



**Mohammed Choudhury**  
State Superintendent of Schools

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**TO:** Members of the State Board of Education  
**FROM:** Mohammed Choudhury, State Superintendent of Schools  
**DATE:** June 28, 2022  
**SUBJECT:** Strategic Planning Update

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**PURPOSE:**

The purpose of this item is to provide an update on the strategic planning process and associated engagement.

**BACKGROUND/HISTORICAL PERSPECTIVE:**

The Maryland State Board of Education and the Maryland State Department of Education (MSDE) are developing a multi-year strategic plan for the future of Maryland's education system. Public schools serve to prepare our future workforce and future community leaders and it is critical that engage with as many people as possible throughout the process. This work will be the basis for creating transformational change in Maryland's education system.

The guiding objective is to build processes and create space for stakeholder input as we work to develop a strategic plan. The strategic plan will guide the department's organizational direction as we implement the Blueprint for Maryland's Future.

**EXECUTIVE SUMMARY:**

An update will be provided regarding the strategic planning process currently being undertaken by the State Board and State Department of Education. The update includes how the department has revised the process, as well as the key phases and timelines. Additionally, the board will see an update on the approach to engagement and early learnings from the process.

**ACTION:**

For discussion only.

**ATTACHMENT:**

Strategic Planning Update - PowerPoint June 28, 2022

# Strategic Plan Update

MARYLAND STATE BOARD OF EDUCATION | June 28, 2022

Presented By | Mike Herschenfeld, Senior Executive Director of Strategic Planning and Continuous Improvement



1. Overview and Objective
2. Evolution of Process and Phases
3. Engagement by the Numbers

# Overview and Objective

*Why do we need a thoughtful strategic planning process?*

The Maryland State Board of Education and the Maryland State Department of Education (MSDE) are developing a multi-year strategic plan for the future of Maryland's education system. Public schools serve to prepare our future workforce and future community leaders and it is critical that we hear from as many people as possible throughout the process. This work will be the basis for creating transformational change in Maryland's education system.

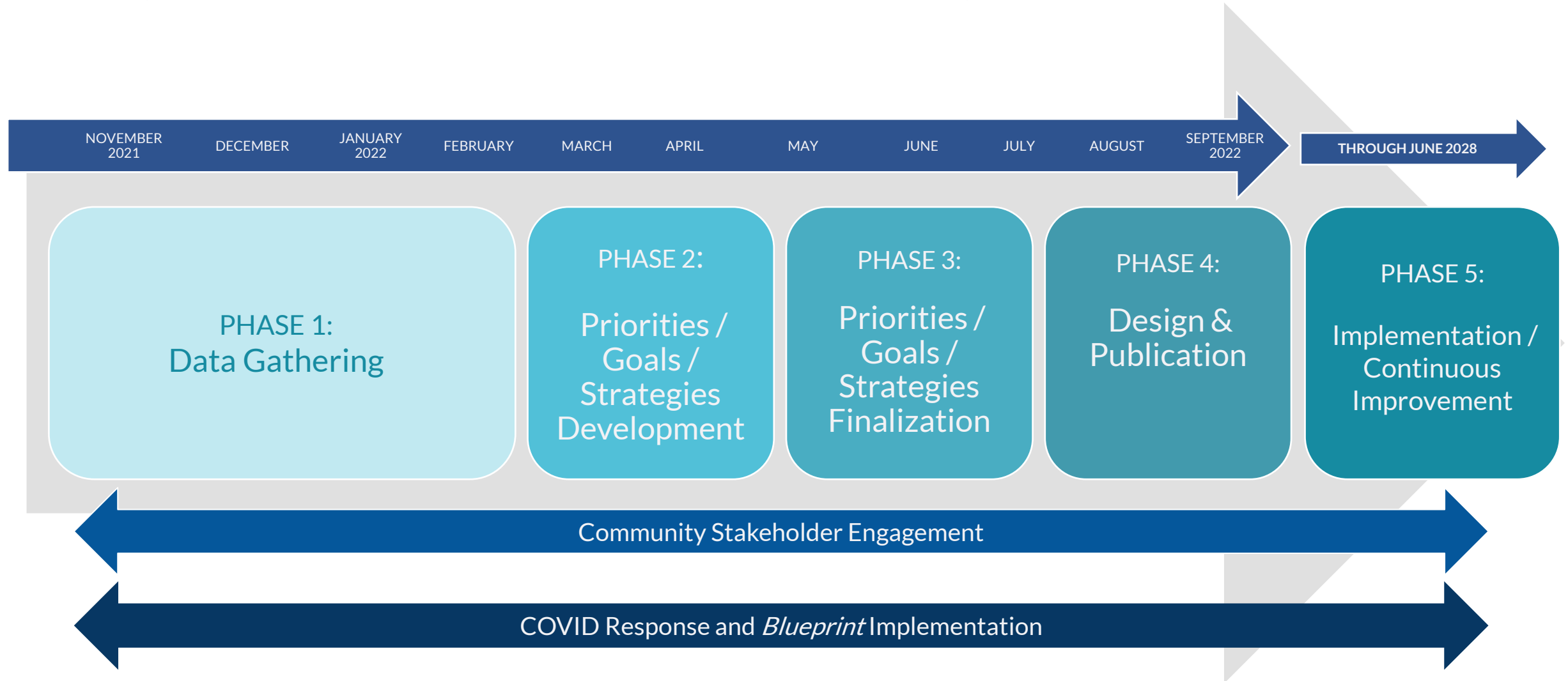
The guiding objective is to build processes and create space for stakeholder input as we work to develop a strategic plan. **The strategic plan will guide the department's organizational direction as we implement the Blueprint for Maryland's Future.**

1. Overview and Objective
2. Evolution of Process and Phases
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# Evolution of Process and Phases

*How has the strategic planning process evolved since its launch?*

# Original Process and Phases: A Single Release



# Revised Process and Phases: A Three-Part Release



1. Overview and Objective
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3. Engagement by the Numbers

# Engagement by the Numbers

*How have we continued to engage stakeholders in the planning process?*



# Methods of Engagement

MSDE continues to thoughtfully engage with stakeholders and analyze and apply feedback to the strategic planning process by:

- Hosting and attending a variety of engagement opportunities that **meet our stakeholders where they are**. Round table events will be prioritized as an effective method for the superintendent to engage most thoughtfully with specific groups.
- **Closing the feedback loop** by going back to participants to communicate what we heard and how we were responsive.



# Round Tables

**17** Round Tables

**232** Participants

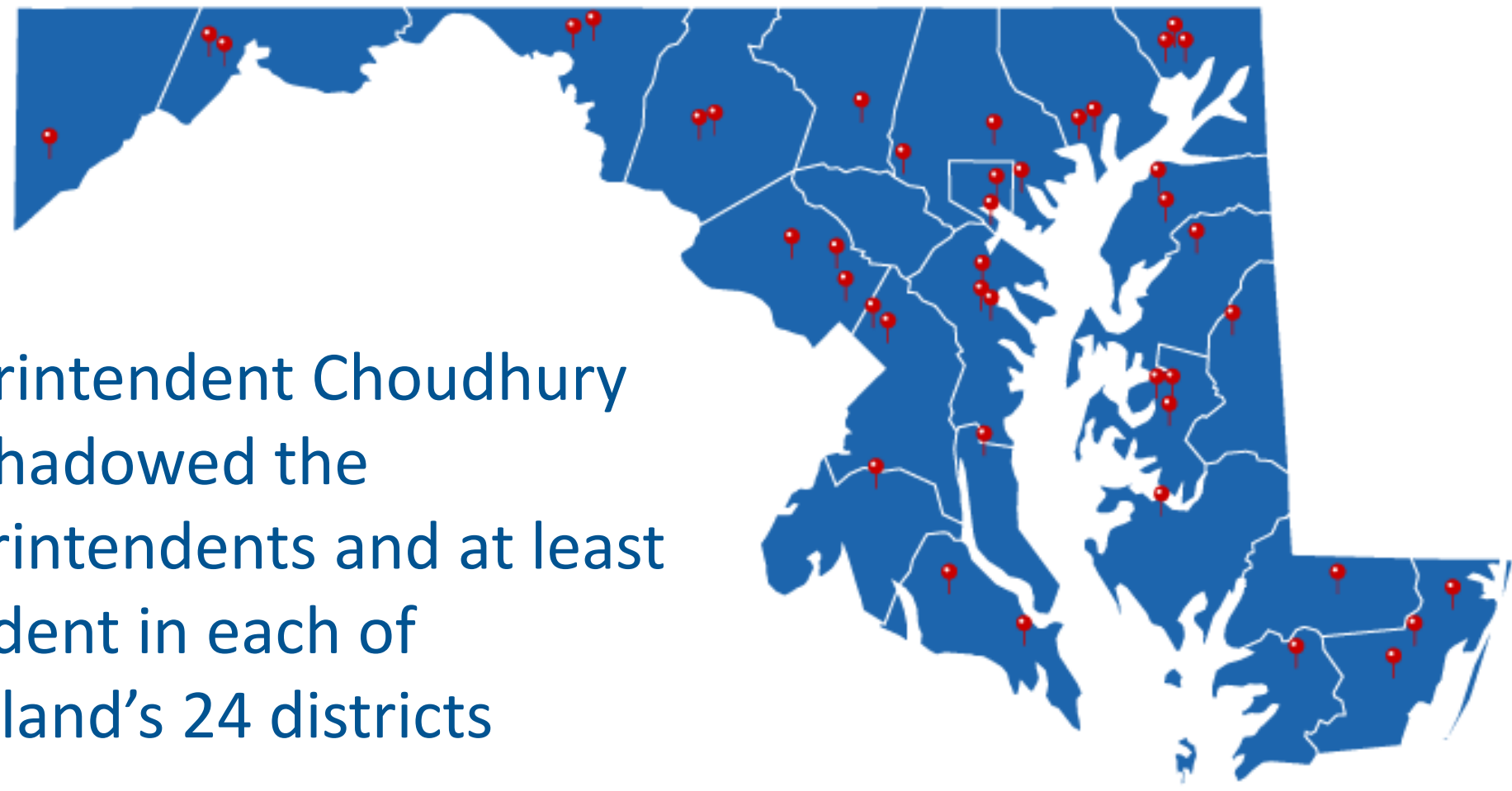
- Arts Education Round Table
- Business Leader Round Table
- CTE Round Table
- Early Career & Rising Educator Round Table
- Early Childhood Education Round Table
- Educator Diversity Round Table
- English Learner Education Round Table
- Family Round Table
- Higher Education Round Table
- Mental Health Round Table
- School Leader Round Table
- Special Education Round Table
- Student Round Table
- Teacher Round Table
- Virtual School Round Table
- Local School Board Round Table(s)

# Listening Sessions

**23** Listening Sessions  
**1,500** Participants

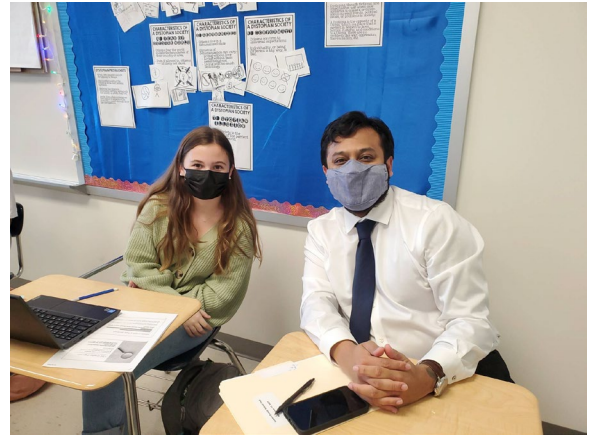
- Parent and Family Engagement Express
- Special Education Family Support Coordinators (4)
- Special Education Service Provider Collaborative Steering Committee
- CTE Local Directors and Postsecondary CTE Meeting
- State Interagency Coordinating Council
- Principal Supervisory Meeting
- Workforce Innovation and Opportunity Act Alignment
- Gifted and Talented Advisory Council
- Nonpublic School
- Maryland Association of Student Councils Convention (MASC)
- Free State PTA
- Maryland State Child Care Association (MSCCA) Conference
- Greater Salisbury Committee
- MCCACET Community College Meeting
- Special Education State Advisory Committee and Special Education County Advisory Committee Joint Meeting (SESAC/SECAC)
- Teach In Maryland
- Community W.E.L.L.
- The Council of Educational Administrative and Supervisory Organizations in Maryland (CEASOM)
- Black & Brown Coalition

# Student Shadows

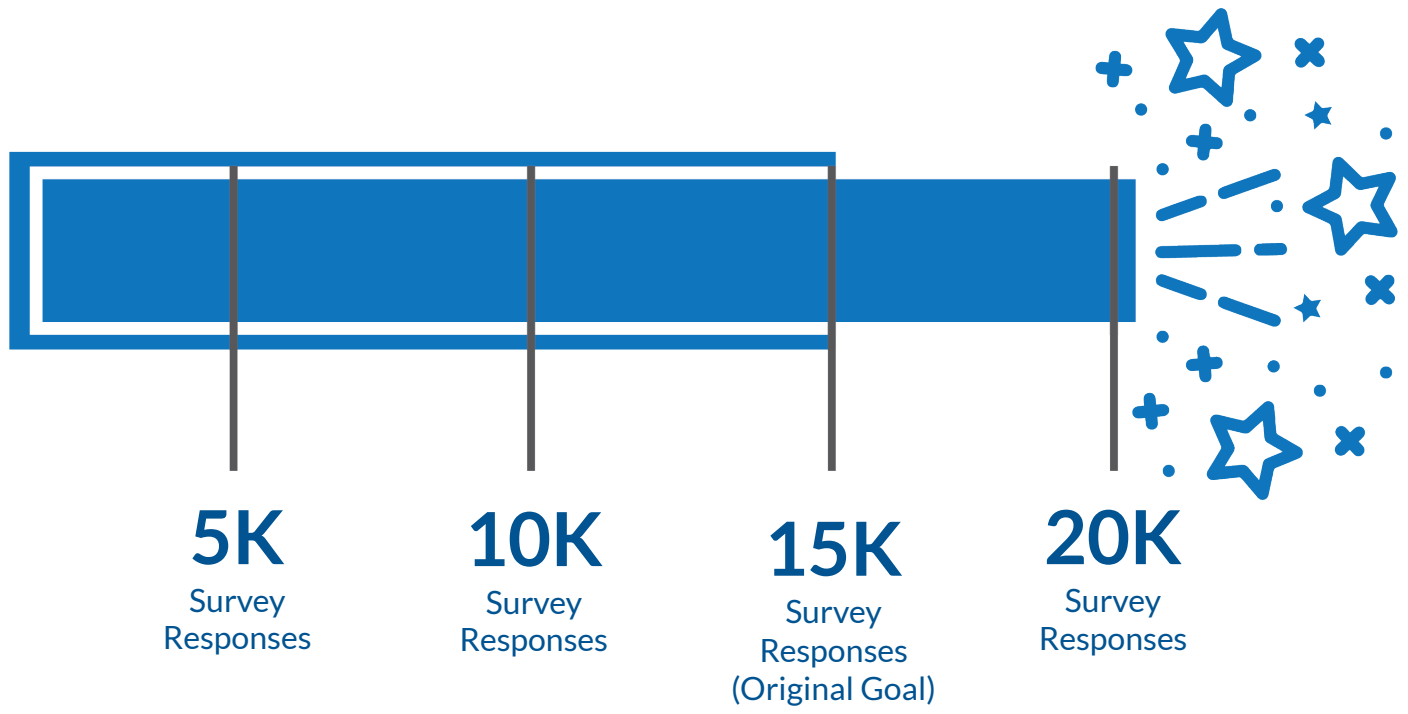


Superintendent Choudhury has shadowed the superintendents and at least 1 student in each of Maryland's 24 districts

# Collage of Student Shadow Pictures



# Strategic Planning Survey



**23,168**  
Survey Responses

## How important is the quality of public schools to Maryland's success as a state?

	Overall	Black respondents	Hispanic respondents	Asian respondents	White Respondents
Extremely important	85.9%	88.2%	82.9%	90.2%	86.5%
Moderately important	12.3%	9.8%	13.5%	8.2%	12.2%
Slightly Important	1.3%	1.5%	2.4%	1.2%	1.1%
Not at all important	0.5%	0.6%	1.2%	0.4%	0.3%

	Students	Teachers	School Leaders	Business Community	Higher Education
Extremely important	82.6%	85.4%	83.9%	86.1%	89.4%
Moderately important	14.8%	13.2%	13.4%	12.0%	8.3%
Slightly Important	1.9%	1.1%	2.4%	1.0%	1.7%
Not at all important	0.8%	0.4%	0.3%	1.0%	0.7%

## What is your overall opinion of how well public schools are performing in Maryland?

	Overall	Black respondents	Hispanic respondents	Asian respondents	White Respondents
Extremely positive	10.6%	10.4%	17.6%	16.6%	10.5%
Somewhat positive	60.9%	59.9%	52.2%	64.1%	64.7%
Somewhat negative	22.1%	24.1%	20.5%	15.9%	20.1%
Extremely negative	6.5%	5.7%	9.7%	3.4%	4.7%

	Students	Teachers	School Leaders	Business Community	Higher Education
Extremely positive	11.6%	9.6%	16.0%	7.1%	10.0%
Somewhat positive	57.2%	64.0%	65.1%	51.3%	60.4%
Somewhat negative	23.3%	21.9%	16.1%	28.8%	22.8%
Extremely negative	7.9%	4.5%	2.8%	12.9%	6.9%

# Priorities: Overall Survey Responses



1

Improving reading and writing in the early grades

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2

Improving social, emotional, and mental health supports

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3

Improving math and science skills

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4

Developing more excellent teachers

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5

Improving critical thinking, problem solving, and collaborative team work skills



# Top 5 Priorities by Race/Ethnicity

Ranking	Black Respondents	Hispanic Respondents	Asian Respondents	White Respondents
1	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades
2	Improving social, emotional, and mental health supports	Improving math and science skills	Improving math and science skills	Improving social, emotional, and mental health supports
3	Improving math and science skills	Improving social, emotional, and mental health supports	Developing more excellent teachers	Improving math and science skills
4	Developing more excellent teachers	Developing more excellent teachers	Improving critical thinking, problem solving, collaborative teamwork skills	Improving critical thinking, problem solving, collaborative teamwork skills
5	Increasing resources to underserved communities	Improving critical thinking, problem solving, collaborative teamwork skills	Improving social, emotional, and mental health supports	Developing more excellent teachers

# Top 5 Priorities by Respondent Type

Ranking	Students	Teachers	School Leaders	Business Community	Higher Education
1	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades
2	Improving math and science skills	Improving social, emotional, and mental health supports	Improving social, emotional, and mental health supports	Improving math and science skills	Improving critical thinking, problem solving, collaborative teamwork skills
3	Improving social, emotional, and mental health supports	Improving critical thinking, problem solving, collaborative teamwork skills	Developing more excellent teachers	Improving critical thinking, problem solving, collaborative teamwork skills	Improving math and science skills
4	Developing more excellent teachers	Expanding Career and Technical Education programs	Improving math and science skills	Expanding Career and Technical Education programs	Improving social, emotional, and mental health supports
5	Improving critical thinking, problem solving, collaborative teamwork skills	Recognizing and rewarding our best teachers	Improving critical thinking, problem solving, collaborative teamwork skills	Improving social, emotional, and mental health supports	Developing more excellent teachers

# Top 5 Priorities by Region

Ranking	Western Maryland (Garret, Allegany, Washington,	Capital Region (Frederick, Montgomery, Prince George's)	Central Maryland (Anne Arundel, Baltimore City, Baltimore County, Carroll, Harford, Howard)	Southern Maryland (Calvert, Charles, St. Mary's)	Eastern Shore (Kent, Queen Anne's, Talbot, Caroline, Dorchester, Wicomico, Somerset, Worcester, Cecil)
1	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades	Improving reading and writing in the early grades
2	Improving social, emotional, and mental health supports	Improving math and science skills	Improving math and science skills	Improving social, emotional, and mental health supports	Improving social, emotional, and mental health supports
3	Expanding Career and Technical Education programs	Improving social, emotional, and mental health supports	Improving social, emotional, and mental health supports	Improving critical thinking, problem solving, collaborative teamwork skills	Expanding Career and Technical Education programs
4	Improving math and science skills	Developing more excellent teachers	Developing more excellent teachers	Expanding Career and Technical Education programs	Improving critical thinking, problem solving, collaborative teamwork skills
5	Improving critical thinking, problem solving, collaborative teamwork skills	Improving critical thinking, problem solving, collaborative teamwork skills	Improving critical thinking, problem solving, collaborative teamwork skills	Improving math and science skills	Developing more excellent teachers

# Engagement Highlights: Video

Via webex by CISCO

Mandy Garrett County

Interpreter Camila La

LM

Linsey Malig-Mayhew

LP

Lori Morrow, State Bo

## MSDE Engages Our School Communities

MSDE

Amy B.

Tikeetha, Prince Geor

aurel

### Strategic Plan: Roundtable Recap

MARYLAND STATE DEPARTMENT OF EDUCATION  
EQUITY AND EXCELLENCE

# Maryland Public Schools Strategic Planning Survey

This survey is intended to allow everyone in the state to provide information that will be the basis for transformative change.

Please use this survey as an opportunity to share your thoughts.



**[MarylandPublicSchools.org/Survey](https://MarylandPublicSchools.org/Survey)**

More information is available at: [MarylandPublicSchools.org/Blueprint](https://MarylandPublicSchools.org/Blueprint)

Connect with the MSDE *Blueprint* implementation team: [Blueprint.MSDE@Maryland.gov](mailto:Blueprint.MSDE@Maryland.gov)