

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

# 90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

| STRATEGIC DIRECTION  |  | ACCOMPLISHMENT TITLE (WHAT)                                     |                          |                         |
|--|--|---|--------------------------|-------------------------|
| <b>Maximizing and Building Relationships</b>   |  | <b>Support local school boards for informed decision-making</b> |                          |                         |
| 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                   |
| <b>1</b>   | Collaborate with Associated School Boards of South Dakota (ASBSD) to determine topical areas of interest | D - Finance & Management<br>D - CTE                             | 2020 - Q1 - January      | SDDOE                   |
| <b>2</b>   | Each office determines topics that are most relevant for school board members                            | DOE Office Administrators                                       | 2020 - Q1 - February     | SDDOE                   |
| <b>3</b>   | Set up a meeting between ASBSD & DOE to determine common components from both groups                     | DOE Division Directors & Office Administrators                  | 2020 - Q1 - March        | SDDOE                   |
| <b>4</b>   | Establish calendar of training for school board members  | DOE Division Directors & Office Administrators                  | 2020 - Q2 - April        | SDDOE                   |
| <b>5</b>   | 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<br>Division of Career & Technical Education                             | Associated School Boards of South Dakota                        | Staff time               |                         |
|  |  |   | <b>NEXT MEETING DATE</b> |                         |



# 90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

| STRATEGIC DIRECTION  |   | ACCOMPLISHMENT TITLE (WHAT)   |                          |       |
|--|---|---|--------------------------|-------|
| <b>Maximizing and Building Relationships</b>   |   | <b>Establish routine communications with legislators to build understanding of K-12 education</b> |                          |       |
| 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 |
| <b>VICTORY</b>   |   |   |                          |       |
| 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               |       |
|  |   |   | <b>NEXT MEETING DATE</b> |       |

# 90-DAY IMPLEMENTATION STEPS



**MAXIMIZING & BUILDING RELATIONSHIPS**

| STRATEGIC DIRECTION  |   | ACCOMPLISHMENT TITLE (WHAT)   |                      |            |
|--|---|---|----------------------|------------|
| <b>Maximizing and Building Relationships</b>                                       |   | <b>Measure and define collaborations with colleges, tribal education officials, educational research and policy institutions, and other state agencies.</b> |                      |            |
| 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/<br>PARTNERS  | BUDGET               |            |
| Office of Accreditation<br>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)  |                       |                                       |
|---|---|--|-----------------------|---------------------------------------|
| <b>Maximizing and Building Relationships</b>  |   | <b>Establish protocols with the Office of Tribal Relations and Tribal Education Directors to support improved academic outcomes for Native American learners</b> |                       |                                       |
| 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                                 |
| <b>1</b>  | Facilitate SEA Tribal Consultation  | Office of the Secretary<br>D - Tribal Relations  | 2019 - Q3 - September | Pierre, SD - Ramkota                  |
| <b>2</b>  | Gain an invitation to regular TED Meetings and establish communication with TEDs  | Office of the Secretary<br>D - Tribal Relations  | 2019 - Q4 - October   | Pierre, SD - DTR<br>Pierre, SD - PILC |
| <b>3</b>  | Meet with the TEDs to present unified front and request feedback and concerns   | Office of the Secretary<br>D - Tribal Relations  | 2019 - Q4 - November  | TED Meetings                          |
| <b>4</b>  | 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<br>D - Tribal Relations  | 2020 - Q1 - January   | Virtual<br>Rapid City                 |
| <b>5</b>  | Post Tribal communication protocol/meeting notes/celebrations   | Office of the Secretary<br>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<br>Department of Tribal Relations   | Tribal Education Directors<br>DOE Division Directors &<br>Office Administrators   | Native American Advisory<br>Council  | Staff time            |                                       |
|   |   |  | NEXT MEETING DATE     |                                       |
|   |   |  | 12/2019               |                                       |

# 90-DAY IMPLEMENTATION STEPS

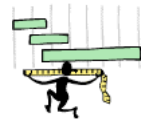


HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

| STRATEGIC DIRECTION  |   | ACCOMPLISHMENT TITLE (WHAT)  |                          |                         |
|--|---|--|--------------------------|-------------------------|
| <b>Maximizing and Building Relationships</b>   |   | <b>Build district knowledge around the accreditation process prior to review to minimize probationary designations</b> |                          |                         |
| 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               |                         |
|  |   |  | <b>NEXT MEETING DATE</b> |                         |

# 90-DAY IMPLEMENTATION STEPS

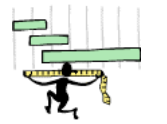


HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

| STRATEGIC DIRECTION   |  | ACCOMPLISHMENT TITLE (WHAT)  |                      |                        |
|---|--|--|----------------------|------------------------|
| <b>Achieving Internal Effectiveness</b>   |  | <b>Re-establish a common purpose and function of the department's Management Team group to enhance decision-making practices</b> |                      |                        |
| 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



HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

| STRATEGIC DIRECTION   |  | ACCOMPLISHMENT TITLE (WHAT)  |                          |                                 |
|---|--|--|--------------------------|---------------------------------|
| <b>Achieving Internal Effectiveness</b>   |  | <b>PHASE 1: Create desk guides to document tasks, processes and procedures to retain position-specific knowledge</b> |                          |                                 |
| 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   |  |  |                          |                                 |
| <b>VICTORY</b>  |  |  |                          |                                 |
| 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               |                                 |
|   |  |  | <b>NEXT MEETING DATE</b> |                                 |

# 90-DAY IMPLEMENTATION STEPS



HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

| STRATEGIC DIRECTION   |  | ACCOMPLISHMENT TITLE (WHAT)  |   |       |
|---|--|--|---|-------|
| <b>Achieving Internal Effectiveness</b>   |  | <b>PHASE 2: Create desk guides to document tasks, processes and procedures to retain position-specific knowledge</b> |   |       |
| 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<br>2020 - Q3 - August<br>2020 - Q4 - November | TBD   |
| 4   | Completion of desk guides check-in and report to Leadership Team                           | D - Finance & Management   | 2021 - Q1 - February  | TBD   |
| 5   |  |  |   |       |
| <b>VICTORY</b>  |  |  |   |       |
| 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  |       |
|   |  |  | <b>NEXT MEETING DATE</b>                                      |       |

# 90-DAY IMPLEMENTATION STEPS



HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

| STRATEGIC DIRECTION   |   | ACCOMPLISHMENT TITLE (WHAT)   |                                  |                   |
|---|---|---|----------------------------------|-------------------|
| <b>Achieving Internal Effectiveness</b>   |   | <b>Modernize data systems and infrastructure to maximize efficiency and effectiveness</b> |                                  |                   |
| 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   |   |   |                                  |                   |
| <b>VICTORY</b>  |   |   |                                  |                   |
| We use efficient and effective tools and strategies to accomplish our common goals.<br>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) |                   |
|   |   |   | <b>NEXT MEETING DATE</b>         |                   |
|   |   |   | 10/2020                          |                   |



# 90-DAY IMPLEMENTATION STEPS

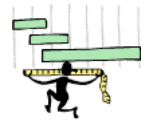


HOW we get there

ACHIEVING INTERNAL EFFECTIVENESS

| STRATEGIC DIRECTION   |  | ACCOMPLISHMENT TITLE (WHAT)  |                          |                          |
|---|--|--|--------------------------|--------------------------|
| <b>Achieving Internal Effectiveness</b>   |  | <b>Develop department-wide policy manual to preserve institutional knowledge and establish regular process improvement</b> |                          |                          |
| 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        |
| <b>VICTORY</b>  |  |  |                          |                          |
| We use efficient and effective tools and strategies to accomplish our common goals.<br>A department policy manual is completed and posted on the intranet.<br>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               |                          |
|   |  |  | <b>NEXT MEETING DATE</b> |                          |
|   |  |  | 01/2021                  |                          |

# 90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

| STRATEGIC DIRECTION  |  | ACCOMPLISHMENT TITLE (WHAT)  |                                  |       |
|--|--|--|----------------------------------|-------|
| <b>Championing Excellence</b>  |  | <b>Implement focused initiatives to decrease the Opportunity Gap</b> |                                  |       |
| 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.<br>Intermediate goal: Determine recommended actions, begin implementation and monitor performance.<br>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<br>External Partners   | Division of Learning & Instruction<br>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)   |  |                              |
|--|---|---|--|------------------------------|
| <b>Championing Excellence</b>  |   | <b>Establish a networked community of allies focused on serving Native American learners to improve academic outcomes</b> |  |                              |
| 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<br>Office of Secretary   | 2019 - Q4 - December                     | SDDOE                        |
| 2  | Meet with participants to assess needs and define supports  | Office of Indian Education<br>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<br>Office of Secretary   | 2020 - Q1 - January                      | TBD                          |
| 4  | Recruit participants to form a networked community  | Office of Indian Education<br>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<br>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<br>DOE - Office of Secretary  |   | Tribal Education Directors<br>Native American Advisory Council  | McREL REL<br>DOE Staff<br>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)   |   |                          |
|--|--|---|---|--------------------------|
| <b>Championing Excellence</b>  |  | <b>Establish a forum to showcase school successes to promote excellence in identified areas</b> |   |                          |
| 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                    |
| <b>1</b>   | Establish showcase subgroup  | Office of Standards, Learning & Leadership  | 2021 - Q2 - April   | Cross-divisional meeting |
| <b>2</b>   | Identify categories for recognition. (Libraries, CTE programs, financial management, etc.) | Showcase subgroup   | 2021 - Q2 - June  | TBD                      |
| <b>3</b>   | Create criteria for recognition, based on evidence-based practices                         | Showcase subgroup   | 2021 - Q3 - September                                     | TBD                      |
| <b>4</b>   | Establish process for application and recognition, including development of webpage        | Showcase subgroup   | 2022 - Q1 - January                                       | TBD                      |
| <b>5</b>   | DOE reviews applications and celebrates excellence   | Showcase subgroup   | 2022 - Q4 - Oct.   Review<br>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<br>(Additional TBD)  | All staff External partners<br>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)   |                          |                        |
|---|---|---|--------------------------|------------------------|
| <b>Championing Excellence</b>   |   | <b>Improve the quality of civics education for the development of informed citizens</b> |                          |                        |
| 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                    |
| <b>VICTORY</b>  |   |   |                          |                        |
| 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               |                        |
|   |   |   | <b>NEXT MEETING DATE</b> |                        |

# 90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

| STRATEGIC DIRECTION  |  | ACCOMPLISHMENT TITLE (WHAT)   |   |       |
|--|--|---|---|-------|
| <b>Championing Excellence</b>  |  | <b>Support schools in offering laddered work-based learning for all students to promote informed choices about coursework and postsecondary</b> |   |       |
| 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<br>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 ( <a href="https://doe.sd.gov/cte/wbl.aspx">https://doe.sd.gov/cte/wbl.aspx</a> ) 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)   |                          |              |
|--|--|---|--------------------------|--------------|
| <b>Cultivating Our Professional Culture</b>  |  | <b>Define common values and make decisions based on those values, resulting in a shared understanding of expectations</b> |                          |              |
| 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.<br>Employees develop the practice of making decisions based on values. |  |   |                          |              |
| COORDINATOR  | TEAM MEMBERS   | COLLABORATORS & PARTNERS  | BUDGET                   |              |
| Office of the State Library<br>Office of the Secretary   | DOE Office<br>Administrators<br>(Additional TBD)                                 | DOE Division Directors<br>Communications Team   | Staff time               |              |
|  |  |   | <b>NEXT MEETING DATE</b> |              |

# 90-DAY IMPLEMENTATION STEPS



HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

| STRATEGIC DIRECTION  |  | ACCOMPLISHMENT TITLE (WHAT)  |                          |       |
|--|--|--|--------------------------|-------|
| <b>Cultivating Our Professional Culture</b>  |  | <b>Complete an onboarding process and guide to provide a consistent experience for new employees</b> |                          |       |
| 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<br>Communications Team  | Staff time               |       |
|  |  |  | <b>NEXT MEETING DATE</b> |       |



# 90-DAY IMPLEMENTATION STEPS



HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

| STRATEGIC DIRECTION  |   | ACCOMPLISHMENT TITLE (WHAT)  |                   |              |
|--|---|--|-------------------|--------------|
| <b>Cultivating Our Professional Culture</b>  |   | <b>Provide regular and relevant learning opportunities for staff to build knowledge and capacity</b> |                   |              |
| 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<br>Communications Team  | \$5,000           |              |
|  |   |  | NEXT MEETING DATE |              |
|  |   |  |                   |              |

# 90-DAY IMPLEMENTATION STEPS



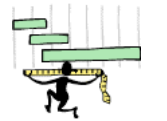
HOW we get there

CULTIVATING OUR PROFESSIONAL CULTURE

| STRATEGIC DIRECTION   |  | ACCOMPLISHMENT TITLE (WHAT)   |                          |       |
|---|--|---|--------------------------|-------|
| <b>Cultivating Our Professional Culture</b>   |  | <b>Build a continuum of support for employees, wherever they are in their careers, to improve longevity</b> |                          |       |
| 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<br>Office of the Secretary   | (Additional TBD)   | Division of Finance Management  | TBD                      |       |
|   |  |   | <b>NEXT MEETING DATE</b> |       |

# 2020 COVID-19 Pandemic Response

# 90-DAY IMPLEMENTATION STEPS



HOW we get there

MAXIMIZING & BUILDING RELATIONSHIPS

| STRATEGIC DIRECTION  |   | ACCOMPLISHMENT TITLE (WHAT)  |  |   |
|--|---|--|--|---|
| <b>Maximizing and Building Relationships</b>   |   | <b>Provide public schools with timely and credible information on COVID-19 and related school issues</b> |  |   |
| 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/<br>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)   |                     |                   |
|--|---|---|---------------------|-------------------|
| <b>Championing Excellence</b>  |   | <b>Pursue federal waivers and state legislation that allow for flexibility from certain requirements during the COVID-19 pandemic</b> |                     |                   |
| 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             |
| <b>1</b>   | 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             |
| <b>2</b>   | 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             |
| <b>3</b>   | 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 |
| <b>4</b>   | 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)   |                   |   |
|---|---|---|-------------------|---|
| <b>Cultivating Our Professional Culture</b>   |   | <b>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</b> |                   |   |
| 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   |
| <b>1</b>  | Establish a workgroup from across the department that focuses on developing the resources | Staff from across the department  | 2020 - Q2 - April | SDDOE   |
| <b>2</b>  | Create the resources: (1) best practices/ guidelines and (2) platform information         | Workgroup Members   | 2020 - Q2 - April | MS Teams  |
| <b>3</b>  | 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)  |                            |       |
|--|---|--|----------------------------|-------|
| <b>Championing Excellence</b>  |   | <b>Provide school leaders with guidance to assist in local decision-making for the opening of the 2020-21 school year</b>      |                            |       |
| 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 |
| <b>1</b>   | 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 |
| <b>2</b>   | Create webpage to house guide identified below and related guidance.  | Communications Team  | 2020 - Q2 - May            | SDDOE |
| <b>3</b>   | 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 |
| <b>4</b>   | 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,<br>Division of Career &<br>Technical Education  | Various individuals and<br>teams as needed  | Governor's Office, CCSSO, CDC,<br>SD Department of Health,<br>SASD, ASBSD, SDEA, and<br>SDHSAA (Technical Colleges<br>and BOR) | Staff Time                 |       |
|  |   |  | NEXT MEETING DATE          |       |



# 90-DAY IMPLEMENTATION STEPS



HOW we get there

CHAMPIONING EXCELLENCE

| STRATEGIC DIRECTION   |   | ACCOMPLISHMENT TITLE (WHAT)  |  |                   |
|---|---|--|--|-------------------|
| <b>Championing Excellence</b>   |   | <b>Implement a simple process for distributing Coronavirus Aid, Relief and Economic Security (CARES) Act funds to eligible schools</b> |  |                   |
| 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, U.S. Department of Education  | Staff Time, costs to build ESSER application                 |                   |
|   |   |  | <b>NEXT MEETING DATE</b>                                     |                   |