

**IMAGINE  
2020**

**Glenda Ritz**  
Superintendent of Public Instruction



**Indiana Department of Education**  
Building an education system of equity and high quality,  
focused on student-centered accountability

August 1, 2016

## Dear Hoosiers,

Every year, more than half of your taxpayer dollars go to support K-12 education in our state. When I was elected Indiana's 43rd Superintendent of Public Instruction, you entrusted me with the responsibility to provide the support needed to serve Indiana's students in our public schools. The Indiana Department of Education works every day to ensure that Hoosier students receive an education and an equitable system of support that will open doors of opportunity for them for a lifetime.

My Department works alongside others who care deeply about the wellbeing of our children, including local educators serving in our schools, education stakeholders, state and local government, boards, committees, commissions, community partners, and Hoosier families.

I came to the Department of Education with a strong vision for students that reflected my 34 years of teaching: *Imagining the possibilities and making them happen* – doing whatever it takes to meet the needs of every individual student.

Since January 2013, the Indiana Department of Education has embarked on a mission to *build an education system of equity and high quality, focused on student-centered accountability*.

We know that we must focus on the following three educational foundations to advance our system of serving children, no matter their ZIP code:

- ▶ **EQUITY IN STUDENT ACCESS** to resources and instructional support.
- ▶ **HIGH-QUALITY INSTRUCTION** from the very best educators with high learning expectations and support for all Hoosier students.
- ▶ **A STUDENT-CENTERED APPROACH** that focuses on the diverse needs of each and every student to exit our Pre-K–12 education system prepared to succeed in college and career opportunities.

To reflect our vision and mission, this report highlights the students we serve, provides a year-by-year analysis of accomplishments, and presents bold actions planned for future sessions of the Indiana General Assembly, beginning with the next budget session. Hoosiers continue to highly value the education of their children. It is an honor to serve you and Indiana's public school students.

Sincerely,



Glenda Ritz, NBCT  
Indiana Superintendent of Public Instruction



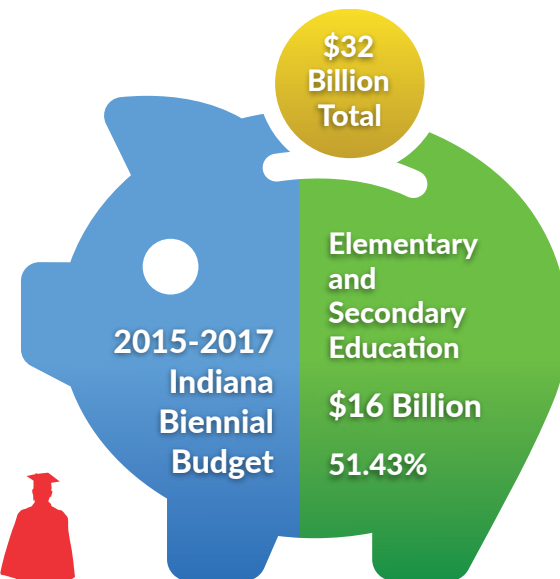


# IDOE: Serving All Students

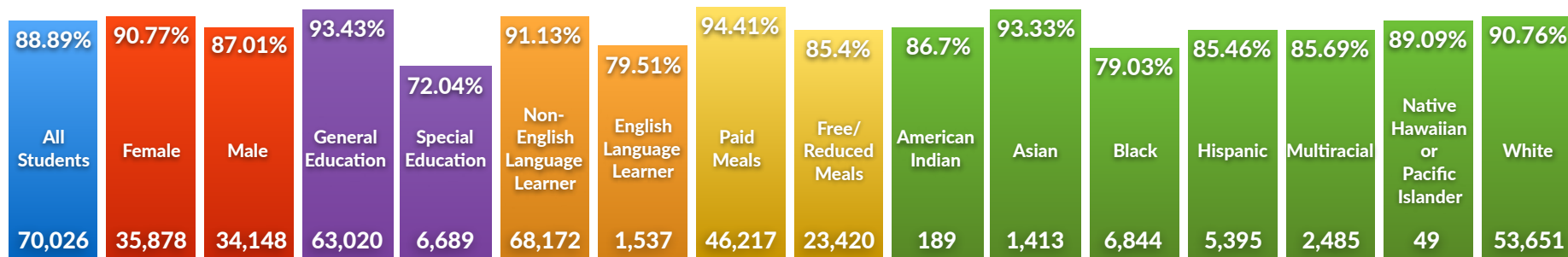
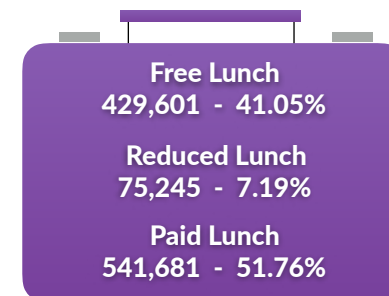
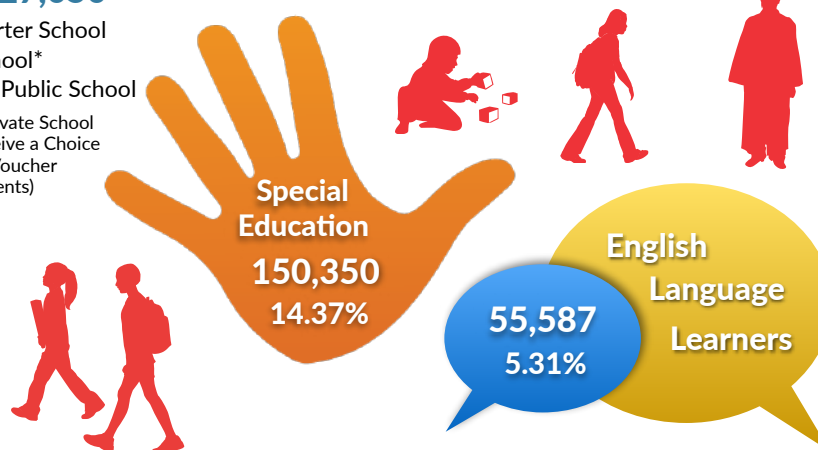
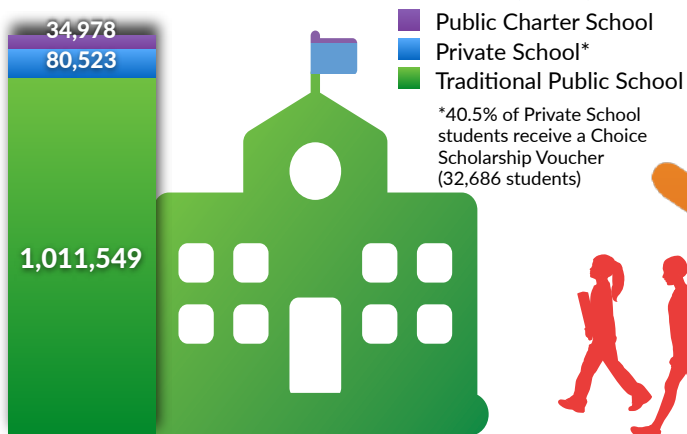


## 2015-16 School Year

Public School Enrollment	1,046,527	100.00%
American Indian	2,268	0.22%
Asian	22,521	2.15%
Black	129,812	12.40%
Hispanic	116,601	11.14%
Multi-Racial	49,081	4.69%
Native Hawaiian or Pacific Islander	713	0.07%
White	725,531	69.33%



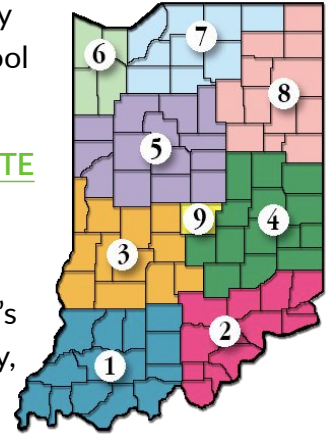
## Total K-12 Student Enrollment: 1,127,050



2014-2015 Graduation Rate (and Number of Graduates) by Subgroup

## Made it Happen in 2013

- ✓ **Provided direct service to public schools** by creating the [Division of Outreach for School Improvement](#), and without using any additional tax dollars, the Department of Education hired outstanding educators in 9 regions around the state to provide direct support between schools and the Department. These coordinators live in the regions they serve. [They support school improvement](#) by working with school principals to [focus on best practices](#) that promote great teaching and learning and improve school climate and culture.
- ✓ **Provided more Career and Technical Education (CTE) opportunities for students.** For the first time, enrollments in [CTE courses and pathways](#) topped 200,000, and the Department instituted the *Math-In-CTE* program to team 53 math teachers with 53 CTE teachers.
- ✓ **Improved the safety of our schools** by increasing the number of [school safety specialists](#) and participation in Indiana's School Safety Academy, the nation's largest. The Department also created a team of responders in case of emergency, and advocated for \$20 million for additional school resource officers and improved physical security at schools.
- ✓ **Increased focus on family literacy** by launching the [Hoosier Family of Readers](#) to create a culture of readers around the state to improve literacy by working alongside statewide partners and offering [free access to online books](#).



- ✓ **Saved programs in jeopardy** from mismanagement by the previous Department administration and ensured obligations were met to preserve and protect student programs – including [migrant programs](#) and guaranteeing [federal spending flexibility](#).
- ✓ **Improved communications** by establishing regular weekly communication with schools, [quarterly video messages](#) to parents and educators, developing a new easy-to-use website, and creating a wide presence on social media.

- ✓ **Increased transparency** by ensuring public meetings stayed public and guaranteeing Open Door Law was followed. To date, the Department has fulfilled more than 2,000 public records requests.
- ✓ **Coordinated state government services to Hoosier children** by serving with 10 other state agencies on the [Commission on Improving the Status of Children](#).





## Made it Happen in 2014

- ✓ Expanded direct service to public schools by creating a [district-level approach to Outreach for School Improvement](#) to serve our most challenged school districts and hired a family and community engagement coordinator to identify [family friendly practices](#) in schools.
- ✓ Expanded CTE opportunities for students by increasing the number of students earning industry-recognized credentials, enrolling more than 8,600 students in dual credit courses — resulting in savings of nearly \$4 million for Hoosier families, and [initiating a study of the state's Career and Technical Education programs](#).



- ✓ Strengthened Indiana's college and career ready standards in [language arts, math, and social studies](#) to move away from teaching to the test to ensure students are proficient readers, writers, communicators, and problem solvers. For the first time, the Department provided high-quality, digital resources for educators and established more than [50 online Communities of Practice](#).

- ✓ Developed Indiana's college and career ready assessment version of ISTEP+ to comply with federal mandates that required the Department to quickly administer a new, more rigorous assessment.

- ✓ Created a fair, transparent, student-centered accountability system for schools that focuses on [individual student growth](#).

- ✓ Increased eLearning opportunities and training for schools by providing a ["virtual learning option."](#) For the first time, the Department gave flexibility to local districts to use eLearning to teach on snow days if they demonstrated student access to technology and instructional capacity.

- ✓ Highlighted the importance of wrap-around services for at-risk students and [provided a community approach](#) to serving the needs of Hoosier students. To highlight these efforts, the Department, in partnership with WFYI, produced the regional Emmy nominated [State of the Classroom](#).

- ✓ Promoted student wellness programs through the [Division of School and Community Nutrition](#) and participated with community stakeholders in [JumpIN](#) to encourage students and families to live healthier lives.

- ✓ Promoted global learning initiatives by hosting workshops on [international education](#), partnering with education ministries in Spain, France, China, and Taiwan, and advocating for dual language immersion programs.



## Made it Happen in 2015

- ✓ **Expanded direct service to public schools** by adding more Outreach Coordinators and by creating the [School Improvement Network](#) for school districts to address the challenges of delivering resources to students in need.



- ✓ **Expanded CTE opportunities for students** by increasing Career and Technical Education courses and pathways, delivering professional development to 2,000 teachers and administrators, and [conducting a study of state-wide CTE programs](#) that showed a graduation rate of 95% for CTE students.
- ✓ **Proposed a bold education budget** that [increased total funding to public schools](#), doubled funding for English learners, and provided funding for local districts to choose formative assessment tools that best met their local needs.
- ✓ **Expanded Pre-K support in public schools** with federal funding, Paths to QUALITY™ assurances, and implementation of the [Early Learning Foundations](#).
- ✓ **Secured flexibility from the federal government** to allow local schools more [freedom to effectively use federal dollars](#).

- ✓ **Developed a comprehensive plan to address the teacher shortage** by forming [The Blue Ribbon Commission on the Recruitment and Retention of Excellent Educators](#), which included education professionals from around the state.



- ✓ **Expanded digital learning opportunities, capacity, and communication** by distributing [eLearning](#) grants to build equity among schools, hosting eLearning conferences with the participation of 82% of all school corporations, and launching the [INSchool App](#) for all mobile devices.

- ✓ **Established a statewide student advisory council** to include the [voices of high school students](#) to inform education policy.

- ✓ **Implemented Science, Technology, Engineering, and Math (STEM) recognition program** to promote high-quality [STEM programs](#) in our schools.



- ✓ **Protected the privacy and security of student data** by moving data storage systems to the Indiana Office of Technology and reallocating \$1 million of funds the previous administration had devoted to unnecessary video conferencing equipment.

## Made it Happen in 2016

- ✓ Expanded direct service to public schools by hiring a statewide [school social work and health services specialist](#) to work with areas in the state that face severe needs for wrap-around services for children, which includes breaking down barriers that prevent access to health care, mental health services, and child protection services.
- ✓ Prevented the drop in ISTEP+ scores from unfairly penalizing Indiana's schools by securing [emergency relief through the General Assembly](#) to assign fair letter grades for the 2014-15 school year and spared Indiana communities from an economic downturn resulting from falling school accountability grades.
- ✓ Expanded CTE opportunities for students by receiving the New Skills for Youth Grant to [increase access to career and technical education pathways](#) for all students and collaborating with the *I Am CTE* marketing campaign.
- ✓ Advocated for the end of the pass/fail, high stakes, costly, time consuming ISTEP+ test and instead called for the development of a new student-centered assessment system. [Superintendent Ritz's leadership](#) led to the passage of HEA 1395, which guarantees an end of ISTEP.
- ✓ Implemented strategies of *The Blue Ribbon Commission on Recruitment and Retention of Excellent Educators* by [hiring a director of the Commission](#), advocating for the [Commission's strategies](#) in the General Assembly, and supporting teachers who want to pursue [National Board Certification](#) by providing nearly \$30,000 for 14 mentors to guide 27 candidates.
- ✓ Implemented new science standards and provided [high-quality digital resources](#) for educators.
- ✓ Established the Promising Practices program to share [the great initiatives](#) from schools around the state that focus on great teaching and wrap-around services. The program was recognized by the Bicentennial Commission as an Official Endorsed Legacy Project.
- ✓ Implemented the new fair, transparent, student-centered accountability system developed by educators to [focus on individual student growth](#).
- ✓ Increased communication directly to teachers by publishing the monthly Teacher Dialogue to share access to resources and best practices with educators.
- ✓ Visited students and educators across the state to observe best practices and learn how the Department of Education might better support the needs of local schools. Superintendent Ritz [has traveled 2-3 days per week](#) since January 2013.



# IMAGINING THE POSSIBILITIES FOR 2020

EQUITY - HIGH QUALITY - STUDENT-CENTERED

As we look toward 2020...

- ▶ **Imagine** Indiana Pre-K students having access to fully-funded high-quality early learning programs.
- ▶ **Imagine** Indiana students having more time for learning and spending less time on testing, outperforming other students in the nation in literacy and problem-solving, and experiencing a well-rounded curriculum.
- ▶ **Imagine** Indiana students leaving our high schools prepared for post-secondary education and training to enter living wage careers, achieving a 91% graduation rate—the highest in the nation.



To make these possibilities happen, Indiana must continue its focus on...

- ▶ **Equity in student access** to resources and instructional support.
- ▶ **High-quality instruction** from the very best educators with high learning expectations and support for all Hoosier students.
- ▶ **A student-centered approach** that focuses on the diverse needs of each and every student to exit our Pre-K–12 system prepared to succeed in college and career opportunities.

The Department is committed to building on the accomplishments of the last four years and moving towards implementation of the action strategies presented on the following pages of this report. We encourage all Indiana stakeholders to continue to be involved as we make it happen for our students.





## MAKING IT HAPPEN BY 2020

- EQUITY -

- ❑ **Expand direct service to public schools to facilitate community resources** to meet the needs of Hoosier students by fostering relationships with businesses, labor organizations, government agencies, and non-profits. These local partnerships with schools will provide community wrap-around services such as health care, mental health, and child protection.
  - ▶ Expand the Department's role on the Commission for Improving the Status of Children. Created by the General Assembly in 2013, the Commission is comprised of all state agencies that impact children to ensure they communicate effectively and abandon bureaucratic silos to build a coordinated system that delivers support from the natural hub of a community: the school.
- ❑ **Promote a positive learning climate for all students.** In 2015, public schools reported more than 7,100 incidents of bullying. Also, minority students continue to be disproportionately affected by discipline practices around the state. Black students represent 3 out of every 25 students but make up 1 out of every 3 suspensions or expulsions.
  - ▶ Share culture, climate, and anti-bullying best practices among schools so all students feel included.
  - ▶ Provide resources for schools to implement positive behavior improvement systems and proactively keep students in school.

- ❑ **Provide support to students enrolling in the *Evan Bayh 21<sup>st</sup> Century Scholars Program* that pays for college tuition**, established in 1990. In 2014–2015, only 41% of all eligible students enrolled in the program, and of students enrolled from the class of 2017, only 20% are on-track to complete the Scholar Success component, which is required to receive tuition assistance for college.
  - ▶ Expand work with the Commission for Higher Education towards full student access of all dollars.
  - ▶ Increase middle school and high school counseling support to enroll more students in the program.
  - ▶ Increase resources to middle schools and high schools to provide mentoring to ensure student completion of Scholar Success.
- ❑ **Secure fair and adequate funding for public schools** to ensure that all students have access to a balanced curriculum and access to effective and highly effective teachers regardless of their ZIP code. From 2015–2017, the Complexity Index—which provides additional funding to schools that have high levels of students living in poverty—was cut by half a billion dollars.
  - ▶ Examine ways to change the funding formula to provide equity and adequate programs to all schools no matter the ZIP code.
  - ▶ Expand the *Private School and Homeschool Tax Deduction* to all public school families. Private schools and homeschooled families already receive a tax deduction up to \$1,000 per child.
  - ▶ Propose increasing reimbursement to schools for textbook fees and other curricular materials. Only 8 states charge families fees for curricular materials.





- ❑ **Examine the long term academic and fiscal impact of private school vouchers** on our public education system. The annual *Choice Scholarship Report* indicates that in 2014 - 2015, the program cost Hoosier taxpayers an extra \$53 million.
  - ▶ Work with the General Assembly to pause the expansion of vouchers in order to complete a thorough evaluation of the Choice Scholarship Program. Study the longterm effects of the voucher program by examining its impact on academic achievement, diversity, and public school funding.
  
- ❑ **Close the digital divide to ensure all students have equal access to technology and resources at school and at home.** 880,000 people in Indiana are without access to a high-speed internet connection. 181,000 people in Indiana don't have any wired internet providers available in their homes.
  - ▶ Work with the General Assembly to provide funding for technology connectivity infrastructure for schools and families.





❑ **Establish Pre-K programs within all public school district communities** by working with the Indiana Early Learning Advisory Committee, Family Social Services Administration, and Department of Health to provide high-quality, state-funded, universal access to Pre-K. Pre-K providers will meet the highest levels of the state's Paths to QUALITY™ program to ensure all 4-year-olds have the opportunity to attend a high-quality early learning program taught by a highly qualified educator. Indiana is 1 of only 13 states whose attendance age is 7. Approximately 5,500 or 7% of all first grade students never attended Kindergarten, and more than 58% of those students come from high poverty homes. Research shows high-quality Pre-K programs increase the likelihood that a student graduates high school, attends college, owns a home, and decreases the likelihood a student is incarcerated. High-quality Pre-K programs have an average return on investment of \$7 for every \$1 invested.

- ▶ Engage public and private Pre-K programs, families, and communities in early learning.
- ▶ Build a high-quality early childhood workforce.
- ▶ Increase investments that guarantee quality.
- ▶ Advocate for the establishment of the [Hoosier Community Pre-K Grant](#).



□ **Increase the recruitment and retention of teachers** to actively address Indiana’s teacher shortage by implementing the strategies of *The Blue Ribbon Commission on the Recruitment and Retention of Excellent Educators* to provide students with access to a highly effective, diverse workforce of educators.

- ▶ **Mentoring:** Establish a state-funded, ongoing investment in a mentoring system, based on a common set of expectations, that is flexible and locally designed, to support new teacher induction and nurture the reflective practitioner.
- ▶ **Positive Press:** Create, implement, and sustain a robust marketing campaign that leverages all forms of media to promote the education profession.
- ▶ **Compensation:** Allow for locally-developed compensation models that include a pay scale which has a professionally competitive base and index, increases regularly on the base and expands opportunities for pay based on career paths, including ongoing learning through advanced degrees and/or additional licensure in education or related content areas. Establish and compensate teacher leadership and career ladders that have mentoring opportunities and ongoing advancement, support, and recognition of teacher skills and expertise.
- ▶ **Evaluation and Assessment:** Include in the local evaluation system an emphasis on how teachers use data from multiple forms of assessment, including informal, teacher-constructed, and standardized assessments to inform instruction and measure student growth, thus clarifying the purpose of and reducing the number of standardized tests.
- ▶ **Diverse Workforce:** Recruit and retain a diverse workforce and candidate pool that includes underrepresented populations.

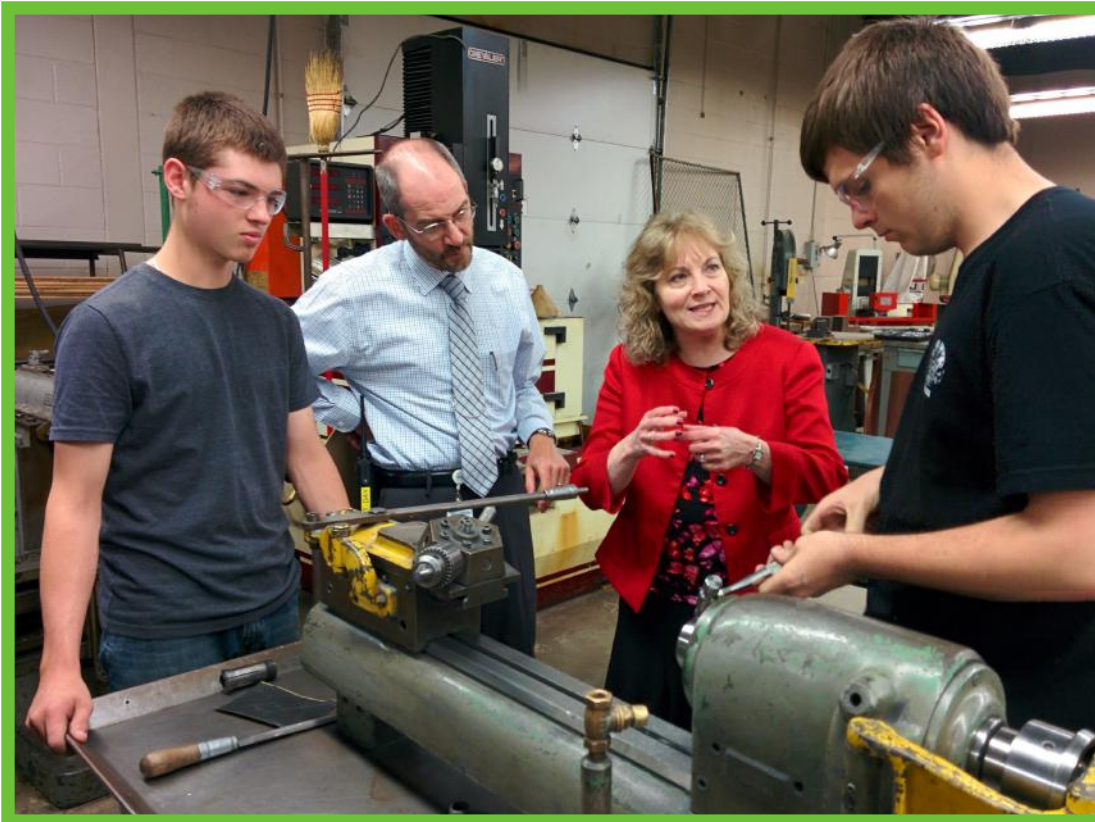


- ▶ **Clinical Experiences:** Strengthen partnerships among P-12 schools and institutions of higher education and require significant, extended pre-service clinical experiences prior to licensing.
- ▶ **Professional Development:** Identify and re-establish state funds for job-embedded professional development that improves teachers’ and administrators’ knowledge and practice.
- ▶ **Career Pathways and Leadership:** Re-envision teacher career pathways and leadership opportunities to encourage, develop, and retain teacher-leaders and provide pathways for promotion, so that teachers have the opportunity to advance in ways beyond leaving the classroom for administrative positions.

❑ **Enhance Indiana’s school accountability system by adding multiple measures** to ensure that test scores are not the only indicator of school improvement.

❑ **Close the graduation gap** among all subgroups of students.

- ▶ Monitor achievement gaps to ensure all students are on track to graduate college and career ready.
- ▶ Expand local efforts through the Department’s Division of Outreach for School Improvement to increase graduation rates.







## MAKING IT HAPPEN BY 2020

- STUDENT-CENTERED -

- Implement new state student-centered testing system** for the purpose of improving teaching and learning, including the intentional measurement of literacy. Currently, Indiana does not measure the reading levels of students – one of the most important measures of academic success.
- Propose to the General Assembly replacing the A-F school grades with categories that accurately reflect school performance and improvement while maintaining strong school accountability.** The current A-F system unfairly labels our students as they leave our high schools. Instead, students should graduate on their own merit, grades, and effort. Indiana is one of 15 states that rate schools A through F.
- Individualize high school graduation plans** to increase access to college and career ready pathways. Indiana has the 7<sup>th</sup> worst student -to-counselor ratio in the nation at approximately 620 students to every counselor.
  - ▶ Expand career course pathway offerings.
  - ▶ Increase career counseling support for students.
  - ▶ Better prepare students for post-secondary education and training by reducing post-secondary remediation rates to 10%.

- ❑ **Complete a state student longitudinal data system** that connects Pre-K through post-secondary and workforce. Continue to work closely with the Department of Workforce Development and the Commission for Higher Education to ensure the development of new education policies and economic strategies that prepare young Hoosiers for the careers of the future.
- ❑ **Streamline the collection and access of state-wide student data** by creating a one-stop-shop digital portal that makes it easier for schools to use data to assist students as they move from school to school.

