

OUR CORE VALUES

LEARNING

WE BELIEVE that we must engage every student, every day; learning is achieved by cultivating curiosity and encouraging determination, focus, and hard work; and adult learning and engagement are key to student learning.

THEREFORE, we will encourage and support critical thinking, problem solving, active questioning, and risk taking to continuously improve; stimulate discovery by engaging students in relevant and rigorous academic, social, and emotional learning experiences; and challenge ourselves to analyze and reflect upon evidence to improve our practices.

RELATIONSHIPS

WE BELIEVE that meaningful collaboration is vital to our success; strong partnerships are built on trust and open and honest communication; and building relationships with our diverse community requires us to understand the perspectives and experiences of others.

THEREFORE, we will get to know student and staff members as individuals to better serve them; engage in interest-based decision making with our partners to achieve mutually agreed upon goals; and build strong relationships with students, family, staff, and community to support learning.

RESPECT

WE BELIEVE that each individual's contributions add value to our learning community; fair treatment, honesty, openness, and integrity are essential; and the diversity of our culture, interests, skills, and backgrounds is an asset that makes us stronger.

THEREFORE, we will model civility in all interactions and encourage candid conversations; deal fairly and honestly with each other; and listen to others' perspectives with openness and accept that there are various points of view.

EXCELLENCE

WE BELIEVE that raising the bar and setting high standards is necessary to ensure that all students graduate ready for college and career; we have to expect the best to get the best from everyone, every day; and creating intellectual excitement and supporting personal growth inspires us all toward excellence.

THEREFORE, we will push unceasingly for continuous improvement; hold our practice and our work to the highest possible standards; and nurture a culture of creativity and inquiry that supports innovation and progress.

EQUITY

WE BELIEVE that each and every student matters; outcomes should not be predictable by race, ethnicity, or socioeconomic status; equity demands the elimination of all gaps; and creating and maximizing future opportunities for students and staff is necessary.

THEREFORE, we will hold high expectations for all students and staff; distribute resources as necessary to provide extra supports and interventions so all students can achieve; identify and eliminate any institutional barriers to students' success; and ensure that equitable practices are used in all classrooms and workplaces.

MONTGOMERY COUNTY PUBLIC SCHOOLS

Building Our Future Together

STUDENTS, STAFF, AND COMMUNITY

VISION

We inspire learning by providing the greatest public education to each and every student.

MISSION

Every student will have the academic, creative problem solving, and social emotional skills to be successful in college and career.

CORE PURPOSE

Prepare all students to thrive in their future.

CORE VALUES

- LEARNING
- RELATIONSHIPS
- RESPECT
- EXCELLENCE
- EQUITY

BOARD OF EDUCATION

Mr. Michael A. Durso
President

Dr. Judith R. Docca
Vice President

Mr. Christopher S. Barclay

Mr. Philip Kauffman

Mrs. Patricia B. O'Neill

Ms. Jill Ortman-Fouse

Mrs. Rebecca Smondrowski

Mr. Eric Guerci
Student Member

SCHOOL ADMINISTRATION

Jack R. Smith, Ph.D.
Superintendent of Schools

Maria V. Navarro, Ed.D.
Chief Academic Officer

Kimberly A. Statham, Ph.D.
*Deputy Superintendent of
School Support and Improvement*

Andrew M. Zuckerman, Ed.D.
Chief Operating Officer

BUILDING OUR FUTURE TOGETHER STUDENTS, STAFF, AND COMMUNITY

THE STRATEGIC PLANNING FRAMEWORK

emphasizes our commitment to ensuring that students graduate from Montgomery County Public Schools (MCPS) ready for college and/or entry into the workforce. MCPS is recognized as one of the most successful school districts in the nation because of our exceptional student performance, outstanding staff, and organizational effectiveness. However, our work will not be complete until all students are achieving at the highest levels and are prepared to compete globally. MCPS is committed to educating each and every student so that academic success is not predictable by race, ethnicity, or socioeconomic status. We will continue to strive until the achievement gap has been eliminated for all groups.

Our students will graduate with deep academic knowledge in the core subjects as well as other content areas, such as the arts and technology, preparing them for tomorrow's complex world and workplace. Created in collaboration with many stakeholders, including students, staff, parents, and community, *Building Our Future Together* addresses what students need to be successful—Academic Excellence, Creative Problem Solving, and Social Emotional Learning. This framework outlines the expectations in these three areas for our students, staff, and community, laying out a clear path to meet our goals. MCPS will continue to organize and optimize resources that will align to these three competency areas and reflect the Board's core values to ensure that every student is well prepared for success beyond high school.

The MCPS community is committed to a culture of collaboration, innovation, and equity. It is this focus that has made MCPS one of the premier school districts in the nation and will allow us to continue to serve our students at the highest level for generations to come. **WE ARE BUILDING OUR FUTURE TOGETHER.**

MEASURING OUR SUCCESS

FIVE DISTRICTWIDE MILESTONES have been established to measure student progress. Performance targets are being set for these milestones and their corresponding data indicators to guide schools and departments in developing action plans to improve student achievement.

GRADE 3

- Reading at the proficient and advanced levels

GRADE 5

- Reading and mathematics at the proficient and advanced levels
- Hope, engagement, and well-being

GRADE 8

- Reading and mathematics at the proficient and advanced levels
- Algebra 1 with a grade of C or higher
- Hope, engagement, and well-being

GRADE 9

- English with a grade of C or higher
- Mathematics with a grade of C or higher
- Eligibility

GRADUATION—COLLEGE AND CAREER READY

- Algebra 2 with a grade of C or higher
- AP 3 or higher/IB 4 or higher
- SAT 1650 or higher/ACT 24 or higher
- Hope, engagement, and well-being
- On-time graduation

ORGANIZATIONAL EFFECTIVENESS MEASURES

- Professional Growth System
- Office and department strategic plans
- Office and department performance measures
- Employee engagement survey

Over the course of the next three years, MCPS will ensure an increase in overall performance on all established milestones and a reduction in the achievement gap. The data will be disaggregated by student demographic and service groups for monitoring and providing direction for the system's work to eliminate the achievement gap and raise achievement for all.



Rockville, Maryland

WWW.MONTGOMERYSCHOOLSMD.ORG

ACADEMIC EXCELLENCE

MCPS students will—

- Demonstrate readiness for postsecondary study and/or the workforce so that all students are prepared for success upon high school graduation
- Demonstrate literacy across all content areas by reading complex texts, writing for multiple purposes, speaking in a variety of situations, and using language effectively
- Engage in challenging and wide-ranging content
- Apply learning to new situations

MCPS staff will—

- Demonstrate high expectations for all students
- Deliver culturally relevant and responsive instruction
- Differentiate instruction to meet the needs of all students
- Evaluate what students know and are able to do through multiple and diverse measures

Community members and MCPS will actively partner to ensure that all students are prepared for their futures by supporting schools, advocating for resources, creating opportunities for experiential learning, and supporting the core values of the strategic planning framework.

THE FOUNDATION: ORGANIZATIONAL EFFECTIVENESS

MCPS will—

- Engage collaboratively and respectfully with all partners, building a self-renewing learning community that reflects our values
- Provide the highest quality business operations and support services that are essential to the educational success of all students
- Organize and optimize resources, including effective use of technology and sustainable practices
- Establish strategic processes for operational excellence, customer service, and shared accountability that support teaching and learning
- Hire for excellence and build capacity of all staff
- Promote effective two-way communication

CREATIVE PROBLEM SOLVING

MCPS students will—

- Think critically and creatively to solve complex and unfamiliar problems
- Clearly articulate thoughts, ideas, and information using oral, written, and nonverbal communication
- Analyze problems and use evidence to support conclusions
- Use a variety of instructional resources and technology to enhance learning

MCPS staff will—

- Engage students in active learning of relevant and challenging content
- Create an environment that fosters student learning in a variety of ways and settings
- Empower students to take ownership of learning
- Present open-ended and real-world problems to encourage students to generate original or innovative solutions

SOCIAL EMOTIONAL LEARNING

MCPS students will—

- Value and respect diversity and differences
- Make constructive and healthy decisions that promote hope, personal well-being, and social behavior
- Build their resilience, perseverance, self-awareness, and growth mindset
- Enhance their social awareness, including collaboration, empathy, and relationship-building skills

MCPS staff will—

- Foster respect for diversity, risk-taking, collaboration, constructive debate, and productive conflict resolution
- Promote safety and social, emotional, and physical well-being
- Create opportunities for students and staff to interact positively with each other
- Teach and model resilience, perseverance, self-awareness, and growth mindset
- Build on each others' and students' strengths

OUR STRATEGIC PLANNING FRAMEWORK

focuses on three key competency areas: academic excellence, creative problem solving, and social emotional learning. The central services staff will align its work with the needs of schools through analysis of individual school data and allocation of resources. Additionally, based on professional development, community engagement, and strategic interventions, every school and office will engage in professional learning activities focused on school improvement.

The School Support and Improvement Framework is the primary tool we use to understand and know the strengths and needs of all schools so that we may serve them well. It is based on using multiple data sources in four areas that promote the conditions for student success. Below are examples that are used in the Framework.

SCHOOL SUPPORT AND IMPROVEMENT FRAMEWORK

