

Strategic Vision 2025 Draft for Discussion and Action

In August 2019, the National Assessment Governing Board renewed its commitment to proceed with the next iteration of its Strategic Vision, intended to guide the Board's efforts through 2025. Capitalizing on the foundation laid by its predecessor, Strategic Vision 2025 is designed to guide the Governing Board in engaging with policymakers, educators, and the public about student achievement in our nation.

Over nearly twelve months, Board members and staff have engaged in a planning and development process that included:

- August 2019 Executive Committee recommended proceeding with next Strategic Vision
- November 2019 Executive Committee formulated key ideas and set timeline to August 2020
- December 2019 Board members provided written input on key questions
- January 2020 Executive Committee held planning retreat
- March 2020 Full Board discussed impact and ways to achieve it
- March - May 2020 "Sprint Teams" composed of Board members and staff distilled emerging ideas
- May 2020 Full Board discussed and provided feedback on first draft
- May - June 2020 Stakeholders provided feedback
- July 2020 Committees discussed and provided feedback on second draft

The proposed Strategic Vision 2025 includes a preamble that reflects Board member input along with the "pillars," or organizing goals, that were called for in an earlier meeting of the Board. The Board's first Strategic Vision was organized by two goals: Inform and Innovate. Strategic Vision 2025 adds a third goal: Engage. This goal reflects the evolution of the Board's aims to serve as a catalyst for action to improve student achievement.

Based on Board member feedback, the vision is now composed of eight strategic priorities. Originally, there were 10. Board members argued in May and again in July for the need to streamline and focus the priorities. The strategic priorities are not rank ordered, though numbers are included on the proposed draft for ease of discussion. In previous meetings, example activities were included to help illustrate what the priorities might look like in action. Those and other activities will become part of the committee-led and staff-driven work plans and are not included here.

At the July 2020 Governing Board meeting, the Board planned to discuss and take action on the proposed Strategic Vision 2025. However, given the demands of the meeting, the Board postponed discussion and action. Since that time, one minor change was made to the fourth strategic priority, which now opens with the phrase "Optimize the utility, relevance, and timing" related to NAEP Framework updates. This change reflects Board member feedback, along with staff input. Also, the final sentence of the preamble's third paragraph was restructured. Otherwise, the draft is the same as the version prepared for the July quarterly meeting. The Board is slated to discuss and take action on Strategic Vision 2025 at the September interim meeting.



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Strategic Vision 2025
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The National Assessment of Educational Progress (NAEP), also known as The Nation’s Report Card, was developed in 1969 to answer the important question: “How are our nation’s students doing?” In 1988, Congress created the independent, bipartisan National Assessment Governing Board to set policy for The Nation’s Report Card, that is, deciding what subjects to assess, approving test and survey questions, determining achievement levels, and improving the reporting and use of results. Since that time, the Governing Board and its partner, the National Center for Education Statistics (NCES), have worked to safeguard NAEP as the “gold standard” assessment of educational achievement in the United States.

The Governing Board established its first Strategic Vision in 2016 with two major goals – to inform and to innovate – for the Board’s work on behalf of policymakers, educators, researchers, business leaders, and the general public. The Governing Board’s second Strategic Vision, which will guide the Board’s efforts through 2024, adds a third goal, “to engage.” This new goal in the Board’s vision highlights the importance of not only reporting results accurately, but also in promoting their use:

- To serve as a catalyst for action to improve student achievement;
- To inspire improvement in the quality of assessments and standards; and
- To tell the stories of American achievement for all, over time and in context.

The Governing Board’s new Strategic Vision comes at a time of worldwide disruption in education, with the COVID-19 pandemic forcing educators to rethink long-held practices in teaching, learning, and assessment. Educators and policymakers alike are focused on educational equity with renewed commitment. The Governing Board will continue to partner with NCES to ensure NAEP remains the gold standard in assessment, providing objective information about the status and progress of American education at a time of significant disruption to our nation’s schools and students.

The pandemic has heightened the need for the Governing Board to adopt a Strategic Vision that fulfills its Congressional mandate and preserves NAEP as a trusted, valuable resource that endures over time. Over the next four years, the Strategic Vision will guide the Governing Board as it strives to inform efforts to improve our nation’s schools, innovate in carrying out its mandate, and engage stakeholders in understanding and using the results of The Nation’s Report Card.

INFORM

The National Assessment Governing Board will disseminate NAEP resources to inform the work of numerous education stakeholders and to promote high-quality uses of *The Nation's Report Card* that support improvements in policy and practice. NAEP resources include results; focused studies; assessment questions and tasks; assessment innovations; and contextual variables about the educational experiences of students, teachers, and schools. The Governing Board will:

- Identify the needs of stakeholders and refine resources to promote sustained use of NAEP data, enabling educators, researchers, advocates, and policymakers to understand and improve student achievement. (1)
- Elevate high-quality uses of NAEP resources to demonstrate NAEP's utility and to highlight the unique value of the Nation's Report Card to inform education policy and practice. (2)
- Link NAEP resources with external data sources and disseminate what is learned from these sources so that NAEP can inform policy and practice in understandable and actionable ways. (3)

INNOVATE

The National Assessment Governing Board will ensure The Nation's Report Card remains at the forefront of assessment design and technology by refining design, content, and reporting, increasing relevancy for NAEP users and inspiring action to improve achievement for all. The Governing Board will:

- Optimize the utility, relevance, and timing of NAEP subject-area frameworks and assessment updates to measure expectations valued by the public. (4)
- Monitor and make decisions about the NAEP assessment schedule based on the Board's policy priorities of [utility, frequency, and efficiency](#) to ensure NAEP results are policy relevant. (5)
- Develop a body of validity evidence to improve the interpretation and communication of NAEP achievement levels to ensure that they are reasonable, valid, and informative to the public. (6)

ENGAGE

The National Assessment Governing Board will strengthen partnerships and communications with stakeholder organizations, building capacity to understand and harness the resources of The Nation's Report Card to advance policy and practice. The Governing Board will:

- Develop, sustain, and deepen strategic partnerships to ensure that NAEP remains a trusted, relevant, and useful resource. (7)
- Help stakeholders understand how the Governing Board and NAEP can illuminate important skills for postsecondary education pathways. (8)