

Contact: Diana Gonzalez

REQUEST TO APPROVE SPECIAL SCHOOLS' 2016-2021 STRATEGIC PLAN

Action Requested: Consider approval of the 2016-2021 strategic plan for the Iowa School for the Deaf and the Iowa Braille and Sight Saving School.

Executive Summary: Following the completion of the 2016-2021 Board of Regents Strategic Plan, the Special Schools submitted a new institutional strategic plan for Board review and approval. The strategic plan is aligned with the Board of Regents 2016-2021 Strategic Plan.

Background:

Board Policy (§6.05) indicates that the "Board shall help establish institutional direction, and monitor and evaluate progress toward achieving strategic goals. Each Regent institution shall develop, maintain, and update a Board-approved strategic plan which describes its mission, vision, values, culture, and performance indicators and is consistent with the Board's strategic plan and performance indicators. Each Regent institution shall include its current Board-approved strategic plan on its institutional website."

The Board of Regents 2016-2021 strategic plan, which will be considered for approval by the Board in July 2016 (Agenda Item 7), established the following priorities for the Board and its institutions:

- ◆ Ensuring Access to Education and Student Success.
- ◆ Promoting and Supporting Innovation in Teaching, Research, and Economic Development.
- ◆ Promoting Effective Use of Resources to Meet Institutional Missions.

The goals of the **Iowa School for the Deaf** are to:

- A. Educate children to meet or exceed state academic standards in reading and math;
- B. Promote effective, evidence-based assessments, and instructional practices that support all students to become proficient readers;
- C. Assure an adequate supply of highly trained teachers of the deaf and educational interpreters;
- D. Eliminate inefficiencies and increase effectiveness in the productive use of resources; and
- E. Provide equitable access to a continuum of high quality services for all students in Iowa who are deaf and hard of hearing, including those with multiple disabilities.

The goals of the **Iowa Braille and Sight Saving School** are to:

- A. Provide equitable access to a continuum of high quality services for all students in Iowa who are blind and visually impaired, including those with multiple disabilities;
- B. Promote effective, evidence-based assessments, and instructional practices that support all students to become proficient readers in the core and expanded core curriculum;
- C. Assure an adequate supply of highly trained teachers, consultants and orientation and mobility specialists;
- D. Assure adequate and appropriate supervision, ongoing professional development and equitable job assignments for professionals working with blind and visually impaired students; and
- E. Eliminate inefficiencies and increase effectiveness by creating a seamless, coordinated system of services utilizing multiple funding sources and agencies responsible for the education of blind and visually impaired students.

The Special Schools' 2016-2021 strategic plan is provided in Attachment A



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IOWA SCHOOL FOR THE DEAF
IOWA BRAILLE AND SIGHT SAVING SCHOOL
STRATEGIC PLAN 2016-2021
BOARD OF REGENTS, STATE OF IOWA

PREFACE

The Iowa School for the Deaf (ISD) and the Iowa Braille and Sight Saving Schools (IBSSS) are vital partners in the continuum of educational services and settings for children who are deaf, hard of hearing, blind, visually impaired or deafblind, age birth through age 21. In collaboration with the Management Team for Students who are Blind or Visually Impaired and the Executive Team for Students who are Deaf or Hard of Hearing, represented by the Area Education Agencies, Iowa Department of Education, Iowa Department for the Blind, Iowa Vocational Rehabilitation Services and Iowa Department of Health, ISD and IBSSS work to implement the "Preferred Future for Vision Services in Iowa" and the "Preferred Future Plan for Statewide Services for Iowa Children who are Deaf or Hard of Hearing. These teams work to ensure systematic, uniform, and efficient delivery of educational services to the students served by ISD and IBSSS.

The goals of the **Iowa School for the Deaf** are to:

- A. Educate children to meet or exceed state academic standards in reading and math;
- B. Promote effective, evidence-based assessments, and instructional practices that support all students to become proficient readers;
- C. Assure an adequate supply of highly trained teachers of the deaf and educational interpreters;
- D. Eliminate inefficiencies and increase effectiveness in the productive use of resources; and
- E. Provide equitable access to a continuum of high quality services for all students in Iowa who are blind and visually impaired, including those with multiple disabilities.

ISD provides comprehensive education in residential and day school settings that include academic, vocational and life skills development, and comprehensive coordination to post-secondary education. The education environment is "language and communication enriched," incorporating Deaf culture, sign language instruction, pre-literacy and literacy skills. ISD also provides statewide support for parents through sign language classes, and evaluation, training and support for educational interpreters.

The goals of the **Iowa Braille and Sight Saving School** are to:

- F. Provide equitable access to a continuum of high quality services for all students in Iowa who are blind and visually impaired, including those with multiple disabilities;
- G. Promote effective, evidence-based assessments, and instructional practices that support all students to become proficient readers in the core and expanded core curriculum;
- H. Assure an adequate supply of highly trained teachers, consultants and orientation and mobility specialists;
- I. Assure adequate and appropriate supervision, ongoing professional development and equitable job assignments for professionals working with blind and visually impaired students; and
- J. Eliminate inefficiencies and increase effectiveness by creating a seamless, coordinated system of services utilizing multiple funding sources and agencies responsible for the education of blind and visually impaired students.

IBSSS provides a statewide system of classroom-based instruction, orientation, consultative and evaluation services in the areas of vision, learning media, and assistive technology which support the Individual Education Plans of students attending school in their local school districts. IBSSS also provides regional and statewide professional development for general and special education teachers, as well as teachers of the visually impaired to assist them with the skills necessary to provide appropriate accommodations and accessible, specially designed instruction and support in the classroom.

Both ISD and IBSSS provide Extended Learning Programs to support the unique learning needs of children with vision and hearing loss in areas of the expanded core curriculum. They also provide 4Plus Programs for the development of prevocational, work readiness, college readiness, self-advocacy, and independent skills to promote the successful transition from high school students to employment and/or the post-secondary education setting.

MISSION

The mission of the Iowa School for the Deaf and Iowa Braille and Sight Saving School is to provide education and serve as a leadership and consultative resource preparing deaf and hard of hearing, blind, visually impaired and deafblind students, from pre-school to age 21, for life as literate citizens who contribute to society.

VISION

The vision of ISD and IBSSS is to be a statewide resource that provides accessible and appropriate education placements and opportunities, resources and support for all of Iowa's deaf and hard of hearing, blind, visually impaired and deafblind students enabling them to develop their educational potential, interpersonal, and independent living skills and function as independently as possible in all aspects of life.

OUR CORE VALUES

The Iowa School for the Deaf and Iowa Braille and Sight Saving School believe:

- The input of all stakeholders is critical to improving the educational programming for students.
- Parents or caregivers of students have the right to know about the full continuum of educational options.
- Students in the state of Iowa must have access to a full continuum of educational services.
- Everyone who provides educational services must be accountable for meeting every student's individual needs.
- Students have a right to an education that allows them to become independent adults with productive lives after graduation.
- The education of students should be grounded in evidence-based, universal standards of practice which are data driven, collaborative, and ever-changing.
- Providing education to students requires personnel with specialized knowledge, skills, and credentials relative to low incident, sensory disabilities.
- Ongoing professional development and growth are critical to providing a quality education to all students.
- Students need unique educational services that address the expanded core curriculum beyond traditional school programs.
- IESDB is the center of expertise for the education of Iowa students.

- Program performance outcomes should be measured and shared.
- Students deserve a safe learning environment.

CULTURE

The Iowa School for the Deaf and Iowa Braille and Sight Saving School provide instructional and dormitory environments, consistent with our core values, characterized by the following:

- Passion and skills for life-long learning that serve as a role model and prepare students to achieve their full potential
- Outreach, collaboration and coordination with families, local school districts and other agencies and stakeholders to meet the learning needs of Iowa's students who are deaf, hard of hearing, blind, visually impaired or deafblind
- Integrity, honesty, ethics, and civil discourse in all activities
- Respectful interaction among members of diverse backgrounds, cultures, communication modes and beliefs
- Nurturing environments that promote critical thinking, free inquiry, open communication, and broad participation
- Effective communication that informs our constituents of the role, value, and impact of Iowa School for the Deaf and Iowa Braille and Sight Saving School on the lives of the students we serve
- Effective, accountable service to the public through strategic planning and program implementation
- Effective stewardship of resources
- Recruitment, retention, and development of faculty and staff with the skill and knowledge to meet the unique needs of Iowa's deaf, hard of hearing, blind, visually impaired and deafblind students

STRATEGIC PLAN PRIORITIES

ISD serves Iowa and its children and youth who are deaf or hard of hearing, blind, visually impaired or deaf-blind by being a recognized leader through these priorities:

- Ensuring Access to Education and Student Success
- Promoting and Supporting Innovation in Teaching, Research, and Economic Development
- Promoting Effective Use of Resources to Meet Institutional Missions

BOR Strategic Plan Objective 1

IBSSS Goal 1

Goal - Children who are blind or visually impaired will meet grade level targets (ELI Alternate Assessment)/Benchmarks (FAST Assessment) in reading by the end of third grade.

Accountability Measure – Results from FAST assessments, the Early Literacy Alternate Assessment and other approved ELI proficiency measures.

Target - By 2021, 100% of children in grades kindergarten through grade three who are blind or visually impaired, including those with additional disabilities, will meet grade level targets (ELI Alternate Assessment)/Benchmarks (FAST Assessment).

ISD Goal 1

Goal – By 2021 all students in grades 3 through 11 will show annual increases in achievement for reading and mathematics as measured by RIT scores.

Accountability Measure – Results of the RIT scores (equal interval scale) from the fall testing session of Measures of Academic Progress.

Target – By 2021, 100% of students in grades 3 through 11 who are deaf or hard of hearing, will show annual growth based on a grade independent RIT score.

BOR Strategic Plan Objective 2

ISD/IBSSS Goal 2

Goal – In the next 4 years ISD/IBSSS will be recognized and respected as Iowa's resource for quality education of deaf, hard of hearing, blind, visually impaired and deaf-blind children.

Accountability Measure – Develop marketing plan for programs and services that create recognition/ elicit support from stakeholders.

Target – By 2021, ISD and IBSSS annual growth will be seen in number of referrals and inquiries from the baseline data established in 2016-2017.

BOR Strategic Plan Objective 3

ISD/IBSSS Goal 3

Goal –ISD and IBSSS shall continue to seek and implement common practices and shared service functions that strengthen operational efficiency and effectiveness.

Accountability Measure – Review and align shared service practices and procedures which will result in common policies and standards for ISD and IBSSS.

Target – By 2021, ISD and IBSSS, in collaboration with the Board Office and Regent institutions, will identify and implement additional efficiencies and cost savings annually from the baseline established in 2016-17.