

Office of the Superintendent of Schools
MONTGOMERY COUNTY PUBLIC SCHOOLS
Rockville, Maryland

October 5, 2021

MEMORANDUM

To: Members of the Board of Education

From: Monifa B. McKnight, Interim Superintendent of Schools

Subject: Board of Education Strategic Plan

Background

The Strategic Plan represents our continued commitment to the five core values that define what it means to be an exceptional school system: Learning, Relationships, Respect, Excellence and Equity. Last spring, the Board of Education's Strategic Planning Committee began the process of outlining the Fiscal Year (FY) 2022–2025 strategic priorities and objectives for the district. In addition to the continuation of the six strategic priorities identified for the FY 2018–2021 Strategic Plan, it was decided to add a seventh priority of students' social emotional needs. This priority was added in direct response to the complexities that have impacted our students and families as a result of the COVID-19 pandemic. Furthermore, the Strategic Planning Committee decided to synthesize the seven priorities identified into three main priorities in order to focus and streamline our work as a district.

In May 2021, the Strategic Planning Committee was presented with three draft strategic planning areas as well as draft objectives and measures that Montgomery County Public Schools (MCPS) would be charged with monitoring over the next four-year cycle. At that time, the committee directed MCPS staff to share the progress on the Strategic Plan with stakeholders and gather input and feedback on the priority areas and objectives. During the September 13, 2021, Strategic Planning Committee meeting, both the feedback collected as well as the revised objectives were shared with the committee for feedback and to determine next steps.

Community Engagement

The Office of Shared Accountability and the Office of Strategic Initiatives collaborated on a plan to gather feedback on draft priorities and objectives for the Strategic Plan through the use of a stakeholder survey and a series of focus groups. On July 15, 2021, the Office of Shared Accountability emailed survey invitations to 95 MCPS stakeholders across multiple stakeholder groups. The email recipients were asked to work with their constituents to gather input and then

submit one survey for their specific group between July 15 and August 11, 2021. All participants received reminders until the survey closed.

The following stakeholder groups received the survey. We received feedback from 72 percent of the stakeholder groups solicited.

Stakeholder Groups	
<ul style="list-style-type: none"> ● 1977-II ● District Strategic Initiatives Implementation Team (formerly 2.5 Year Project Plan Team) ● African American Student Achievement Action Group ● Asian Pacific American Student Achievement Action Group ● Black and Brown Coalition ● Equity and Excellence program ● Family Engagement Advisory Team ● Higher Education Partners ● Latino Student Achievement Action Group 	<ul style="list-style-type: none"> ● MCAAP ● MCCPTA ● MCEA ● Minority Scholars Program ● Montgomery County Regional Student Government Association ● Poder (Latina educators group) ● SEIU-Local 500 ● Special Education Advisory Committee (SEAC) ● Students ● Latino Student Achievement Action Group

The Office of Strategic Initiatives held focus group meetings on July 30, August 4, and August 6, 2021, that included representatives from the business community, higher education, the Family Engagement Advisory Team, and students. The student focus group, held on August 6, 2021, included 25 students from across the district and represented students from different organizations and backgrounds.

Additionally, the Office of Strategic Initiatives and the Office of Shared Accountability met with individual offices within central services to review the objectives and measures and make adjustments accordingly.

Overwhelmingly, the feedback supported the draft objectives that were shared in the three priority areas. In addition, we received feedback from the survey and the focus groups used to embed in the revised objectives. Not all feedback could be embedded directly into the strategic planning objectives due to challenges with district measures to monitor the implementation of the feedback.

Strategic Priority Areas, Objectives, and Indicators

The following strategic priority areas, objectives, and measures were developed with the feedback from the surveys and focus groups, central offices, and in conversation with the Strategic Planning Committee. These priority areas align with the mission of MCPS, which is to ensure every student has the academic, creative problem solving, and social emotional skills to be successful in college, career, and community regardless of background.

Strategic Priority Area 1: Academic Excellence

MCPS is committed to ensuring all students are prepared for success in college, career, and community. One of our fundamental responsibilities is to prepare all students to lead the workforce of the future. In order to do this, it is our responsibility to provide rigorous coursework; career opportunities and early access to college credit to provide students multiple pathways to success. To ensure that all students are able to achieve at the highest levels, MCPS is committed to ensuring that student outcomes are not predictable by race, ethnicity, socioeconomic status, or educational need.

Objectives	Indicators
<ul style="list-style-type: none"> ● Improve student achievement in literacy and mathematics ● Increase the percentage of students graduating from high school ● Increase access to enriched and accelerated opportunities for underrepresented student groups (e.g., FARMS, special education, ESOL) ● Increase Maryland College and Career Readiness rates ● Improve completion rates to career and technical education programs (connect better to measure) ● Increase postsecondary education and career training opportunities for all students 	<ul style="list-style-type: none"> ● Evidence of Learning ● Equity Accountability Model: Academic Achievement Component ● Enriched and accelerated program and course enrollment ● Equity Accountability Model: Students with Disabilities Component ● Equity Accountability Model: Graduation Rate Component ● Maryland College and Career Readiness ● CTE program enrollment, concentration, and completion ● Postsecondary enrollment

Strategic Priority Area 2: Well-Being and Collaborative Engagement

Students are more likely to succeed when families are engaged and they are in a safe and welcoming environment to learn. MCPS is committed to implementing culturally responsive family engagement that promotes two-way communication and empowers all families to be partners with MCPS. A critical component of this is supporting students' social emotional needs so they thrive emotionally and academically.

Objectives	Indicators
<ul style="list-style-type: none"> ● Promote positive, caring, and supportive district and school climates respectful of student and adult learners ● Implement school-level practices to support effective and efficient behavioral health management systems ● Implement culturally-responsive family engagement that promotes two-way communication and empowers all families to be partners with MCPS 	<ul style="list-style-type: none"> ● Restorative Justice restorative circles participation ● Parent Academy Workshops ● Parent, staff, and student feedback surveys ● Number of district-provided training for students and staff for safety and positive school cultures ● SEL Curriculum schools ● Communication outreach ‘touches’ ● ParentVUE activations ● Number and variety of community outreach events ● Communication strategies used throughout the year

Strategic Priority Area 3: Professional Excellence and Operational Excellence

MCPS is committed to hiring and maintaining a highly qualified, diverse, and culturally proficient workforce to support the needs of all students. MCPS will use targeted recruitment strategies, teacher pathway programs for our diverse supporting services staff, and regular professional development opportunities to ensure we have the best educators in Maryland. Furthermore, our commitment to efficient and effective operations across the district allow schools to maintain their focus on student learning and achievement. This includes direct support to schools and students, adherence to sound financial practices, and a commitment to environmental stewardship.

Objectives	Indicators
<ul style="list-style-type: none"> ● Increase districtwide, culturally-relevant professional learning for all staff to support our goal of equity and to increase their capacity for teaching ● Improve retention of staff ● Improve the strategic recruitment strategy in order to increase high quality workforce diversity ● Improve the strategic recruitment strategy in order to support the social and emotional well-being of all students by hiring more psychologists and counselors ● Increase performance and capacity of in-school wireless technology 	<ul style="list-style-type: none"> ● Staff, student, and family surveys of technology use and connectivity ● Professional workforce diversity rates ● Employee retention rates ● Number of district-provided technology tutorials for teachers and staff ● Technology survey on applications and platforms used across schools ● Professional development evaluation surveys ● Inventory of professional development opportunities by stakeholder group

Objectives	Indicators
<ul style="list-style-type: none"> ● Connect the district’s financial plan to the Strategic Plan with the goal of aligning all district resources, and increase transparency ● Continue to provide and maintain safe and clean facilities that ensure accessibility and support the learning environment 	<ul style="list-style-type: none"> ● Maintenance work orders received and completed ● Building inspections and results

Performance Targets

Performance Targets for each objective will be identified with the respective offices and shared with the Board of Education's Strategic Planning Committee on October 22, 2021, and the full board on November 9, 2021.

The performance targets will be identified for each year through 2025. Identification of our starting point for the indicators for each of the objectives is essential. Where applicable, results from the 2020–2021 school year serve as the baseline data for each of the indicators within the respective strategic priority areas. In some areas (e.g., SEL curriculum schools) the work is beginning during the 2021–2022 school year; thus, baseline data is not yet available. For some objectives, there may be multiple indicators.

District-Strategic Initiatives Implementation Plan

Formerly referred to as the 2.5 year plan, the District-Strategic Initiatives Implementation Plan (D-SIIP) directly aligns with the proposed FY 2022–2025 Strategic Plan. The D-SIIP serves as the strategies, programs, resources, and initiatives intended to meet the strategic planning goals. In the Spring 2021, summer and fall priority strategies were identified in each of the four D-SIIP areas of focus. Throughout this year, implementation, evaluation, modifications, and additions to these strategies will occur. Please note that a number of the D-SIIP strategies identified to address the strategic priorities will have an impact under more than one strategic priority as the strategic priorities work in tandem to support the success of the whole child.

Next Steps

Following discussion and feedback at the October 5, 2021 Board of Education meeting, any necessary revisions to the Strategic Plan’s priorities, objectives, and indicators will be made. In addition to the performance targets, priority strategies that are aligned with both the objectives and D-SIIP will be shared with the committee and full board on October 22 and November 9.

MBM:SSS:lgp