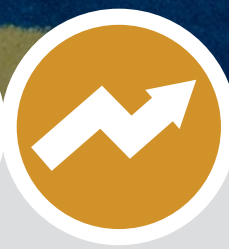




District of Columbia
Office of the State Superintendent of Education

STRATEGIC PLAN

2019-2023





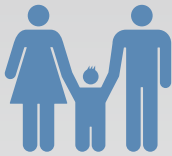
VISION

DC will close the achievement gap and ensure people of all ages and backgrounds are prepared to succeed in school and in life.

MISSION

As DC's state education agency, OSSE works urgently and purposefully, in partnership with education and related systems, to sustain, accelerate, and deepen progress for DC students.

BY 2023, OSSE AIMS TO REACH AMBITIOUS GOALS



Early Childhood

- **1,500** more vulnerable infants and toddlers access quality care
- **4,100** more students are in high-quality pre-K classrooms



Elementary and Secondary

- **6,700** more students meet or exceed expectations on state assessments while closing achievement gaps



Postsecondary

- **1,100** more students enroll in higher education, on a path to complete a two- or four-year degree

OVER THE NEXT FIVE YEARS, THE FOLLOWING PILLARS WILL FORM THE FOUNDATION OF OUR WORK AS AN AGENCY



SET HIGH EXPECTATIONS

We set and maintain high standards for program quality and high expectations for learners to ensure our educational systems are driving toward excellence and equity.



SHARE AND USE ACTIONABLE DATA

We collect and share reliable and actionable data to inform policy decisions, empower our partners to improve, and build community understanding.



BUILD ECOSYSTEM CAPACITY

We convene partners, provide targeted support, and invest resources to improve quality, increase access, and advance equity in education.



MAXIMIZE OSSE'S IMPACT

Above and beyond our focus on all students, we bring specific focus to two areas:

- **Early Childhood**, to ensure that DC's significant investments are leveraged to maximize impact on long-term outcomes in school and in life, and
- **Special Education**, to catalyze progress and dramatically shift the trajectory of growth for students with disabilities.



CONTINUE COMMITMENT TO OUR TALENTED TEAM AND CULTURE OF EXCELLENCE

Our foundation is our team at OSSE. We build and sustain a culture rooted in our core values of Focus on Students, Organizational Excellence, Determination, Partnership, and Teamwork and Collaboration.

OUR CORE VALUES

Focus on Students. We believe in the potential of all DC students, from our infants and toddlers all the way to our adult learners, to learn and achieve at high levels. We believe that a critical part of our role as the state education agency is in ensuring greater equity in outcomes for our students, by accelerating progress for those who are furthest behind.

Organizational Excellence. We hold ourselves and our colleagues to high expectations. We focus on getting the details of our core work right, and developing systems that will make it possible for us to sustain excellent work over time. We act with a sense of urgency, and balance this with the need to bring good judgment and make wise decisions.

Determination. We are relentlessly focused on finding solutions and paths forward, and bring creativity, innovation, and skill in navigating and addressing barriers to do so. We are committed to learning and continuous improvement. We constantly strive for a higher level of performance in all of our work.

Partnership. We strive to understand the needs and perspectives of our stakeholders, and we work in partnership with many others to support DC students and families. We are committed to working with empathy, transparency, and humility. We are mindful of the trust placed in us to administer services fairly and honestly and operate with the highest standards of integrity and professionalism.

Teamwork and Collaboration. We believe in the importance of diversity in many forms, and believe that it strengthens our team and our work. We value and care about each other, operate with a generosity of spirit, and inspire, challenge, push, and support each other to be our best. We are guided by mutual trust and respect, accountability to one another, and a shared sense of mission and purpose.



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