

1 Related Entries: None

2 **Responsible Office: Superintendent of Schools**

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5 ~~Long Range Strategic~~ **Planning for Continuous Improvement**

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8 A. PURPOSE

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10 The Board of Education is committed to strategic planning for
11 continuous improvement in order to provide an effective
12 instructional program, ensure success for every student,
13 strengthen productive partnerships for education, and create a
14 positive work environment in a self-renewing organization
15 ~~intends to ensure that the Montgomery County Public Schools~~
16 ~~and its students will be better able to meet the demands of~~
17 ~~the future by instituting an ongoing, comprehensive long-range~~
18 ~~planning process that has as its goals:~~

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20 B. ISSUES

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22 Strategic planning must guide the work of MCPS in providing a
23 high quality, world-class education that ensures success for
24 every student through excellence in teaching and learning. It
25 is essential that a broad range of stakeholders actively
26 participate in this process. To that end, the strategic
27 planning process must:

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29 1. Use organizational assessment criteria that evaluates

30 leadership; strategic planning; students, stakeholder,
31 and community focus; measurement analysis and knowledge
32 management; faculty and staff focus; process management;
33 and organizational performance results
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35 21. Develop on an ongoing basis a five year plan which
36 ~~identifies~~ing, analyz~~ing~~esing and plans~~ing~~ing to cope
37 successfully **address** with the major internal and external
38 factors that will affect what and how students learn.
39 **Additionally, there will be careful consideration given**
40 **to factors which affect schools and students over the**
41 **foreseeable future** and how the public schools function as
42 a vital element of society over a 10 to 15 year period
43

44 32. **Be guided by the MCPS core values:** ~~Establishing a~~
45 ~~limited number of program improvement goals, to be~~
46 ~~achieved through sustained effort by all MCPS staff over~~
47 ~~three to five year periods~~
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49 a) **Every child can learn and succeed**

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51 b) **The pursuit of excellence is fundamental and**
52 **unending**

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54 c) **An ethical school system requires fair treatment,**
55 **honesty, openness, integrity, and respect**

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57 d) **A high quality school system strives to be**
58 **responsive and accountable to the customer**

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- 43. **Provide for ongoing monitoring and continuous improvement**
~~Developing written, multi-year plans for all major priorities and initiatives, including major activities, expected outcomes, time lines, responsible persons and required resources.~~

- 54. **Ensure the alignment of MCPS' strategic plan with state and federal requirements** ~~Basing major budget decisions on long range plans.~~

- 6. **Predicate major budget priorities on the strategic plan, as reflected in both the proposed and adopted capital and operating budgets**

C. POSITION

~~B. PROCESS AND CONTENT~~

- 1. Board participation

The ~~b~~Board will participate in **strategic long-range** planning through **several means:**

- a) ~~a~~An annual **meeting** ~~conference or retreat~~ with the superintendent and senior staff to review progress on the implementation of priorities, initiatives and **strategic long-range** plans, to determine which goals have been achieved, whether any new efforts

88 are needed, and to review major issues that may
89 affect the future
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91 b) It will also consider and act upon objectives and
92 major activities proposed by the superintendent to
93 achieve long-range goals
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95 c) **Through its standing Strategic Planning Committee,**
96 **the Board shall provide leadership and monitor the**
97 **progress of the strategic plan and receive**
98 **recommendations for its consideration**
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100 d) **The Board's agenda-setting process shall determine**
101 **from time to time specific initiatives and**
102 **priorities to be addressed as part of a business**
103 **meeting**
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105 2. Planning procedures
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107 The superintendent will develop **a comprehensive strategic**
108 **planning process for all schools and offices**~~necessary~~
109 ~~procedures, forms or other measures to implement the~~
110 ~~goals of this policy using simple, logical and collegial~~
111 ~~processes.~~
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113 ~~3. Coordination~~
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115 ~~The Department of Long range Planning Coordination is~~
116 ~~established to help the superintendent coordinate~~

117 ~~system-wide planning efforts, establish and coordinate an~~
118 ~~issues management process, aid MCPS staff in developing~~
119 ~~specific plans, and monitor implementation schedules.~~

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121 ~~4. Calendar of planning activities~~

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123 ~~A calendar of annual planning activities should permit~~
124 ~~the Board of Education to discuss and to endorse specific~~
125 ~~major activities that are planned for a fiscal year~~
126 ~~before it considers the operating and capital budgets for~~
127 ~~that fiscal year.~~

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129 ~~It will take several years to phase in a comprehensive~~
130 ~~long range planning process, but it should be fully in~~
131 ~~place not later than the 1988-89 school year.~~

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133 **35. Staff, student, parent, and community involvement**

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135 The Board **will actively seek the** ~~encourages maximum staff~~
136 **participation of a broad range of internal and external**
137 **stakeholders representing the rich cultural and**
138 **linguistic diversity of the community in the strategic**
139 ~~long-range planning process. Staff from all units that~~
140 ~~are to be involved in implementing activities should have~~
141 ~~a role in planning them, and to the extent possible,~~
142 ~~there should be opportunities for interested staff to~~
143 ~~participate in long-range planning.~~

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145 ~~6. Community involvement~~

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147 ~~The superintendent will provide opportunities for~~
148 ~~interested citizens to become knowledgeable about the~~
149 ~~MCPS long-range planning process, and to review and to~~
150 ~~make recommendations concerning specific MCPS long-range~~
151 ~~plans.~~

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153 **47. Progress reports**

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155 The **Strategic Planning Committee** ~~superintendent~~ will
156 **provide** ~~give~~ the Board **with** periodic reports each year on
157 the progress and success of **the strategic** ~~various~~ plan
158 **and its planning process.s,** ~~and will ensure that similar~~
159 ~~progress reports are available to the news media and~~
160 ~~directly to county citizens.~~

161

162 **DE. DESIRED OUTCOMES ~~FEEDBACK INDICATORS~~**

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164 **There will be a strategic planning process that supports**
165 **continuous improvement in creating a high quality, world-class**
166 **school system, where success for every student is ensured**
167 **through excellence in teaching and learning. ~~The most~~**
168 ~~appropriate measures of the effectiveness of long-range~~
169 ~~planning are qualitative indicators, which would include among~~
170 ~~other assessments, positive responses to questions such as:~~

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172 ~~Are we defining our goals and how we expect to achieve them~~
173 ~~with greater precision?~~

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175 ~~Are Board/superintendent long-range goals recognized,~~

176 ~~understood and supported by staff and community?~~

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178 ~~Are long range plans being successfully implemented and in a~~
179 ~~timely fashion?~~

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181 ~~Are there improvements in school system services and programs~~
182 ~~that are attributable to better long range planning?~~

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184 **E. REVIEW AND REPORTING**

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186 **This policy will be reviewed in accordance with the Board of**
187 **Education policy review process.**

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190 Resolution No. 518-85, November 5, 1985