

NCEE

# State Trends in Long-Term Strategic Planning

Transforming Education to  
Solve Today's Challenges &  
Anticipate Tomorrow

Nathan Driskell,  
Chief Policy Officer  
NCEE





# NCEE's Approach

## Discover

We **power the field** by helping schools, districts, states, and far-flung jurisdictions learn from the world to discover what works today and anticipate what is emerging tomorrow.

## Design

We **blaze new paths** by creating new narratives for education and translating research into inspiring, actionable and trajectory-altering policy and program designs.

## Deliver

We **drive impact** in the field by demonstrating what's possible, unleashing the power of many, and meaningfully responding to today's challenges and tomorrow's possibilities.



# BLUEPRINT

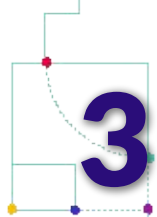
Designing Systems That Work



**Prepare young people for long-life learning.**



**Cultivate high-capacity, forward thinking educators.**



**Join forces to ensure learners thrive.**



**Think differently about system leadership.**

[ncee.org/blueprint](https://ncee.org/blueprint)

Why this approach?

The world has **changed** for our students.

# How the World Has Changed for Our Students

## University

Born between 2002-2005



# How the World Has **Changed** for Our Students

## High School

Born between 2006–2009



## University

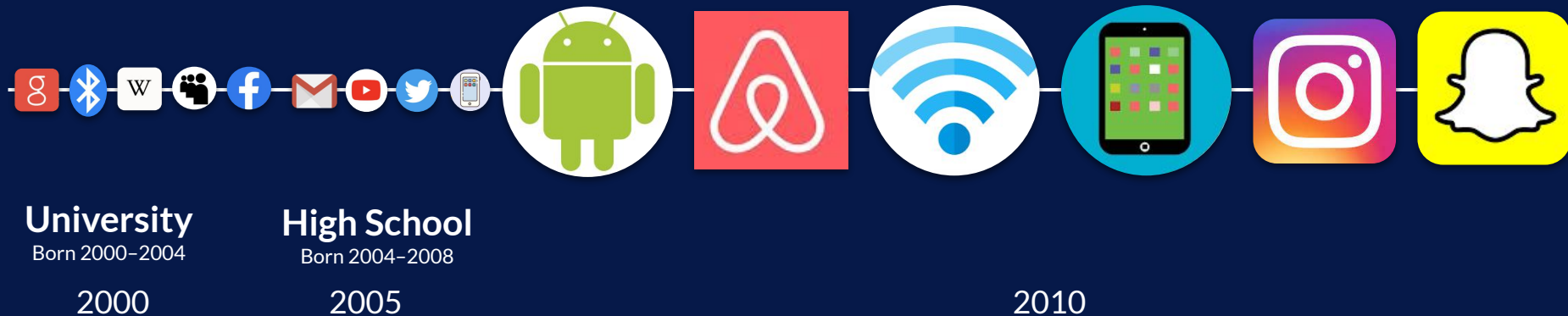
Born 2000–2004

2000

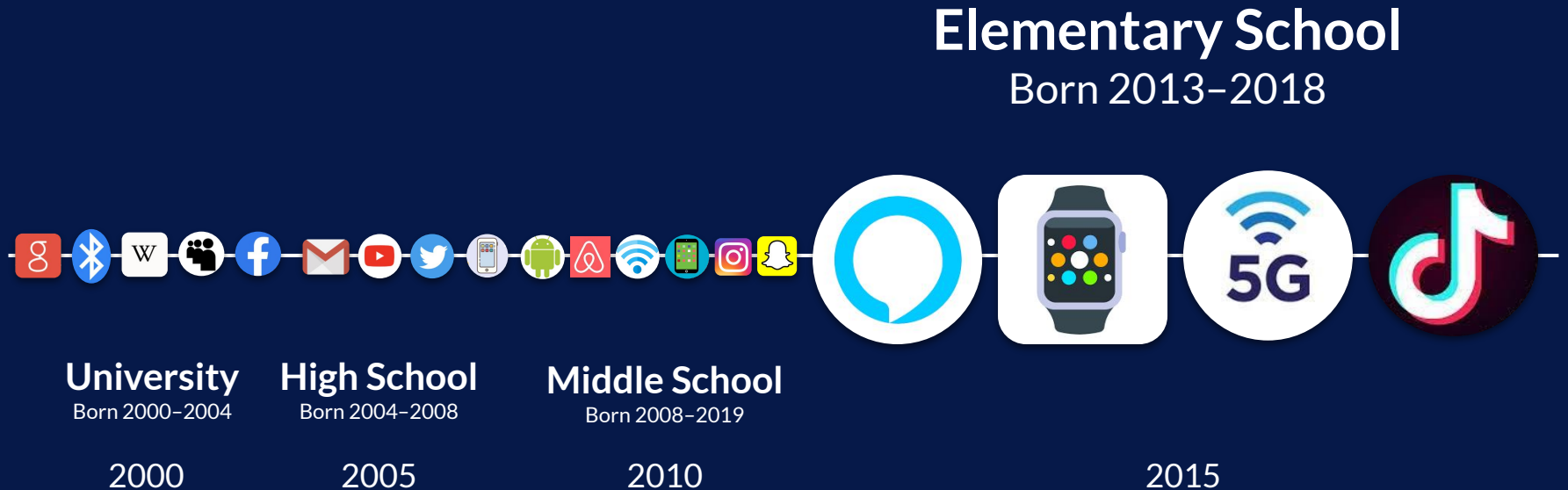
2005

# How the World Has **Changed** for Our Students

## Middle School Born between 2010–2012

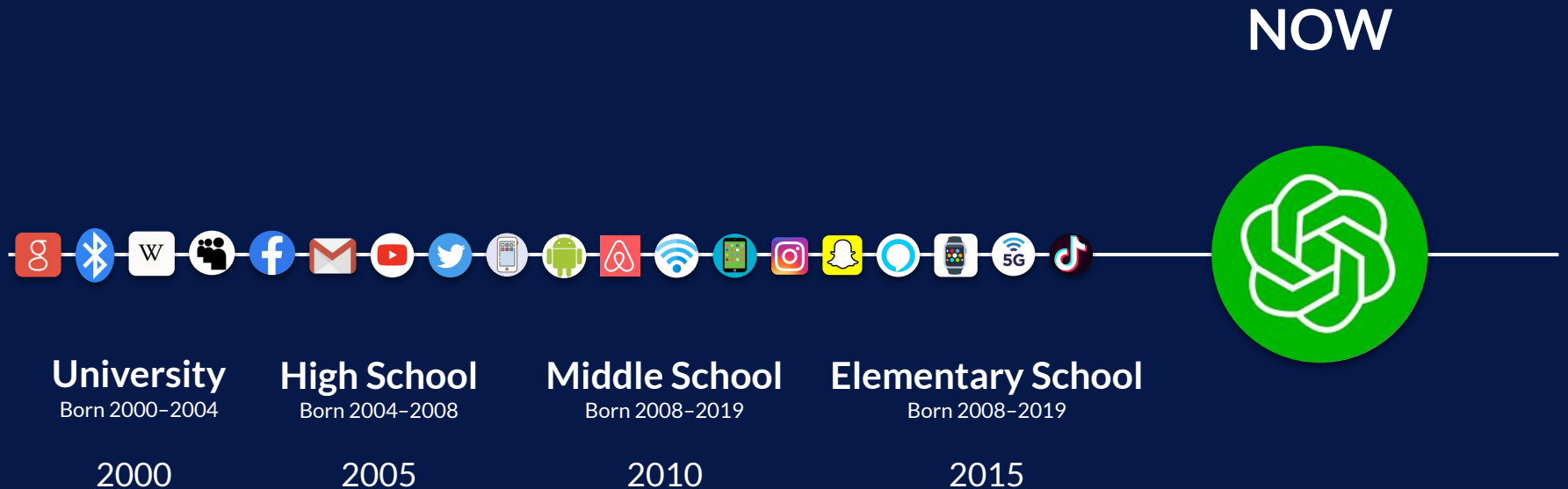


# How the World Has **Changed** for Our Students





# How the World Has **Changed** for Our Students



# Current Core Top Skills

Ranked by Importance

- |  |   |
|--|---|
| 1. Analytical thinking                       | 14. Resource management and operations        |
| 2. Creative thinking                         | 15. AI and big data                           |
| 3. Resilience, flexibility, and agility      | 16. Reading, writing, and mathematics         |
| 4. Motivation and self-awareness             | 17. Design and user experience                |
| 5. Curiosity and lifelong learning           | 18. Multilingualism                           |
| 6. Technological literacy                    | 19. Teaching and mentoring                    |
| 7. Dependability and attention to detail     | 20. Programming                               |
| 8. Empathy and active listening              | 21. Marketing and media                       |
| 9. Leadership and social influence           | 22. Networks and cybersecurity                |
| 10. Quality control                          | 23. Environmental stewardship                 |
| 11. Systems thinking                         | 24. Manual dexterity, endurance and precision |
| 12. Talent management                        | 25. Global citizenship                        |
| 13. Service orientation and customer service | 26. Sensory-processing abilities              |

- Cognitive skills
- Engagement skills
- Ethics
- Management skills
- Physical abilities
- Self-efficacy
- Technology skills
- Working with others



# The world has changed for our students.

## Global Changes

Rapid shifts in technology and society require adaptable education systems.

## Labor Market Evolution

Job landscape altering due to technological advancements and automation.

## Key Skills for the Future

- Analytical and creative thinking.
- Resilience, flexibility, and technological literacy.

## Role of Schools

- Essential in developing necessary skills.
- And increasingly necessary for nurturing future citizens and civic leaders, instilling strong morals, fostering well-being.



# An Inclusive, Future-Facing & Systemic Approach

The systems that outperform the U.S. and are **rapidly innovating and improving** as the future changes all have centralized, cross-cutting (bipartisan, bicameral, cross-agency) structures for:

- Setting a jurisdiction-wide vision
- Linking education to economic goals
- Learning from the best domestically and globally
- Rising above partisan politics
- Focusing on the far future prosperity of the jurisdiction
- Examining who is “at the table” and intentionally engaging and investing educators, students, and other partners in decision-making





# The perspectives that are necessary to take:

## FUTURE-FIT TODAY



Galvanize large communities of changemakers to collectively learn, co-create, seek solutions, and design today's reality to fulfill tomorrow's need.

## CULTIVATE A VIBRANT TOMORROW

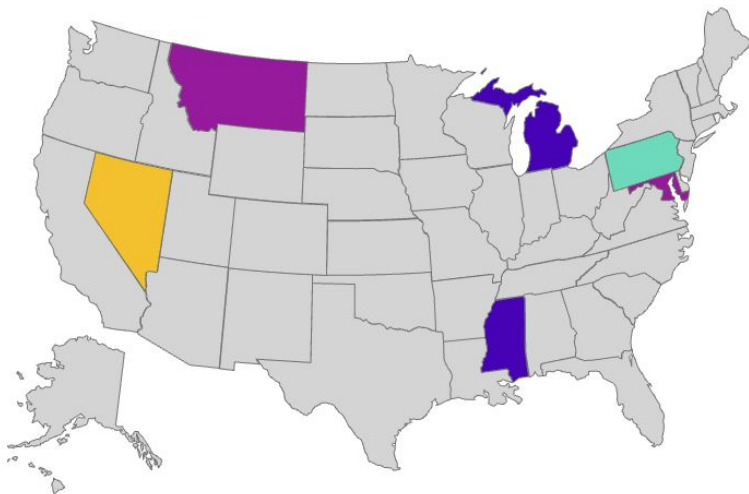


Push the boundaries of today's thinking across sectors and geographies to accelerate the future we want to live in.

To be a high-performing system, we need to change what's not working now **and** design for what is needed in the future.



# Where We See States Embarking on this Approach



## Montana

Commission on Innovation and Excellence in Education

## Nevada

Commission on Innovation and Excellence in Education

## Pennsylvania

Commission on Education & Economic Competitiveness

## Michigan

Growing Michigan Together Council

## Maryland

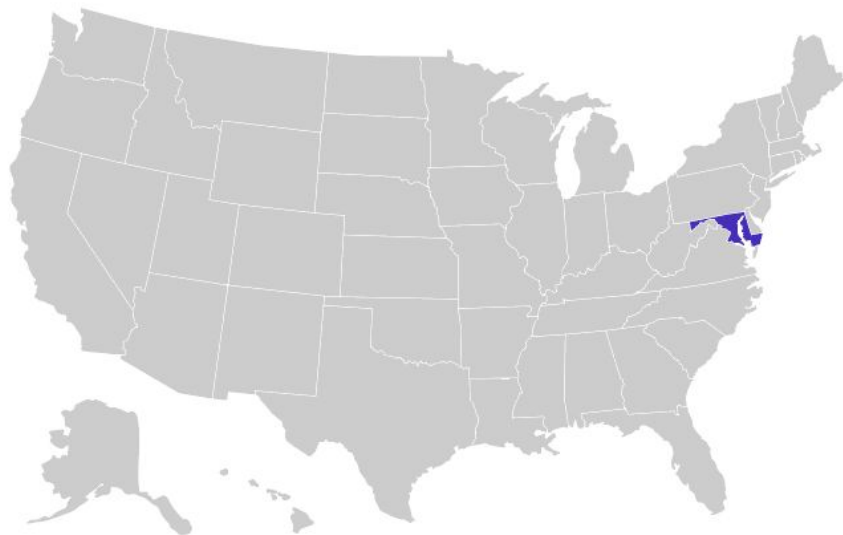
Joint Convenings of Constitutional Education Authorities

## Mississippi

2022 International Education Study Group



# Commission Work Completed: Maryland



In early 2020, **The Maryland Commission on Innovation and Excellence in Education**, supported by NCEE, made bold recommendations to the Governor and the State Legislature that resulted in an historic, \$4 billion legislative package known as the Blueprint for Maryland's Future. The new policy spans five policy areas:

1. Invest in high-quality early childhood education and care
2. Elevate teachers and school leaders
3. Create a world-class instructional system
4. Provide more support to students who need it the most
5. Ensuring accountability and support for all

# Nevada: System Transformation In Progress

## Shaping the **policy context**

- The State Commission on Innovation and Excellence in Education
- Capacity building for and with supts, school board members, and SEA leaders
- Partnering with youth legislature and elevating youth

## Cultivating **the will**

- Business leaders
- Advocates
- Ambassadors from Commission to constituencies

## Building **infrastructures and systems**

- The State Department of Education Higher Ed (UNR/UNLV)
- Participating in statewide visioning and Portrait of a Learner development work

## Leveraging **wisdom of proximity** and **practice**

- NV Association of School Superintendents
- NV Association of School Administrators
- Teachers of the Year and Unions
- Youth legislature and school board members

## What's Next

### Supporting district design

District pilots to “try on” and test emerging policies— and, in turn, inform policy iterations.

## What's Changing

### A future-ready policy framework to:

- 1- Address teacher shortages
- 2- Ensure more time for professional learning
- 3- Expand career exploration opportunities
- 4- Make learner-centered, competency-based education the norm





# Nevada Commission on Innovation and Excellence in Education (CIEE)

## Purpose

The CIEE was established by Senate Bill 425 during Nevada's 82nd Legislative Session. The bill established the CIEE to develop a statewide vision and implementation plan to create a world-class, globally competitive, relevant, and adaptable education system. This means ensuring every learner in Nevada can develop the knowledge and skills needed to prosper in an increasingly challenging and uncertain future.

# Pennsylvania: System Transformation in Progress

## Developing **district & school leadership**

- PA Inspired Leadership program, PA Supt Academy, school leadership teams
- Validated results

## Supporting **system design in practice**

- Schoolwide: Discovery & Design
- Targeted: Early Childhood Education
- Intermediate Unit/District approach

## Cultivating **the will**

- Statewide coalition: #PA Needs Teachers
- Business, educators, legislators, nonprofit partners

## Building the **infrastructures and systems**

- PA Advanced Principal Credential in partnership with PDE, Penn State, PA Principal Association & PA Distinguished Principals

## What's Next

### Shaping the policy context

The Commission on Education and Economic Competitiveness - with a subcommittee representing stakeholders and advocates throughout the Commonwealth

## What's Changing

- Removing barriers for teacher preparation: student teacher stipends and new data collection
- A broad and inclusive vision for education , with broad bipartisan support across education and workforce development, and a plan for realizing it

# Pennsylvania: Subcommittee Membership

**CO-CHAIRS: Sen. Ryan Aument & Rep. Kyle Mullins**

The Secretary of Community and Economic Development  
The Deputy Secretary of the Office of Child Development and Early Learning  
The Deputy Secretary of the Office of Elementary and Secondary Education  
The Deputy Secretary of the Office of Postsecondary and Higher Education  
The Deputy Secretary of the Office of Commonwealth Libraries  
The Deputy Secretary for Workforce Development  
PA School Boards Association  
PA State Education Association  
PA Chapter of the American Federation of Teachers  
PA Association of School Business Officials  
PA Association of School Administrators  
PA Principals Association  
PA Association of Intermediate Units  
PA Association of Colleges & Teacher Educators  
PA Association of Rural & Small Schools  
PA Coalition of Public Charter Schools  
The African American Charter School Coalition  
PA Catholic Conference  
PA Association of Career & Technical Administrators

PA Association of Independent Schools  
The State System of Higher Education  
The PA Commission for Community Colleges  
The Association of Independent Colleges & Universities of PA  
Penn State University  
University of Pittsburgh  
Temple University  
Lincoln University  
Thaddeus Stevens College of Technology  
PA College of Technology  
PA Chamber of Business and Technology  
PA American Federation of Labor & Congress of Industrial Organizations  
PA Manufacturers' Association  
National Federation of Independent Business PA  
PA Farm Bureau  
Hospital & Healthsystem Association of PA  
Service Employees International Union PA State Council  
The Arc of PA  
National Association for the Advancement of Colored People PA State Conference  
Spanish American Civic Association

What does this mean for **New Mexico?**



# New Mexico's Education Context

## Yes, Some Persistent Challenges:

- Education systems that have been found to under-serve many populations in a culturally and linguistically responsive way
- Struggles with retention and continuity of leadership
- Lack of shared vision and clear path forward

## But Also, Incredible Assets on Which To Build...

- **A mandate and window of opportunity...**
  - To step back and reconsider foundational assumptions about **how and why** the education system is working, **who** it is working for, and what could be **fundamentally different**
- **A diverse and vibrant** population with strong assets
- Strong natural resources and **economic opportunities**
- LESC and **committee staff** with time, capacity, and expertise in policy analysis

# Recommendations Based on Other States

## Create a broad, diverse, and authentic and inclusive planning group

- Policymakers
- Educators
- Youth
- Community members
- Business leaders
- Representatives from diverse communities, constituencies, geographies

## Authorize and encourage the group members to:

- Keep both time horizons in mind, building policy that:
  - Responds to **today's challenges**, AND
  - **Anticipates and innovates** for a changing future
- Revisit assumptions to think about systems differently, learning from other places
- Plan, make recommendations, and develop policy while serving as ambassadors to their communities and leveraging the diverse perspectives they bring
- Lean into the power of storytelling for engaging communities in the change effort
- Represent the needs not only of constituencies but the common good

# Recommendations Based on Other States

## Embed systems evaluation proactively in the process:

- It is necessary to craft new metrics, embrace new ways of measuring outcomes, and ensure accountability to broader goals that extend beyond the “life” of any particular governing structure.
- This allows you to more authentically measure the broad set of future-ready skills and outcomes that are growing to matter most.
- It also allows you to determine when something isn't working, when the context has changed, and the plan needs to shift, and to make that change nimbly and effectively
- This may require creating a new structure to oversee the health of the system and make determinations about when and how to change course.

# Aligning Oversight with System Transformation: Considerations

Clearly articulate the **vision and goals** of the transformation effort; commit to evaluation being **embedded throughout** the transformation process, **not** just at the end

Map the **current system** to establish **boundaries**, identify key **components** and dynamics of the system, codify **interactions and interdependencies**

Develop a **Theory of Change (TOC)** with rationales explaining how the collection of planned changes will impact how the system functions; codify assumptions

Partner with evaluators early in the process to **develop evaluation frameworks** and **affirm goals, TOC**

Align evaluation **questions** with system transformation **goals**; define **success through multiple measures**; **identify** the metrics and outcomes that **matter most for tracking progress**

Establish a system for **continuous monitoring and feedback loops**; be prepared to adjust based on **emerging patterns** and **unintended outcomes**

Facilitate ongoing discussions and learning with stakeholders about **complex systems change**; ensure **their input can shape** the evaluation process

Design processes where stakeholders can engage in collective sensemaking of findings to ensure that **diverse perspectives are considered**

**The evaluation design is aligned with the complexity of system transformation**





## Nathan Driskell

Chief Policy Officer  
[ndriskell@ncee.org](mailto:ndriskell@ncee.org)

**THANK YOU!**