WE WILL STRENGTHEN MONTGOMERY COUNTY PUBLIC SCHOOLS (MCPS) by focusing on the Strategic Planning Framework, Building our Future Together: Students, Staff, and Community, and using the District Implementation Plan to guide our work this year. The Strategic Planning Framework states that “MCPS is committed to educating each and every student so that academic success is not predictable by race, ethnicity, or socioeconomic status.” Our core values of Equity and Excellence are at the forefront of everything we do. Equity demands the elimination of all gaps. There is a renewed sense of urgency to focus on student performance and the strategies necessary to increase performance and close the achievement gap. MCPS has the talent, the resources, and the community support needed to close the achievement gap.

- The Strategic Planning Framework includes the Board of Education’s guiding tenets (vision, mission, core purpose, and core values), the three competencies (academic success, creative problem solving, and social emotional learning), and how we measure success through the milestones.

- The District Implementation Plan, which is a multiyear plan to implement the Strategic Planning Framework and includes five core strategies and focus areas within each strategy, is intended to provide direction to help us attain established targets for each of the milestones and close the achievement gap.

- These strategic priorities that are taken from the District Implementation Plan identify the critical work for the next school year that we have to focus on in order to make substantial progress toward closing the achievement gap and to meet our targets for next year and make substantial progress.

TO ACCOMPLISH THIS, WE WILL:

Strengthen the Foundation for Academic Success

- Focus on instruction in literacy and mathematics to ensure that all students have the literacy and math skills needed to be college and career ready. Leadership of this work will be provided through instructional core teams that will develop plans to ensure progress on key outcome measures.

- Intensify our efforts to improve performance and outcomes for students receiving special education and ESOL services.

- Incorporate social emotional learning strategies in school improvement plans and continue implementation of fair and equitable student disciplinary reforms that maintain safe learning environments that promote personal growth and address disproportionality.

- Enhance career readiness programs as well as project-based and problem-based learning opportunities to prepare students for the challenges of the workforce.

Focus on Accountability and Results

- Strengthen our accountability framework and be clear about the data that will be analyzed to improve instruction and results that will be used to hold each of us accountable for school and systemwide performance.

- Intensify our focus on data-driven monitoring of student performance that will guide school improvement efforts and reduce variability across
Focus on Accountability and Results (continued)

- Develop an assessment framework with the objective of reducing the amount of testing and increasing the amount of time for teaching and learning.

- Implement a Return on Investment process that will be used to determine which programs and resource allocations are obtaining the expected results and which are not, and use this data to drive decision making beginning in the Fiscal Year 2017 operating budget.

Enhance our Culture of Collaboration and Respect

- Build a positive, supportive culture of trust and respect that is based on collaboration and strong relationships to improve school and system performance.

- Strengthen our culture of high expectations for every student and staff member that is based on our core value of Equity.

- Strengthen professional learning communities in schools to drive improvements.

- Align work across Central Services offices through strategic planning and continuous improvement to strengthen collaboration and coordination to serve schools and ensure they have the support and resources necessary to meet the needs of students.

- Initiate learning plans for all staff so that they become culturally proficient.

Focus on Human Capital Management

- Provide leadership development for administrators and teacher leaders and leverage staff development teachers and secondary school resource teachers to support job-embedded professional learning.

- Implement all of the components of the teacher diversity hiring initiative to ensure our workforce is of the highest quality and more reflective of our student body.

- Strengthen the professional growth systems and provide professional learning for staff to incorporate student learning objectives and use the evaluation system to hold staff accountable for student outcomes.

- Develop a systemwide strategic plan for professional development that identifies priorities and professional learning opportunities for staff who are responsible for implementing the new curriculum and improving teaching and learning.

Strengthen Partnerships and Engagement

- Support parent and community engagement efforts to strengthen school–home connections and to provide support for students outside of the school day to ensure they have everything they need to be ready to learn.

- Expand partnerships with other county agencies, businesses, and community organizations to increase the learning opportunities for students within and outside of the school day.