
ITEM: AGENCY UPDATE – FALL 2018

ACTION: **DISCUSSION ITEM**

INFORMATION: In June 2018, the Commission approved the Executive Director's Goals for 2018-2019. The Executive Director will provide the Commission a regular update on progress toward goal attainment and the financial status of the agency. The Fall 2018 update is included below.

Progress Toward 2018-2019 Goals

Goal 1: Improve agency relations and support of external partners:

Activity 1: Develop stronger relationships with district superintendents in order to mutually support the efficiency goals of TSPC and school districts.

- The Executive Director has met with three Regional Education Service Districts.
- Shared work of TSPC and sought feedback on agency work from several superintendents across state (urban, rural, suburban).

Activity 2: Investigate implementing a regional service area model for licensure, professional practices, and educator program support to improve licensure processing and district outreach.

- This work is being delayed until clarification on 2019-2021 budget proposals are reviewed by the Governor and Legislature

Activity 3: Collaborate at least bi-weekly with external partner agencies (ODE, HECC, Chief Education Office, etc.)

- The Executive Director continues to attend Education Cabinet meetings twice per month
- Regular review of agency work with Governor's Education Policy Advisor.

Activity 4: Visit each Education Program Provider at least once each year to gain feedback and provide support to providers where they are located.

- The Executive Director has visited each of the state's 16 EPPs at least once since March 2018. Several satellite campuses are scheduled for visits in the next few months.

Activity 5: Develop a monthly newsletter to be distributed to licensees across the state to inform them of TSPC practice updates and educator growth opportunities.

- Planned release of first newsletter in December 2018. Information has already been collected for this first edition.
- TSPC continues to send regular newsletters on agency updates to district human resources directors and EPPs.

Goal 2: Contribute to the recruitment, development, and success of Oregon's professional workforce:

Activity 1: As a standing member of the Educator Advancement Council, advocate for support of educator recruitment efforts aimed at excellence and diversity of the Oregon education workforce.

- The Executive Director has contributed input to the development of a vision and mission for the EAC to support educator advancement throughout the continuum of an educator's career, with particular emphasis on increasing cultural and linguistic diversity in the workforce and providing support for new educators and their mentors.
- The Executive Director has advocated for the EAC to have a lead role within the "Grow-Your-Own" initiative that the Confederation of Oregon School Administrators is proposing to the Legislature.

Activity 2: Work with the Education Cabinet to review and consider educator preparation and licensing practices to contribute to the state's "future-ready" initiative.

- The Executive Director has successfully advocated to the Cabinet for the inclusion of the Commission's legislative concept on creating an educator candidate support fund within the Governor's Education Agenda.
- Participated in the Chief Education Officer's discussion groups on the "future-ready" initiative, particularly related to aspects of CTE licensing.

Activity 3: Complete the administrative licensure redesign.

- Draft rules on administrator licensure are proposed for the November Commission meeting.

Goal 3: Improve customer service provided by the agency staff:

Activity 1: Implement an agency personnel evaluation system designed to increase individual and agency capacity.

- In progress. The agency is being assigned a new HR partner from the Department of Administrative Services. The work on the evaluation system will continue after the transition to the new partner is complete.

Activity 2: Determine professional development needs for all agency employees and provide opportunities for professional growth based on identified needs.

- See Activity 1.

Activity 3: Complete TSPC website redesign to better provide access and resources to educators and the public.

- Website redesign is continuing. Categorization and “card-sorting” activities are complete. Anticipated completion of project in winter 2019.

Activity 4: Continuously monitor agency revenues and expenditures to maximize efficiency and maintain fiscal viability and develop a process for keeping Commissioners informed of agency financial health and agency operations.

- See agency financial updates, below.

Goal 4: Continue implementation of national accreditation standards for all Oregon Educator Preparation Programs (EPP) that ensure quality educators in classrooms and schools:

Activity 1: Continuously monitor the CAEP accreditation process through an agreement with CAEP that includes participation of the Executive Director in reviewing CAEP activities and holding CAEP accountable for consistency and accountability in services.

- Continuation agreement with CAEP finalized in September 2018.
- CAEP has invited the Executive Director to consider participation on its Accreditation Council which will provide the agency with opportunities to shape the continued development of CAEP as an organization promoting continuous improvement of teacher education.
- The Executive Director will participate with CAEP representatives in a meeting of the Oregon EPPs in January 2019 to discuss continued concerns regarding CAEP standards related to candidate academic qualifications and demonstrating effects on student learning.

Activity 2: Work with Oregon Department of Education, the Chief Education Office, Higher Education Coordinating Commission, and other agencies to roll out a State Longitudinal Data system which meets the needs of TSPC and Education

Preparation Providers to collect, analyze, and apply data regarding the efficacy of program completers in improving student learning.

- These are ongoing efforts which will culminate in the 2019 Educator Equity Report.
- The Executive Director will continue to advocate for the timely completion and availability of the Statewide Longitudinal Database for use by EPPs and other appropriate stakeholders.

Activity 3: Review the TSPC organizational structure as it relates to program approval and accreditation and revise staffing and protocols to improve the support provided to Education Preparation Providers and candidates as necessary.

- As part of its Agency Request Budget, TSPC has requested staff restructuring that includes the creation of a Director for Program Approval to coordinate EPP technical assistance and program review.

Goal 5: Improve timeliness and efficiency of professional standards violations:

Activity 3: Work with Education Preparation Providers to assure Oregon ethical educator standards are incorporated within education preparation programs, as well as the process for reporting violations of professional standards.

- The Deputy Director and several Investigators are now completing outreach to EPPs and school districts to provide training on ethical educator practices and the process TSPC utilizes to address complaints.
- The Executive Director and Deputy Director attended the NASDTEC Professional Practices Institute to learn latest best practices on educator investigation, sanctioning, and infusion of ethics within educator preparation.
- Administrator license redesign includes provisions within the scope and responsibility of the administrator for completing investigations and following through on complaints of misconduct with appropriate reporting of these complaints and findings. The program standards will contain similar provisions for the preparation of administrators.

Activity 2: Complete development of the case management system to improve assignment, tracking and collection of information on professional practices caseloads.

- The case management system is currently in beta testing and launch of the system agency-wide is anticipated for winter 2019.

Activity 3: Develop a standard protocol to share with districts regarding the process of professional practice investigations and the expectations of districts to report possible violations and timely respond to TSPC requests for information.

- The agency is advancing legislative concepts and working with legislators on changes to the complaint reporting and investigation process which may substantially affect the work of the agency. The agency will update its

protocol for investigations as the direction of these possible changes becomes more clear.

Agency Financial Update

The September Actuals of the 2017-2019 Biennium Budget for TSPC is attached as Item 1.6a.

Our *current* financial picture for the agency is fairly healthy due to several cost saving efforts. Revenues for the biennium are anticipated to be \$7.023 million, which are approximately \$195,000 less than budgeted. Decreased expedited licenses are a primary reason for this decline. Expenditures are estimated at \$6.656 million, which are approximately \$744,000 less than budgeted. Reduced office expenses and IT professional services to-date are primary factors in the decreased expenditures. Holding open vacancies of one public service representative and one license evaluator have reduced expenses as well, though the September actuals reflect a net increase in personnel costs due to previous budget planning that did not account changes in the salary schedules for employees that increased salary costs. The decreased revenues and expenditures are anticipated to net about \$549,000 positive to the end of biennium bottom line. However, as license fee revenue decreases due to the move to a five-year renewal period – a number which is difficult to quantify at this time – the net positive impact will likely decrease.

As anticipated, the agency has seen a significant decrease in the number of expedited license applications received, and early revenue numbers indicate that the impact of the move to a five-year license renewal process is now beginning. The 2019-2021 Agency Request Budget (ARB) had anticipated this drop in applications; however, it was also hoping on increases in applications as districts increased their hiring of teachers to fill needed openings. However, this latter offset was not anticipated to begin until the summer of 2019 and is dependent upon activities in the legislature which may or may not decrease class size, address the PERS shortfall, or otherwise impact the statewide teacher workforce. To make the long story short, the agency is now experiencing the down side of the numbers of applications received while the up side may not be seen until next summer, if at all.

The uncertainty of the financial revenue picture has also had its impact on the Department of Administrative Services (DAS) review of the TSPC ARB. Recall that the anticipated revenues for 2019-2021 were flat from the current biennium. At this time DAS does not necessarily share that optimism. Additionally, our ARB also draws down our ending balance to an acceptable level, but was predicated on either a change in the revenue stream for the agency or a possible increase in fees in 2021 to prevent the continued draw on the ending balance. However, these revenue changes are dependent on many factors; therefore, there is no guarantee that the ending balance would not be further drained in the subsequent biennium – possibly resulting in the agency going in the red.

While we are awaiting the final DAS report on our budget appeal, I anticipate that the report will not be positive. It has been made clear to me that the agency needs to fundamentally rethink how it can meet the increasing responsibility placed upon it with a limited revenue stream that does not provide for a regular increase in fee revenue commensurate with the annual increase in labor costs. I am working with the Governor's Policy Advisor on ways to approach this subject in the future, and I will keep the Commission updated accordingly.

The agency has contingencies in place allowing it to absorb changes in the financial picture. Anticipating that we may have seen a drop in revenue over the last few months, I had previously suspended the hiring of the vacant license evaluator and public service representative positions. While the immediate impact of these actions included a slight increase in license processing time to 8 weeks and the email response time, these decisions are appropriate given the current license application status. TSPC monitors revenue and expenditure numbers on a monthly basis, and will regularly determine if these cost saving measures should be continued or if other considerations are warranted.

Attachment:

[I.6a](#)