leadership	2021 - Q2 - April	Cross-divisional meeting
2	Identify categories for recognition. (Libraries, CTE programs, financial management, etc.)	Showcase subgroup	2021 - Q2 - June	TBD
3	Create criteria for recognition, based on evidence-based practices	Showcase subgroup	2021 - Q3 - September	TBD
4	Establish process for application and recognition, including development of webpage	Showcase subgroup	2022 - Q1 - January	TBD
5	DOE reviews applications and celebrates excellence	Showcase subgroup	2022 - Q4 - Oct. Review 2023 - Q1 - Jan. Celebrate	TBD
VICTORY				
Every year results in more schools participating in this process.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
DOE Division Directors	DOE Office Administrators (Additional TBD)	All staff External partners Districts	Staff time, budget pending (TBD)	
			NEXT MEETING DATE	
			04/2021	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Improve the quality of civics education for the development of informed citizens		
INTENT (WHY)		START DATE	END DATE	
When students are exposed to quality civics education in school, they will have foundational knowledge and experiences to become productive and informed citizens.		2019 - Q3 - July	2023 - Q2 - May	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Establish a Civics Education workgroup of stakeholders to inform a statewide effort	Division of Instruction and Learning	2019 - Q3 - July	Cross-divisional group
2	Determine K-12 educator and school needs in order to support implementation of engaging knowledge-rich civics education	Office of Standards, Learning & Leadership	2020 - Q2 - April	TBD
3	Establish network of teachers and out of school partnerships for educators to share experiences and resources	Office of Standards, Learning & Leadership	2020 - Q2 - April	TBD
4	Understand and recognize civics education efforts across the state	Office of Standards, Learning & Leadership	2020 - Q3 - August	TBD
5	Build the capacity of educators to implement engaging knowledge-rich civics instruction	Office of Standards, Learning & Leadership	2021 - Q2 - June	TBD
VICTORY				
The creation of the charter with a definition and tasks and the creation of a civics advisory group that will continue work on a variety of civics education initiatives.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Learning & Instruction	Office of Standards, Learning & Leadership	(Additional TBD)	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Support schools in offering laddered work-based learning for all students to promote informed choices about coursework and postsecondary		
INTENT (WHY)		START DATE	END DATE	
Students exposed to career exploration and experiences while in school make more informed choices about courses and postsecondary experiences.		2019 - Q3 - July	2020 - Q3 - August	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Develop and submit Perkins V State Plan, with a thread throughout about the importance of WBL	Division of Career and Technical Education	2018 - Q4 - Dec. Develop 2020 - Q2 - Apr. Submit	SDDOE
2	Co-plan, implement and promote South Dakota Week of Work	Division of Career and Technical Education	2019 - Q3 - April	SDDOE
3	Partner with the Department of Labor and Regulation to design and implement Phase II of Career Launch to reach more districts and schools	Division of Career and Technical Education	2020 - Q2 - May	SDDOE
4	Revamp DOE's work-based learning page (https://doe.sd.gov/cte/wbl.aspx) to be more of a toolkit for schools, based on SD WOW and Career Launch pages	Division of Career and Technical Education	2020 - Q3 - August	SDDOE
5	Establish work group to examine integration of WBL experiences into appropriate high school course codes	Division of Career and Technical Education	TBD	SDDOE
VICTORY				
Improved work-based learning instruction and opportunities in school districts.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Career & Technical Education	Office of Secondary Career & Technical Education	(Additional TBD)	TBD	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS

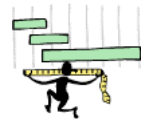


HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Cultivating Our Professional Culture		Define common values and make decisions based on those values, resulting in a shared understanding of expectations		
INTENT (WHY)		START DATE	END DATE	
If we know what our common values are, we will have a consistent approach in working with each other and our customers.		2019 - Q4 - December	2020 - Q1 - February	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Establish cross-divisional subgroup	DOE Division Directors	2019 - Q4 - December	SDDOE
2	Review focus group notes	Values subgroup	2019 - Q4 - December	SDDOE
3	Administer employee survey (ranking), analyze results and propose list of values	Values subgroup	2020 - Q1 - January	SurveyMonkey
4	Present results to office administrators	Values subgroup	2020 - Q4 - January	SDDOE
5	Final decision by Leadership	DOE Division Directors	2020 - Q1 - February	SDDOE
VICTORY				
Values infographic developed and inserted into DOE Employee Handbook. Employees develop the practice of making decisions based on values.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the State Library Office of the Secretary	DOE Office Administrators (Additional TBD)	DOE Division Directors Communications Team	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Cultivating Our Professional Culture		Complete an onboarding process and guide to provide a consistent experience for new employees		
INTENT (WHY)		START DATE	END DATE	
If we have an onboarding guide, our supervisors will take a consistent approach to acclimating new employees to DOE.		2019 - Q4 - December	2020 - Q2 - April	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Establish onboarding subgroup from Leadership developed survey	DOE Division Directors	2019 - Q4 - December	SDDOE
2	Evaluate current onboarding guide; identify gaps	Onboarding subgroup	2020 - Q1 - January	SDDOE
3	Solicit input from new hires	New hires (last 6 months)	2020 - Q1 - January	SDDOE
4	Edit/update onboarding guide	Onboarding subgroup	2020 - Q1 - January	SDDOE
5	Disseminate and train	DOE Division Directors & Office Administrators	2020 - Q1 - March	SDDOE
VICTORY				
New employees will feel like a valued member of a professional organization.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Educational Services and Supports	(Additional TBD)	DOE Division Directors Communications Team	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Cultivating Our Professional Culture		Provide regular and relevant learning opportunities for staff to build knowledge and capacity		
INTENT (WHY)		START DATE	END DATE	
If we provide regular and relevant learning opportunities for staff, DOE employees will be more informed and willing to collaborate to reach common goals.		2020 - Q2 - April	Ongoing	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Establish Learning Opportunity subgroup to develop the schedule and content of learning opportunities	Office of the Secretary	2020 - Q2 - April	SDDOE
2	Survey staff regarding training interests, topics; suggestions for improving ALL staff meetings	Learning Opportunity subgroup	2020 - Q2 - April	SurveyMonkey
3	Compile suggested training opportunities, providers and costs	Learning Opportunity subgroup	2020 - Q2 - May	SDDOE
4	Approval of schedule	DOE Division Directors	2020 - Q2 - May	SDDOE
5	Implementation of scheduled opportunities	Learning Opportunity subgroup	2020 - Q3 - July	Ongoing
VICTORY				
DOE employees will be informed and have the resources to collaborate.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretary	DOE Office Administrators	DOE Division Directors Communications Team	\$5,000	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Cultivating Our Professional Culture		Build a continuum of support for employees, wherever they are in their careers, to improve longevity		
INTENT (WHY)		START DATE	END DATE	
If DOE employees feel valued and have growth opportunities, we will experience better staff morale and less turnover.		2020 - Q3 - July	2020 - Q3 - September	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Establish Continuum workgroup from survey responses	DOE Division Directors	2020 - Q3 - July	SDDOE
2	Develop recommendations for an employee recognition program; present at combined meeting	Continuum workgroup	2020 - Q3 - August	SDDOE
3	Develop recommendations for enhancing professional development	Continuum workgroup	2020 - Q3 - August	SDDOE
4	Develop recommendations for establishing ad hoc leadership opportunities	Continuum workgroup	2020 - Q3 - August	SDDOE
5	Research possibility of bonuses for special projects including funding source	DOE Division Directors	2020 - Q3 - September	SDDOE
VICTORY				
Staff morale is high. Employees are informed and take ownership of their work. DOE has less turnover.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Career & Technical Education Office of the Secretary	(Additional TBD)	Division of Finance Management	TBD	
			NEXT MEETING DATE	

2020 COVID-19 Pandemic Response

90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Maximizing and Building Relationships		Provide public schools with timely and credible information on COVID-19 and related school issues		
INTENT		START DATE	END DATE	
When school officials understand public health concerns, they can make informed decisions about when to consider closing schools and how to provide continuous learning.		2020 - Q1 - March	Unknown	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Communicate regularly with school administrators - sharing pertinent and credible information and resources	Leadership, Management, and Communication teams; others as needed	Daily, weekly, and as needed	Via video and phone conferences, emails messages, and website updates
2	Establish and maintain a coronavirus page on SDDOE's website with the latest information for school leaders	Communication Team	As needed when policy and guidance changes	SDDOE website
3	Create and send regular and pertinent messages via a COVID-19 listserv	Communication Team	Daily, weekly, and as needed	SDDOE (BIT assisted)
VICTORY				
School leaders are well-informed and able to make decisions based on facts and what's best for students.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS/ PARTNERS	BUDGET	
Office of the Secretariat	Leadership, Management, and Communication teams; others as needed	Governor's office, ASBSD, and SASD	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Provide resources and support to educators as they transition to flex learning		
INTENT (WHY)		START DATE	END DATE	
As the COVID-19 pandemic continues, schools will need to offer instruction in flexible formats to assist in mitigating spread of the virus.		2020 - Q1 - March	2020 - Q2 - May	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Assess school leaders' need and interests	Divisions of Learning & Instruction and Career & Technical Education; others as needed	Ongoing	SDDOE
2	Provide regular webinars for specific groups of educators to share ideas and to support each other through the transition (e.g., curriculum directors and school counselors)	Divisions of Learning & Instruction and Career & Technical Education; others as needed	Ongoing	SDDOE
3	Develop and distribute guidance on specific COVID-related issues (e.g., recording instructional time, flex learning, and grades/credit/graduation)	Divisions of Learning & Instruction and Career & Technical Education; others as needed	Ongoing	SDDOE
VICTORY				
Schools are able to move fluidly between face-to-face and flexible learning models with little interruption to learning.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Divisions of Learning & Instruction and Career & Technical Education	Various individuals and teams as needed	Curriculum directors and school counselors	Staff time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Pursue federal waivers and state legislation that allow for flexibility from certain requirements during the COVID-19 pandemic		
INTENT (WHY)		START DATE	END DATE	
Schools need relief from certain regulatory functions in order to focus on student well-being and continuous learning.		2020 - Q1 - March	2023 - Q1 - January	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Apply for U.S. Department of Agriculture waivers that allow schools to continue feeding students and families during COVID-related school closures	Office of Child & Adult Nutrition Services and Governor's Office	2020 - Q1 - March	SDDOE
2	Apply for U.S. Department of Education waivers that: (1) allow states to cancel administration of state assessments for SY 2019-20 and (2) address certain fiscal limitations related to federal education funding	Office of the Secretariat, Divisions of Learning & Instruction, Educational Services & Support, and Finance and Management	2020 - Q1 - March	SDDOE
3	Introduce legislation that (1) gives the Secretary of Education authority to waive schools' minimum hour requirements in this time of emergency school closures and (2) allows for relief from the requirement to administer the state assessments for SY 2019-20	Office of the Secretariat and Governor's Office	2020 - Q1 - March	State Legislature
4	Work with Governor's Office to issue Executive Orders that temporarily: (1) suspend certain administrative rules related to student teaching and (2) certain rules related to teacher evaluation	Office of the Secretariat, Division of Accreditation, Certification, & Data Management and Governor's Office	2020 - Q1 - March	SDDOE
VICTORY				
Schools are able to provide continuous services to students and families during the pandemic without regulatory roadblocks, and teacher preparation candidates can continue to pursue degrees.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretariat	Various individuals and teams as needed	Governor's Office	Staff Time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Cultivating Our Professional Culture		Create resources for internal purposes that will be used by SDDOE staff to build knowledge about how to deliver quality online professional development to educators		
INTENT (WHY)		START DATE	END DATE	
With K-12 educators expected to deliver effective online instruction to their students, SDDOE's online professional development should serve as models for the state's educators.		2020 - Q2 - April	2020 - Q2 - May	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Establish a workgroup from across the department that focuses on developing the resources	Staff from across the department	2020 - Q2 - April	SDDOE
2	Create the resources: (1) best practices/guidelines and (2) platform information	Workgroup Members	2020 - Q2 - April	MS Teams
3	Share the resources internally with DOE staff	Workgroup Members	2020 - Q2 - May	Leadership & Management meetings and Division/Team Meetings
VICTORY				
DOE employees utilize the resources to improve their offerings of online professional development.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Learning and Instruction	Various individuals from across SDDOE	Leadership and Management Teams	Staff Time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Provide school leaders with guidance to assist in local decision-making for the opening of the 2020-21 school year		
INTENT (WHY)		START DATE	END DATE	
When school leaders have credible information and appropriate tools, they will make more informed decisions about opening for the 2020-21 school year.		2020 - Q2 - May	2020 - Q3 - August/October	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Collaborate within DOH and external stakeholders (educators, business managers, and local school board members) to collect relevant information and identify decision points.	Leadership and Management Teams	2020 - Q2 - May	SDDOE
2	Create webpage to house guide identified below and related guidance.	Communications Team	2020 - Q2 - May	SDDOE
3	Develop and distribute a guide for school leaders to make informed decisions based on local conditions and the best scientific information available at the time.	Communications Team	2020 - Q2 - June	SDDOE
4	Update guide and website with resources and information as needed to keep guidance current through September 2020, or as long as necessary.	Communications Team	2020 - Q2 - June-Sept	SDDOE
VICTORY				
School leaders use state-issued guidance, information and resources to inform planning around how to provide continuous instruction during the 2020-21 school year during changing conditions of COVID-19.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Office of the Secretariat, Division of Career & Technical Education	Various individuals and teams as needed	Governor's Office, CCSSO, CDC, SD Department of Health, SASD, ASBSD, SDEA, SDHSAA, Technical Colleges, and BOR	Staff Time	
			NEXT MEETING DATE	

90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

STRATEGIC DIRECTION		ACCOMPLISHMENT TITLE (WHAT)		
Championing Excellence		Implement a simple process for distributing Coronavirus Aid, Relief and Economic Security (CARES) Act funds to eligible schools		
INTENT (WHY)		START DATE	END DATE	
Schools will need and want access to available COVID emergency relief funds as quickly as possible.		2020 - Q2 - May	2022 - Q3 - September (9/30/22 - last day to obligate funds)	
IMPLEMENTATION STEPS (HOW)		WHO	WHEN	WHERE
1	Apply for federal funding	Division of Finance & Management and Office of the Secretariat	2020 - Q2 - May	SDDOE
2	Prepare Grants Management System application for ESSER funds	Division of Finance & Management	2020 - Q2 - May	SDDOE
3	Review ESSER applications and distribute funding appropriately	Division of Finance & Management and Leadership Team	2020 - Q2 - June	SDDOE
4	Monitor districts to ensure appropriate use of ESSER funds	Division of Finance & Management	2020 - Q2 - June	SDDOE
5	Assist Governor's Office with GEER application and distribution and monitoring of these funds	Governor's Office with SDDOE assistance	2020 - Q2 - June-Sept	Governor's Office
VICTORY				
Schools use CARES Act funds in appropriate and meaningful ways, which support student health (physical and mental), safety and academic growth.				
COORDINATOR	TEAM MEMBERS	COLLABORATORS & PARTNERS	BUDGET	
Division of Finance & Management	Division of Finance & Management and Office of the Secretariat; others as needed	Governor's Office, all accredited public and non-public schools, and U.S. Department of Education	Staff Time, costs to build ESSER application	
			NEXT MEETING DATE	