



TO: National Assessment Governing Board Members  
FROM: Lesley Muldoon, Executive Director  
DATE: July 25, 2024  
RE: Presenting Strategic Vision 2030 for Board Adoption in August

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After several months of collaborative effort and deliberation, the Board is poised to take action on Strategic Vision 2030. This updated Strategic Vision affirms the core pillars of prior editions of the strategic vision—Inform, Engage, and Innovate—while staking out new ground on the potential opportunities and risks for NAEP in the age of generative artificial intelligence (AI). As important, Strategic Vision 2030 is a concise and focused guiding document that sets an ambitious yet clear path toward the Board’s priorities to ensure the National Assessment of Educational Progress remains the gold standard.

Once Strategic Vision 2030 is adopted we shift our focus from visioning to operationalizing. Board staff have reflected on lessons learned from the two previous strategic visioning processes and how we can strengthen implementation of Strategic Vision 2030. I share those lessons below and propose how we will address them moving forward.

1. **More closely align Strategic Vision priorities to each standing committee’s work and empower committees to drive the work forward.** The standing committees should be engaged in prioritizing, planning, and recommending actionable projects or ideas and how they connect to the legislative mandate. The Strategic Vision should never feel like an add-on to the work of the Board or disconnected from its legislatively-mandated responsibilities. Rather, each of its components should have a clear home in a Board committee.

This starts with committee input on “Addressing Ideas Arising from the Strategic Vision 2030”—the compilation of ideas (enclosed in these Board materials) that arose during the five-month strategic visioning process, through full Board and small group discussion, individual Board member interviews, conversation with NCES, and extensive staff work. Many are tactical and suggest specific ways to achieve the aspirations expressed in the Strategic Vision. Each standing committee should review, discuss, and provide input on the ideas already identified within its scope; consider additional ideas that merit further discussion; and prioritize which ideas are likely to have the biggest return on investment for the Board and for NAEP. That work will begin at this meeting and continue into November. Staff committee liaisons will work with committee leadership to support this process.

2. **Support the Executive Committee in providing “big picture” oversight of the implementation of the Strategic Vision.** Complemented by assigning responsibility for discrete activities aligned with the scope of the different committees, the Executive Committee should regularly review implementation progress and be apprised of risks and roadblocks that arise to ensure full and



faithful implementation of the vision. Staff will work with Board leadership to incorporate this into future Executive Committee meeting agendas.

3. **More closely align the Strategic Vision implementation plan to the Governing Board’s budget and acquisition plans.** The Strategic Vision—and complementary actionable priorities—provide the basis for setting the Governing Board’s budget and acquisition plans annually. For example, more clarity on the Board’s goals for innovation will allow staff to target resources at the types of expertise and support required, rather than securing general support for potential Board priorities that may or may not include expertise that matches emerging needs. (The latter is an approach that has been used in the past to allow the Board to respond to emerging needs; however, it risks the Board securing contractor/consultant support that is not tightly aligned to the Board’s priorities). The new Finance Advisory Committee will review budget and acquisition plans periodically throughout the year, with an eye towards the alignment of the budget with strategic vision priorities and other legislatively-mandates activities. Staff will also continue to provide updates to the Executive Committee on the Board’s budget and incorporate alignment to the strategic vision into these discussions.
4. **Commit to Regular Progress Reports.** The Board will be better able to evaluate and guide progress toward achieving the Strategic Vision through regular, objective reports on what has been accomplished, what is underway, what risks exist and whether they can be mitigated, and what new opportunities are emerging and how they might be harnessed. After adoption of the Strategic Vision and committee input on actionable projects, staff will work with Board and Committee leadership to determine the format and frequency of reports, as well as ways to determine and report on progress and outcome metrics.

Strategic Vision 2030 presents a clear, compelling mission for the Board over the next five years. It affirms and strengthens the Board’s vision of NAEP not only as the gold standard in educational assessment, but also as an important catalyst for action on behalf of students. Staff are eager to support the Board in its implementation.