



Iowa Department of Education Operational Plan

FY 2025



Department of Education

Vision, Mission, Strategic Goals

Governor's Overarching Priorities (Relating to Education)

- Elevating Education for Every Student
- Preparing the Next-Gen Workforce
- Holding Government Accountable

State Board of Education's Vision: Building an excellent education system that empowers all students to achieve their full potential.

State Board of Education's Mission: Ensuring all students experience a world-class education.

Goal 1: Equip Iowa's future workforce with a strong foundation in literacy by increasing the percentage of students who proficiently read and comprehend grade level material by the end of third grade from 71.4% in 2023 to 83% in 2029.

Assessment: ISASP

Goal 2: Equip Iowa's future workforce with a strong foundation in mathematics by increasing the percentage of students statewide in grades 3-11 who demonstrate grade level mathematics knowledge, skills, and attributes from 69.5% in 2023 to 82% in 2029.

Assessment: ISASP

Goal 3: Equip Iowa's future workforce with a strong foundation in science by increasing the percentage of students who demonstrate grade level proficiency in science from 42% of 4th graders and 38% of 8th graders on the 2015 NAEP to 62% of 4th graders and 58% in 2029.

Assessment: NAEP

Goal 4: Promote equity in education by closing achievement and opportunity gaps.

Assessments:

- Decrease achievement gap between all students and students with Individualized Education Plans and English Learners, evidenced by increasing Iowa's NAEP ranking:
 - 4th grade students with IEPs reading from 40/50 to 30/50
 - 8th grade students with IEPs reading from 27/50 to 17/50
 - 4th grade math English Learners from 44/50 to 34/50
 - 8th grade math English Learners from 31/50 to 21/50

- Reduce the number of schools designated as Targeted School Improvement (TSI) in the area of students with IEPs from 592 to 533 and English Learner status from 164 to 148.

Goal 5: Ensure high-quality teachers and other educators are in every classroom and high-quality leaders are in every school.

Assessments:

Increase percentage of students demonstrating proficiency in English Language Arts and math, evidenced by increasing Iowa's NAEP all students ranking:

- 4th grade reading from 15/50 to 5/50
- 8th grade reading from 20/50 to 10/50
- 4th grade math from 7/50 to 1/50
- 8th grade math from 15/50 to 5/50

Reduce the percentage of teachers teaching a course outside of their field from 4.9% to 3.5%.

Decrease classrooms without a certified teacher from 431 to 388.

Goal 6: Provide all students with multiple pathways for postsecondary success through high-quality career and academic programs and planning.

Assessments:

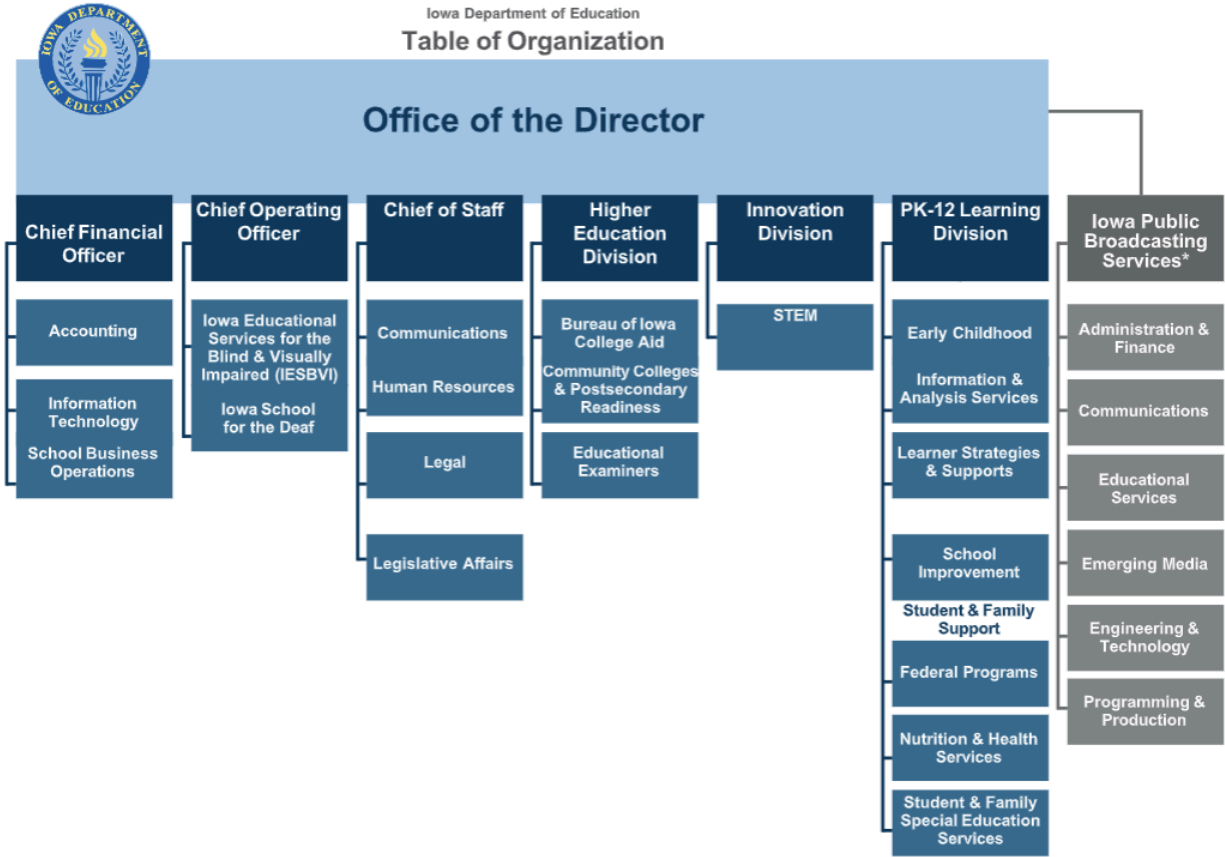
Reduce the percentage of Iowa public high school graduates who enroll in a remedial English or math course in an Iowa public 2- or 4-year college from 9.5% to 8%.

Reduce the percentage of Iowa public high school graduates who do not enroll in either postsecondary education or training from 38% to 35%.

Goal 7: Improve internal processes and systems to maximize efficiency of taxpayer resources by increasing employee retention and reducing time to hire new employees.

Assessment: Establish data tracking mechanisms to establish baseline and monitor progress.

Organizational Structure



* Iowa PBS is affiliated with the Iowa Department of Education and operates as an independent entity with an independent board.

Operational Plan

Finance Division

<p>Core Function and Key Services, Products, and/or Activities (SPAs) Provides department accounting services, ensures internal procedural accountability, and supports Local Education Agencies (LEA) and Area Education Agencies (AEA) to spend taxpayer dollars efficiently and effectively to improve outcomes for every Iowa student.</p>		
SPA Operational Goals for FY25	SPA Measures and Targets	Alignment to Strategic Goal
Ensure procedural accountability	Ensure department budget is approved and adhered to	*Support goal to ensure foundational support of all strategic goals
Provide supportive guidance for School Business Officials	Document 3 Department presentations at ISBO conferences, Finance Roundtable	*Support goal to ensure foundational support of all strategic goals
Collaborate with the Department of Management's Division of Information Technology to ensure effective technology systems support for all DE employees	Monitor help desk ticket response time for baseline, set improvement goals	*Support goal to ensure foundational support of all strategic goals

Higher Education

<p>Core Function and Key Services, Products, and/or Activities (SPAs)</p> <p>Administer Career and Technical Education program supports, provide the State Board of Education comprehensive data to approve teacher preparation programming, support industry recognized credentialing, administer community college accreditation processes, implement licensure procedures, and administer Iowa College Aid program.</p>		
SPA Operational Goals for FY25	SPA Measures and Targets	Alignment to Strategic Goal
Increase the number of secondary and postsecondary programs aligned with industry recognized credentials (IRCs)	<p>Measure:</p> <ul style="list-style-type: none"> -Develop an inventory tool -Inventory the number of CTE programs (secondary and postsecondary) with an embedded IRC state-wide -Set targets for increases -Monitor 	Goal 6: Provide all students with multiple pathways for postsecondary success through high-quality career and academic programs and planning.
Implement Science of Reading alignment initiatives in educator preparation programs	<p>Monitor completion of action steps:</p> <ul style="list-style-type: none"> -Develop an annual implementation tool for educator preparation programs -100% of educator prep programs will complete and submit an implementation plan 	Goal 5: Ensure high-quality teachers and other educators are in every classroom and high-quality leaders are in every school.
Increase postsecondary intentions to pursue postsecondary programs that lead to an industry recognized credential (IRC) and/or degree	<p>Target: increase by 10% the percentage of the Class of 2025 HS graduates who indicate a postsecondary intent for students included in the GEAR UP Future Ready cohort</p>	Goal 6: Provide all students with multiple pathways for postsecondary success through high-quality career and academic programs and planning.
Provide administration and support of state financial aid programs so that	<p>Target: 100% of appropriated funds will be spent to full authority for</p>	Goal 6: Provide all students with multiple pathways for

<p>students can complete an IRC and/or degree program with less debt</p>	<p>state scholarship and grant programs with 0% spending above the appropriated amount</p>	<p>postsecondary success through high-quality career and academic programs and planning.</p>
<p>Develop a process for application, evaluation and processing for Alternative Route for Teacher Licensure</p>	<p>Targets: -Completion of application, evaluation and processing systems -Completion of a tracking system to monitor applicants -Set targets -Monitor</p>	<p>Goal 6: Provide all students with multiple pathways for postsecondary success through high-quality career and academic programs and planning.</p>
<p>Develop and implement a search/look-up system for individuals to view progress of complaints</p>	<p>Targets: -100% completion of search/look-up system -Monitor usage</p>	<p>Goal 6: Provide all students with multiple pathways for postsecondary success through high-quality career and academic programs and planning.</p>

Operations

<p>Core Function and Key Services, Products, and/or Activities (SPAs)</p> <p>Coordinate key Department initiatives across a matrix of bureaus, supervise the Superintendent and provide oversight of Iowa School for the Deaf and Iowa Educational Services for the Blind and Visually Impaired, provide world class STEM opportunities for students throughout Iowa.</p>		
SPA Operational Goals for FY25	SPA Measures and Targets	Alignment to Strategic Goal
<p>Provide high quality statewide services for students who are deaf, hard of hearing, deafblind, blind, and visually impaired</p>	<p>Iowa School for the Deaf: Decrease the percentage of students in the “Beginning” skills category as follows: Reading: from 17 students in 2023-24 to 13 students in 2024-25 Math: from 17 students in 2023-24 to 13 students in 2024-25</p>	<p>Goals 1-3: Equip Iowa’s future workforce with a strong foundation in literacy (1), mathematics (2), and science (3). Goal 4: Promote equity in education by closing achievement and opportunity gaps.</p>
<p>Develop and implement authorizing systems to ensure every Iowa charter school provides a high-quality educational experience</p>	<p>Establish systems, calendars, and procedures for all steps of authorizing, provide training for the State Board of Education, department charter team, and charter schools</p> <p>Measure via task completion checklist</p>	<p>Goals 1-3: Equip Iowa’s future workforce with a strong foundation in literacy (1), mathematics (2), and science (3). Goal 4: Promote equity in education by closing achievement and opportunity gaps.</p>
<p>Expand access to high quality STEM education, especially in rural and regions that have previously not participated</p>	<p>Inventory events and attendance data, analysis to determine geographic equity in access to STEM, set targets for improvement</p>	<p>Goals 1-3: Equip Iowa’s future workforce with a strong foundation in literacy (1), mathematics (2), and science (3). Goal 4: Promote equity in education by closing achievement and opportunity gaps.</p>

<p>Streamline HR hiring processes to expedite filling vacancies</p>	<ul style="list-style-type: none"> -Establish a tracking system -Establish baseline data from employee resignation to a signed offer letter -Monitor for 10% improvement per quarter 	<p>Goal 7: Improve internal processes and systems to maximize efficiency of taxpayer resources by increasing employee retention and reducing time to hire new employees.</p>
<p>Reduce vacancies in the department</p>	<p>Inventory current vacancies, collectively set a Department goal for a percentage of reduction</p>	<p>Goal 7: Improve internal processes and systems to maximize efficiency of taxpayer resources by increasing employee retention and reducing time to hire new employees.</p>

PK-12 Division

Core Function and Key Services, Products, and/or Activities (SPAs) To equip each educator to provide high quality, evidence-based instruction in every classroom state-wide, administer federal programs and nutrition/health services.		
SPA Operational Goals for FY25	SPA Measures and Targets	Alignment to Strategic Goal
Ensure every reading teacher is equipped with the knowledge to implement the Science of Reading in daily instruction	Provide LETRS training to teachers of reading state-wide, attaining 95% trained.	Goal 1: Equip Iowa's future workforce with a strong foundation in literacy by increasing the percentage of students who proficiently read and comprehend grade level material by the end of third grade from 71.4% in 2023 to 83% in 2029.
Conduct a complete process to engage educators, higher education, parents, and workforce to review and revise Iowa Academic Standards for Science	Implement the established process for standards review and revision, culminating in the State Board of Education approval	Goal 3: Equip Iowa's future workforce with a strong foundation in science by increasing the percentage of students who demonstrate grade level proficiency in science from 42% of 4th graders and 38% of 8th graders on the 2015 NAEP to 62% of 4th graders and 58% in 2029.
Support educators to understand and adjust practices to meet English Language Arts and Math revised standards	85% of teachers in ELA and math attend standards training	Goal 1: Equip Iowa's future workforce with a strong foundation in literacy by increasing the percentage of students who proficiently read and comprehend grade level material by the end of third

		<p>grade from 71.4% in 2023 to 83% in 2029.</p> <p>Goal 2: Equip Iowa's future workforce with a strong foundation in mathematics by increasing the percentage of students statewide in grades 3-11 who demonstrate grade level mathematics knowledge, skills, and attributes from 69.5% in 2023 to 82% in 2029.</p>
Implement the new Every Student Succeeds Act accountability system	Annually publish data using the new framework for every K-12 school in Iowa.	Goal 4: Promote equity in education by closing achievement and opportunity gaps.
Support school districts to select instructional materials that meet high quality criteria	100% completion a rigorous Request for Proposals process to ensure the highest quality instructional materials are selected, offer access to state-wide contracts and pricing agreements to every LEA	Goals 1-3: Equip Iowa's future workforce with a strong foundation in literacy (1), mathematics (2), and science (3).

Office of the Chief of Staff

Core Function and Key Services, Products, and/or Activities (SPAs)		
Administer all legislative, legal, and communications functions for the Department.		
SPA Operational Goals for FY25	SPA Measures and Targets	Alignment to Strategic Goal
Highlight department goals in internal and external communications	Reference specific goals in communications where applicable	*Support goal to ensure foundational support of all strategic goals
Align legislative priorities to Governor's priorities.	Target: 100% of DE bills pass in 2025 legislative session	*Support goal to ensure foundational support of all strategic goals
Ensure all legal requests receive timely response.	Target: 100% of requests receive a timely response	*Support goal to ensure foundational support of all strategic goals

Special Education Division

Core Function and Key Services, Products, and/or Activities (SPAs):

Transition to federally required compliance in administering oversight and general supervision of Special Education services provided through AEAs and LEAs statewide.

SPA Operational Goals for FY25	SPA Measures and Targets	Alignment to Strategic Goal
Establish a regionally-based staffing structure	100% of HF 2612- defined new Department positions hired, equipped, and trained to perform their new jobs	Goal 4: Promote equity in education by closing achievement and opportunity gaps.
Establish roles and responsibilities of LEA, AEA, and Department employees to assure compliance	Roles and responsibilities document complete and communicated	Goal 4: Promote equity in education by closing achievement and opportunity gaps.
Establish procedures, communication systems, and processes for ongoing monitoring	100% of onboarding documents for the new employees	Goal 4: Promote equity in education by closing achievement and opportunity gaps.