

Board of Education Strategic Plan


STUDENTS COLLEGE AND CAREER READY
Effective Educators and School Leaders +
High Quality Curriculum Implemented with Fidelity +
Student and staff Well-being +
Effective Use of Resources +
Environment conducive to Student Learning

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Montgomery County Board of Education

October 5, 2021


FY2022–2025 Strategic Priorities



Students Ready to Learn

Preparing for the success in college, career and community begins at the earliest ages.


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Reducing and Eliminating Disparities in Student Learning

MCPS is committed to ensuring that student outcomes are not predictable by race, ethnicity, socioeconomic status, or educational need.


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Students Prepared for College and Career

One of our fundamental responsibilities is to prepare students to lead the workforce of the future.


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A Safe and Healthy Learning Environment

Students are more likely to succeed when families are engaged and they are in a safe and welcoming environment to learn.

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Efficient Operations

Efficient and effective operations allow school systems to maintain their focus on student learning.

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Highly Effective Employees

MCPS is committed to hiring and maintaining a highly qualified, diverse and culturally proficient workforce to support the needs of all students.

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Students' Social and Emotional Needs

Supporting students underlying social and emotional needs is critical to their academic achievement.

Added Spring 2021

Revised Strategic Priority Areas

Academic Excellence

Students Ready to Learn

Preparing for the success in college, career and community begins at the earliest ages.

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Well-Being and Family Engagement

A Safe and Healthy Learning Environment

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Students' Social and Emotional Needs

Supporting students underlying social and emotional needs is critical to their academic achievement.

Professional and Operational Excellence

Efficient Operations

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Highly Effective Employees

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Stakeholder Feedback

- 1977-II
- Business Partners
- 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
- MCAAP
- MCCPTA
- MCEA
- Minority Scholars Program
- Montgomery County Regional Student Government Association
- Poder (Latina educators' group)
- SEIU, Local 500
- Special Education Advisory Committee
- Students

- On July 15, 2021, surveys were sent to 95 individual MCPS stakeholders who represented the organizations. The recipients were asked to work with their constituents to gather input and submit one survey for their specific group.
- The survey window was July 15, 2021, through August 11, 2021.
- All participants received reminders every three or four days until the survey closed.
- Focus groups held July 30, 2021, August 4, 2021, and August 6, 2021.

Survey feedback received
from **72**
percent of Stakeholder
Groups

Race/Ethnicity

Feedback Areas

- Teach content that is useful in the real world (e.g. real world content connections, financial literacy, paying bills, taxes)
- Improve how we message and advertise opportunities for students and families
- Increase opportunities for teachers/staff to better understand students' needs (e.g. Social-emotional)
- Improve how teachers and instructional staff engage and treat students (e.g. discipline, mental health, stress)
- Increase teacher professional development opportunities (e.g. identify mental health, cultural competencies, trauma informed care)
- Improve how we communicate with parents, teachers, and community members
- Create an equitable plan to distribute technology resources

Strategic Priority Areas

Academic Excellence

- Preparing students for success in career, college, and community.
- Provide all students with a **rigorous, well-rounded curriculum**.
- Student outcomes are not predictable by race, ethnicity, socioeconomic status, or educational need.

Well-Being and Family Engagement

- Supporting the **well-being of students and staff** to ensure academic success.
- **Culturally-responsive family engagement** that promotes two-way communication and empowers all families to be partners with MCPS to ensure student learning.

Professional and Operational Excellence

- Hiring and maintaining **effective leaders, teachers, and staff** that are diverse and culturally proficient.
- Providing **professional learning** that enhances the efficacy of our staff to support student learning.
- Effective and equitable use and **allocation of resources**.
- Ensuring **physical environments and operations** that are **conducive to learning and support student and staff needs**.



Discussion

Discussion

Priority Area 1: Academic Excellence

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

Priority Area 2: Well-Being & Family Engagement

Objectives

Indicators

Promote positive, caring, and supportive district and school climates respectful of student and adult learners

- Family, student, and staff feedback surveys
- District-provided training for students and staff to promote positive school culture
- Health and wellness program participation by students

Implement school-level practices to support effective and efficient behavioral health management systems

- Restorative Justice restorative circles participation
- Social-emotional learning curriculum schools

Implement culturally-responsive family engagement that promotes two-way communication and empowers all families to be partners with MCPS to ensure student learning

- Family workshops and Community outreach events
- Family, student, and staff feedback surveys
- ParentVue Activations
- Community members serving on district committees
- Innovative communication strategies used to reach families

Priority Area 3: Professional and Operational Excellence

Objectives

Indicators

Increase districtwide, culturally relevant professional learning for all staff to support our goal of equity and to increase their capacity for teaching

- District professional development focused on instructional strategies
- Professional learning courses offered for and completed by new teachers
- Professional support (e.g. consulting principals, consulting teachers) provided to teachers and principals

Increase professional learning opportunities for teachers and staff in the area of trauma-informed practices in order to support students' social-emotional well-being

- Professional development courses offered and completed

Improve the strategic recruitment strategy in order to increase high quality workforce diversity

- Jobs fairs attended for recruitment of high-quality candidates
- Professional workforce diversity rates
- Experienced educators and leaders in highly impacted schools

Improve the strategic recruitment strategy in order to support the social-emotional well-being of all students

- Psychologists and counselors hired

Increase performance and capacity of in-school wireless technology

- Technology survey on applications and platforms used across schools
- Staff, student, and family surveys of technology use and connectivity

Connect the district's financial plan to the strategic plan with the goal of aligning all district resources and increase transparency

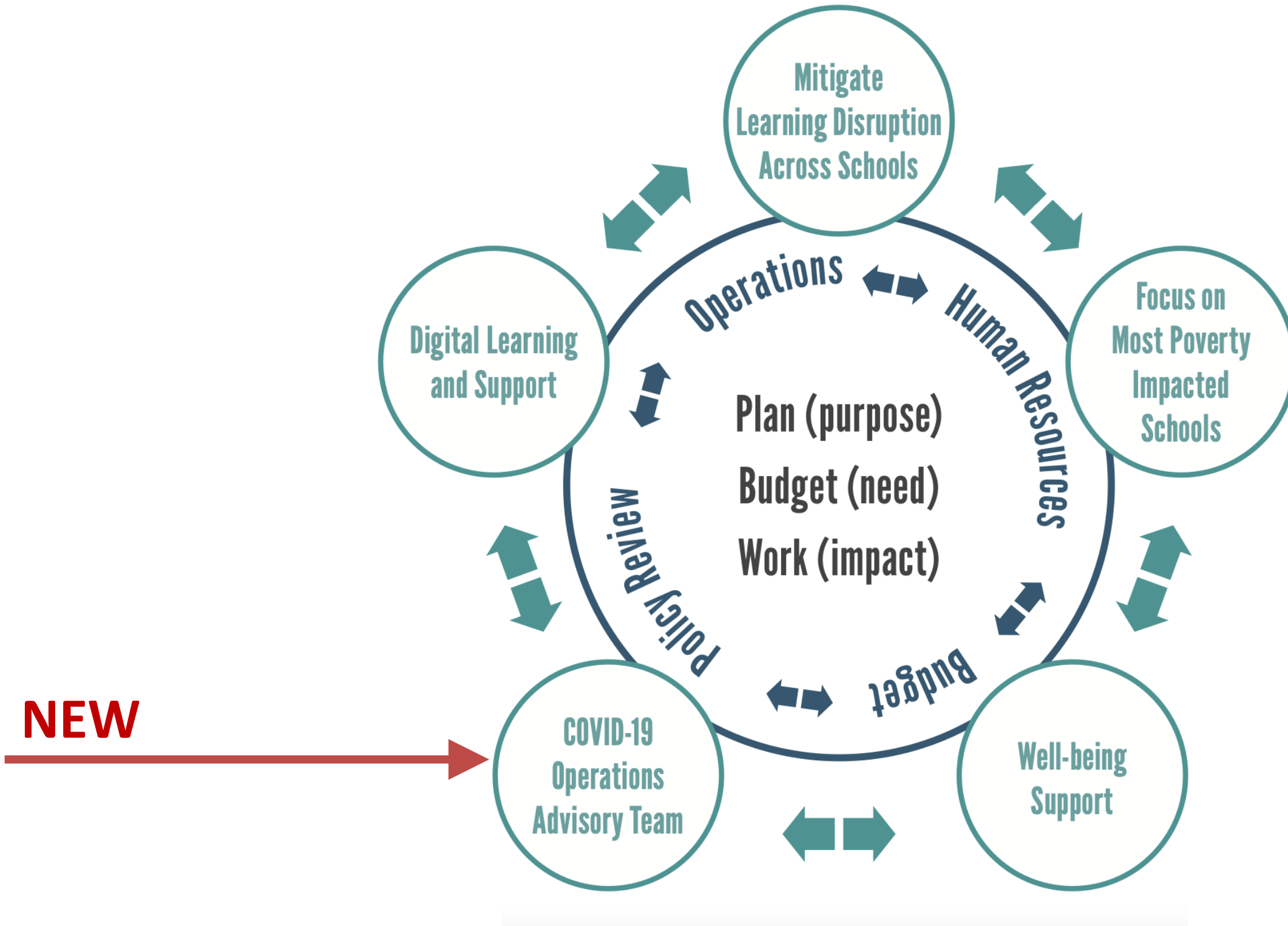
- Fiscal management system

Continue to provide and maintain safe and clean facilities that ensure accessibility and support the learning environment

- Maintenance work orders received and completed
- Building inspections and results

D-SIIP

District Strategic Initiatives Implementation Plan



Connection to D-SIIP

Academic Excellence

Mitigate Learning Disruption Across Schools

Focus on Most Poverty-Impacted Schools

Digital Learning Support

Well-Being and Family Engagement

Well-being Support

COVID-19 Operations Advisory Team

Professional and Operational Excellence

Focus on Most Poverty-Impacted Schools

Digital Learning Support

COVID-19 Operations Advisory Team

Next Steps

Develop
Performance
Targets and
Timeline

Identify Key
Strategies to
Address the
Objectives

Meet with
Strategic Plan
Committee on
October 22, 2021

Board of
Education
Approval on
November 9, 2021

Discussion

Discussion