



Mohammed Choudhury
State Superintendent of Schools

TO: Members of the State Board of Education
FROM: Mohammed Choudhury, State Superintendent of Schools
DATE: February 28, 2023
SUBJECT: Strategic Plan and Engagement Report Release – Phase 2

Purpose

To provide a briefing to the State Board of Education on Phase 2 of the Maryland State Board of Education’s and the Maryland State Department of Education’s Strategic Plan

Background/Historical Perspective

The Maryland State Board of Education and Maryland State Department of Education are developing a multiyear Strategic Plan that is being released in three phases. The Strategic Plan anchors the vision, mission, values, priorities, enablers, goals, and flagship programs, initiatives, and strategies to realize the Blueprint for Maryland’s Future promise of an excellent and equitable education for every student.

In October 2022, Phase 1 was released and included details of the vision, mission, values, priorities, and enablers. Today’s Phase 2 release includes the goals and metrics to track progress and measure success in connection to each priority and enabler. Phase 3 will be released in June 2023 and will include the targets that must be met to fulfill the goals on a specific timeline, as well as the flagship strategies, initiatives, and programs outlining the concrete work that needs to be completed for achieving each priority and enabler.

Action

No action is required; this information is for discussion only.

Attachments

MSDE Strategic Plan Phase 2.pdf

The Maryland State Board & Department of Education

Strategic Plan & Engagement Report Phase 2 Release and Beyond

MARYLAND STATE BOARD OF EDUCATION | FEBRUARY 28, 2023

Presented By | Mohammed Choudhury, State Superintendent of Schools





PRESENTATION OUTLINE

Introduction to the Strategic Plan

The Blueprint for Maryland's Future


Strategic Plan Development

Engaging With Stakeholders

Strategic Plan - Phase 1 & 2 Engagement

Strategic Plan - Phase 1 & 2 Elements

What's Next?

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1. Introduction to the Strategic Plan
 2. The Blueprint for Maryland's Future
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 6. Strategic Plan – Phase 1 & 2 Elements
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Introduction to the Strategic Plan

The Maryland State Board of Education and Maryland State Department of Education are developing a multiyear Strategic Plan that will be released in three phases leading up to June 2023

Why do we need a Strategic Plan?

Educational experiences in Maryland before the COVID-19 pandemic did not prepare all students. **Opportunity and achievement gaps were prevalent** prior to the pandemic for historically underserved groups.

The pandemic has only exacerbated our challenges. **A return to normal is not good enough.** We must tackle the gaps that have persisted in our state.

Successful organizations use a strategic planning process to ensure focused progress and **alignment around clear priorities, goals, and flagship programs.**

Creating a Strategic Plan will **anchor and reinforce the Blueprint** legislation into the organizational fabric of the department and its everyday work.

Strategic Plan Foundational Elements

PHASE 1

The **vision and mission** for transforming public education in Maryland.

The **values** that inform our everyday practice and relationships with our diverse communities and stakeholder groups.

The **priorities** that must be achieved for a truly successful educational experience for every Maryland child, from early childhood to college and careers.


The **enablers**, or structural conditions, regarding data, resource allocation, human capital, and support systems that need to be in place for the priorities to be achieved.

PHASE 2

The **goals and metrics** to track progress and measure success in connection to each priority and enabler.

PHASE 3

The **targets** that must be met to fulfil our goals on a specific timeline. The **flagship strategies, initiatives, and programs** outlining the concrete work that needs to be completed for achieving each priority and enabler.

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The Blueprint for Maryland's Future

The Blueprint creates the conditions for truly reimagining the education experience from early childhood to postsecondary success



About the Blueprint for Maryland's Future

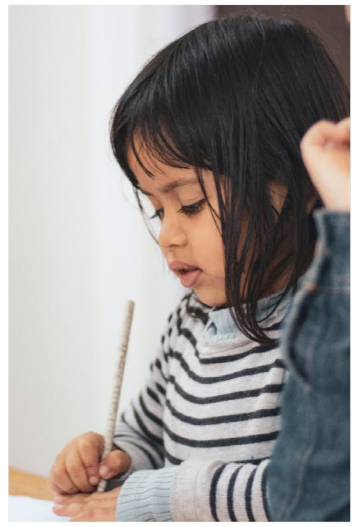
The Blueprint for Maryland's Future was passed by the Maryland General Assembly in 2021. The legislation presents a **once-in-a-generation opportunity to fulfill the promise of an excellent and equitable education** for all children in Maryland.

The Maryland State Board and Department of Education are collaborating with local education agencies and boards, institutions of higher education, the Accountability and Implementation Board, employers and stakeholders across the state to **plan and implement the initiatives in each of the Blueprint's five pillars.**

The Blueprint Five Pillars

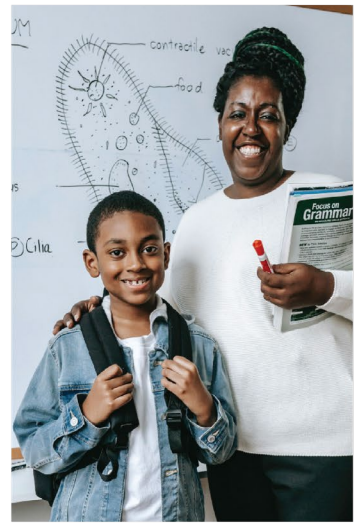
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BLUEPRINT
PILLARS

The Blueprint encompasses five pillars, each including key initiatives aimed at transforming the quality of education in Maryland, and narrowing and closing opportunity and achievement gaps.



EARLY CHILDHOOD EDUCATION

- Support more families to access no cost, high-quality Pre-K
- Scale the impact of Patty & Judy Centers
- Expand family options through public/private Pre-K Partnerships



HIGH-QUALITY & DIVERSE TEACHERS & LEADERS

- Increasing starting salary to minimum \$60,000
- New career ladder and incentives for National Board Certified Teachers up to \$17,000
- Raising expectations for teacher preparation and induction



COLLEGE & CAREER READINESS

- New college and career readiness standard by 10th grade
- Aligned curriculum resources and assessments
- College and career readiness and support pathways
- Expanded career and technical education system



MORE RESOURCES FOR STUDENT SUCCESS

- Community Schools and School-based Health Centers expansion
- Concentration of Poverty grants
- Targeted supports for historically underserved students



GOVERNANCE & ACCOUNTABILITY

- Expert Review Teams
- Accountability and Implementation Board
- Local education agency Implementation Plans
- Maryland State Department of Education monitoring and technical assistance



Strategic Plan Development

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Engaging with our stakeholders to refine the mission, vision, values, priorities, and enablers, as well as develop emerging goals and metrics

Members:

Charles R. Dashiell
(Subcommittee Chair)

Clarence C. Crawford
(SBOE President)

Susan J. Getty
(SBOE Vice President)

Jean C. Halle

Rachel L. McCusker

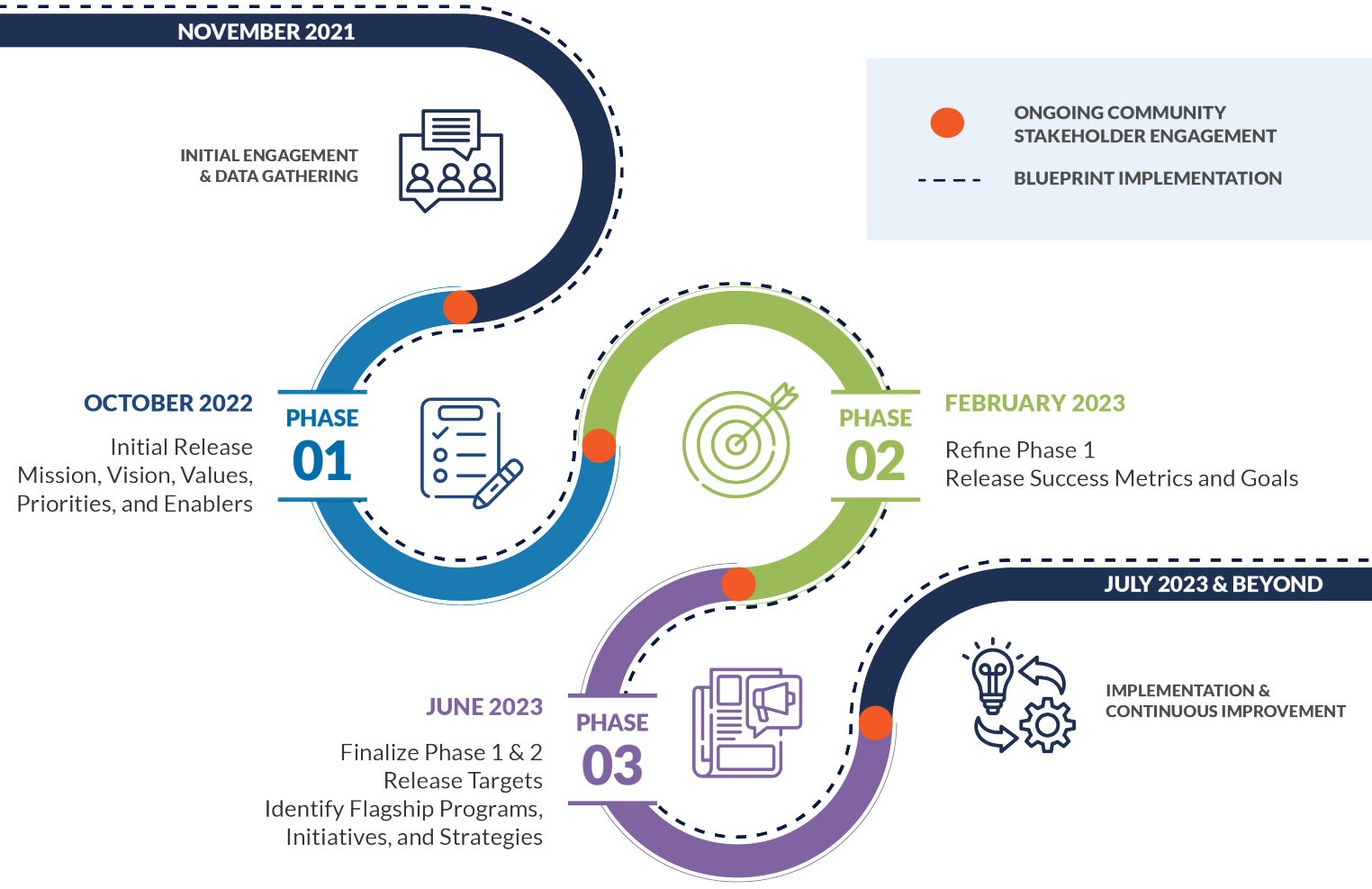
The Strategic Plan Subcommittee

Formed in January 2022 to lead the strategic planning process in collaboration with Superintendent Choudhury and MSDE Staff.

Supported by MSDE staff:

- Office of Communications and Community Engagement
- Office of Research, Planning, and Program Evaluation

Strategic Plan Timeline



Strategic Plan Development Phases

PHASE 1

November 2021 - October 2022

Kickstarted long-term engagement with a focused effort on “expanding the tent.”

Focused on gaining input from a wide range of stakeholders representing the diversity of the state.

The feedback we received helped shape the Phase 1 elements: the vision, mission, values, priorities, and enablers which we are now sharing with the public.

PHASE 2

October 2022 – February 2023

Reaffirm the Phase 1 elements

Continue engagement, including regional data walks and presentations aligned to the priorities.

Develop aligned goals and metrics linked to each of the priorities and enablers in Phase 1.

The goals and metrics released in February 2023.

PHASE 3

February 2023 – June 2023

Begin a new round of stakeholder input and continued engagement.

Identify flagship strategies, initiatives, and programs to achieve the goals developed in Phase 2.

Release targets that must be met to fulfil our goals on a specific timeline. Publicly share the flagship strategies, initiatives, and programs in June 2023.

Release the complete multi-year Strategic Plan.



Engaging With Stakeholders

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Continuing to learn what matters most to our diverse communities

Engagement Process Objectives

Build processes and **create space for stakeholder input** as we work to develop a Strategic Plan

Ensure flexible, responsive and **iterative communication with stakeholders**

Engagement Objectives

Seek out and **prioritize new and underrepresented voices**

Learn what matters most to our communities to transform public education in Maryland


Stakeholder Groups





Methods of Engagement

A multi-pronged approach was developed to structure engagement for the strategic planning process to **ensure flexible, responsive and iterative communication with stakeholders**. A combination of virtual and in-person engagement methods were implemented to ensure engagement of stakeholders across Maryland's diverse landscape.

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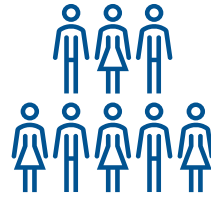
Strategic Plan - Phase 1 & 2 Engagement

Engagement in the second phase involved discussions centered around data focused on specific regions in Maryland connected to the priorities and enablers outlined in the strategic plan

Unprecedented Outreach to Stakeholders



27,900+
SURVEY
RESPONDENTS



35,240+
CONNECTIONS MADE



28 ROUNDTABLES
350+ PARTICIPANTS
40+ HOURS OF IN-
DEPTH DIALOGUE



6,950+
EVENT
PARTICIPANTS



340+
PARTICIPANTS
ACROSS 5 REGIONS



1,600+
LISTENING SESSION
PARTICIPANTS

Outreach Examples & Figures

Below are a few examples of some of the strategies used to promote engagement for the strategic planning process.

EVENT PROMOTION



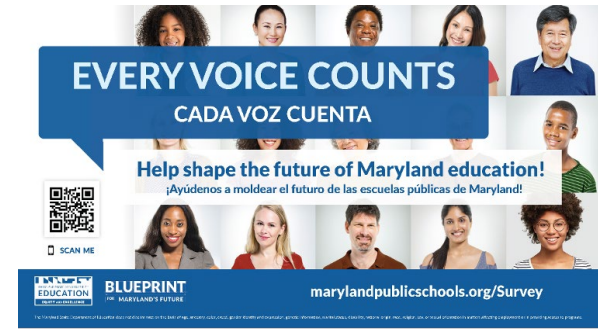
97 virtual and in-person events interacting with 6950+ participants

SOCIAL MEDIA



More than 893,515 impressions were recorded during this time

POSTCARD MAILER



Over 29,700 direct mail pieces were distributed

Outreach Examples & Figures (Cont.)

Below are a few examples of some of the strategies used to promote engagement for the strategic planning process.

DOOR HANGERS



More than 13,760 door hangers were distributed

DIGITAL MEDIA

MSDE Engages Our School Communities
STATE INTERAGENCY COORDINATING COUNCIL LISTENING SESSION

“The Reflective Coaching Model is working well with families and providers. Families now receive interventions that they are able to integrate into their child’s daily routines to support the healthy development of our earliest learners.”

We want to hear from you!
Connect with us: bit.ly/MSDEEngages

Videos received over 11,000 views and continue to be available

COMMUNITY OUTREACH



A toolkit was emailed to more than 1,125 groups, over 20,000 physical flyers were distributed, and more than 3.765 million impressions were recorded



Survey

The survey was launched on January 25, 2022, and it continues to be open. **A total of 27,932 respondents from every county in Maryland completed the survey** during this period. Survey respondents represented a wide range of stakeholder groups, with parents/guardians, students, and teachers, representing the largest number of participants.

The purpose of the survey was to allow as many people as possible, in every community and every stakeholder group, to provide feedback on the state of public education in Maryland and the top priorities for improvement.



SURVEY Key Takeaways

More than 86% of respondents believe that the quality of public schools is “extremely important” for Maryland’s success as a state.

We see great consistency in responses when comparing percentages across stakeholder groups, race/ethnicity, and regions. For stakeholder groups, for example, the percent who answered “extremely important” ranges from 84% for students to 89% for the higher education community.

69% of participants have a positive opinion of the performance of Maryland’s public schools.

We see important variations by stakeholder group. For example, only 53% of respondents in the business community have a positive opinion, compared to 79% of school leaders. We also see important variations by race/ethnicity, with 81% of Asian respondents holding a positive view compared to 68% of Blacks/African Americans and 71% of Hispanics/Latinos.



SURVEY Key Takeaways (Cont.)

53% of respondents selected **Reading and Writing in the Early Grades** as their top priority for improving public education in Maryland.

Nearly 1/3 of respondents chose **Supports for Social, Emotional, and Mental Health** or **Improving Math and Science Skills** as their top priority.

More than 27% of respondents chose **Developing Excellent Teachers** or **Critical Thinking, Problem Solving, and Teamwork Skills** as their top priority.

Black respondents included **Resources to Underserved Communities** in their top five priorities.

Business leaders and teachers included **Career and Technical Education** in their top five priorities.



Roundtables


The purpose of the roundtables is to engage in dialogue with a specific stakeholder group or with a range of stakeholders on a specific topic through a small group discussion format.

ROUNDTABLES Key Takeaways Phase 1

Participants in our educator round tables stressed the urgency of **addressing representation gaps in the teaching profession**, supporting new teachers' growth through close collaboration, observation, and feedback from highly effective mentors, and expanding access to job-embedded professional learning opportunities.

Students and parents/guardians, in turn, advocated for **stronger wraparound supports, engagement, and better educational resources** for families to support their students' success in school.

Leaders from the business community passionately spoke about the need to **elevate career and technical education and ensuring better coordination between industry and the educational system** to facilitate students' access and success with career exploration, work-based learning, and job placement opportunities.



ROUNDTABLES

Key Takeaways

Phase 2

Different from Phase 1 roundtables which covered a wide range of topics and stakeholder groups, Phase 2 roundtables prioritized students, families, educators, and business leaders.

Students pointed out that they **should have the ability to change their path in high school when taking CTE courses**, and not be forced to commit to the same set of courses.

Families discussed the **importance of teacher training, support, and incentives** for recruiting and retaining high-quality teachers.

Educators addressed the **challenges that must be overcome as we prepare for a diverse and quality workforce** such as barriers to entry and disinterest in the profession.

ROUNDTABLES

Key Takeaways

Phase 2 (Cont.)

The roundtable discussion questions allowed participants to give input on the remaining phases of the strategic planning process and focused on the priorities and enablers that participants ranked most important.

The top priority for students and business leaders is that **all Maryland students graduate from high school college and career ready, and with an individualized plan to succeed in college, career, and life.**

The top enabler for families and educators is that **Maryland is elevating the stature of the teaching profession by intentionally working to attract, recruit, and retain a highly qualified and diverse workforce; setting rigorous standards for educator preparation programs and induction; and implementing a career ladder system focused on development and growth opportunities for all educators.**



Listening Sessions

The purpose of listening sessions are to provide a flexible format for stakeholders and community partners to share input on the Strategic Plan. Listening sessions were hosted by external groups with guidance and technical assistance provided by Maryland State Department of Education staff.

The number of participants in each session ranged from small to large groups where facilitators posed the same questions in each group and note-takers recorded participant responses. Listening sessions were held in-person and virtually.



LISTENING SESSIONS Key Takeaways

Many of the themes that teachers, students, parents/guardians, and business leaders emphasized in the roundtables also emerged in the listening sessions

Participants stressed the importance of strengthening health and wellness supports for students. They also emphasized **creating seamless and equitable pathways to college and careers** and the expectation that institutions of higher education, employers, and the educational system must collaborate effectively to make those pathways a reality for every Maryland student.

Listening session participants also called attention to additional priorities

Participants discussed the need to address teacher shortages and **expanding high-quality Pre-K and early childhood programs.**



Community Conversations/Events

Community conversations were developed as a mechanism for the State Superintendent to directly engage with specific communities, especially historically underserved groups. Similar to the roundtables, community conversations feature a small group of stakeholders in a discussion.

Topics and questions were developed in collaboration between community leaders, community organizations, and Maryland State Department of Education staff. Community conversations were held in-person and virtually.



COMMUNITY CONVERSATION Key Takeaways

ALTERNATIVE EDUCATION COMMUNITY CONVERSATION

Students mentioned that **one of the ways alternative education programs help them thrive is by providing smaller classroom sizes** and one-on-one teacher support. They also identified barriers to their education such as transportation.

When asked what strategies had the most impact on student outcomes, **school leaders said that creating relationships and providing opportunities for students to experience college or careers had the greatest success.**



Regional Data Walks

These presentations provided an opportunity for local education leaders to learn about the strategic planning process, discuss and analyze regional data trends, and provide feedback on what they deemed necessary to implement the priorities and enablers.

Regions:

- Southern
- Western
- Eastern Shore
- Core North
- Core South


REGIONAL DATA WALKS

Key Takeaways Phase 2

Staffing was a topic that was frequently mentioned, particularly **financial incentives**, staffing challenges, and a need for certain types of staff. Participants pushed for an increase in salaries, as well as **multiple pathways to teacher certification**.

Respondents felt **students need more time and support in figuring out their career path**. Concerns were raised about barriers to dual enrollment, particularly for students of color.

Many respondents reported that they gained insights from the data walk about their local education agency (LEA) and other LEAs. Participants were interested in **connecting with other LEAs and learning strategies** and ideas from each other.

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Strategic Plan – Phase 1 & 2 Elements

Introducing the Phase 1 elements: mission, vision, values, priorities, and enablers, as well as the Phase 2 elements: goals and metrics

Mission and Vision



OUR MISSION

We will ensure a rigorous and world-class educational experience for every Maryland student, in every neighborhood, that prepares each to be college and career ready, through:

- strategic direction and leadership;
- policy making and resource allocation; and
- engagement and advocacy.



OUR VISION

We will be a system of world-class schools where students acquire the knowledge and skills necessary for success in college, career, and life.



ACCOUNTABILITY - We will take responsibility for our commitments, and maintain open, transparent, and responsive communication on academic, operational, and financial policies and outcomes.

ENGAGEMENT - We will partner and engage with diverse stakeholders and decision makers in the design, implementation, and evaluation of our policies, programs, and actions.

EQUITY - We will do whatever it takes to eliminate barriers to success and provide the necessary resources and supports to ensure that every Maryland student achieves at the highest level.

EXCELLENCE - We will ensure a rigorous and engaging educational environment for all students defined by high expectations, research-based instructional practices, and highly-effective, culturally responsive educators.

TRANSFORMATION - We will pursue best-in-class outcomes through bold, impactful actions to ensure that every student has the tools, resources, supports, and opportunities they need to thrive.

PRIORITIES

The Strategic Plan priorities encapsulate the comprehensive stakeholder feedback received through multiple methods.

Organized into a coherent sequence, the priorities trace the full journey and key milestones that a Maryland student needs to achieve from early childhood through grade 12 to become successful in college, career, and life.



PRIORITY 01
All Maryland students are prepared socially, emotionally, and academically for success in kindergarten.

PRIORITY 02
All Maryland students are proficient in reading by the end of third grade, and those who are not have the necessary supports to become proficient.

PRIORITY 03
All Maryland students enter high school on track to meet the college and career readiness standard by the end of 10th grade, and are engaged socially, emotionally, and academically to succeed in progressively challenging and advanced level coursework aligned to college and career pathways.

PRIORITY 04
All Maryland students graduate from high school college and career ready, and with an individualized plan to succeed in college, career, and life.

Specific and measurable goals are necessary to accomplish the long-lasting positive change our students deserve. Over the years, students across the state have suffered from a loss of learning only to be worsened by the pandemic. **As we continue to rebuild, the goals and metrics will help us keep a pulse on our progress** and ultimately inform the flagship strategies and programs to be implemented to accelerate student achievement.

The Strategic Plan goals outlined in this section were established to define and monitor the success of each priority and enabler introduced in Phase 1. The metrics, or the data source and data subsets, create a narrow lens used to evaluate the trajectory of each goal and establish baseline measures.



PRIORITY 1

Ready for Kindergarten

All Maryland students are prepared socially, emotionally, and academically for success in kindergarten.

GOAL

Increase in percentage of kindergarten students scoring at the Demonstrating Readiness level on the Kindergarten Readiness Assessment (KRA).



PRIORITY 2

Ready to Read

All Maryland students are proficient in reading by the end of third grade, and those who are not have the necessary supports to become proficient.

GOAL

Increase in percentage of grade 3 students scoring at or above Proficient on the Grade 3 English Language Arts (ELA) assessment.

PRIORITY 3

Ready for High School

All Maryland students enter high school on track to meet the college and career readiness standard by the end of 10th grade, and are engaged socially, emotionally, and academically to succeed in progressively challenging and advanced level coursework aligned to college and career pathways.



GOAL

Decrease in percentage of grade 8 students that met one or more of the following ABC indicators: Attendance: student was chronically absent in grade 6, 7, or 8
Behavior: student received one or more out-of-school suspensions in grades 6-8
Courses: student failed one or more ELA or math courses in grades 6-8



PRIORITY 4

Ready for College and Career

All Maryland students graduate from high school college and career ready, and with an individualized plan to succeed in college, career, and life.

GOAL

Increase in percentage of high school graduates who met the state College and Career Readiness (CCR) standard and completed a CCR pathway.

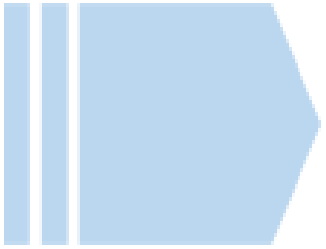


ENABLER 1

Maryland is supporting our schools, local education agencies, families, and decision makers by producing relevant, timely, and high-quality data and reporting, and enabling educators to make the best use of their resources to meet the needs of our students and accelerate student achievement.

GOAL

Relevant data reports and high-quality tools that are made available to families, educators, and stakeholders to meet the needs of students.

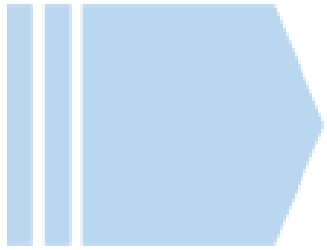


ENABLER 2

Maryland’s classrooms challenge, support, and inspire students. Therefore, our schools will be equipped with high-quality curricula, lessons, assessments, and systems for intervention and acceleration.

GOAL

Increase in percentage of schools visited by Expert Review Teams that are rated as “Accomplishing with Continuous Improvement” in the “Curriculum and Instruction” and the “Integrated Multi-Tiered System of Supports” indicators.



ENABLER 3

Maryland is elevating the stature of the teaching profession by intentionally working to attract, recruit, and retain a highly qualified and diverse workforce; setting rigorous standards for educator preparation programs and induction; and implementing a career ladder system focused on development and growth opportunities for all educators.

GOAL

Increase in percentage of new teachers of color as measured by the Fall Staff Collection report; increase in percentage of teachers retained over a 3-year period; and increase in percentage of teachers eligible for the Teacher Leadership Track of the career ladder.



ENABLER 4

Maryland is ensuring student success by supporting our students’ social-emotional learning, health and wellness, and safety; enhancing school culture and climate; Scaling high-quality wraparound supports and partnerships; and strengthening family and community engagement.

GOAL

Increase in percentage of schools perceived as having a favorable learning environment* and decrease in suspension rate.

**Specific survey topics will be selected when a third year of survey data is available in late 2023.*

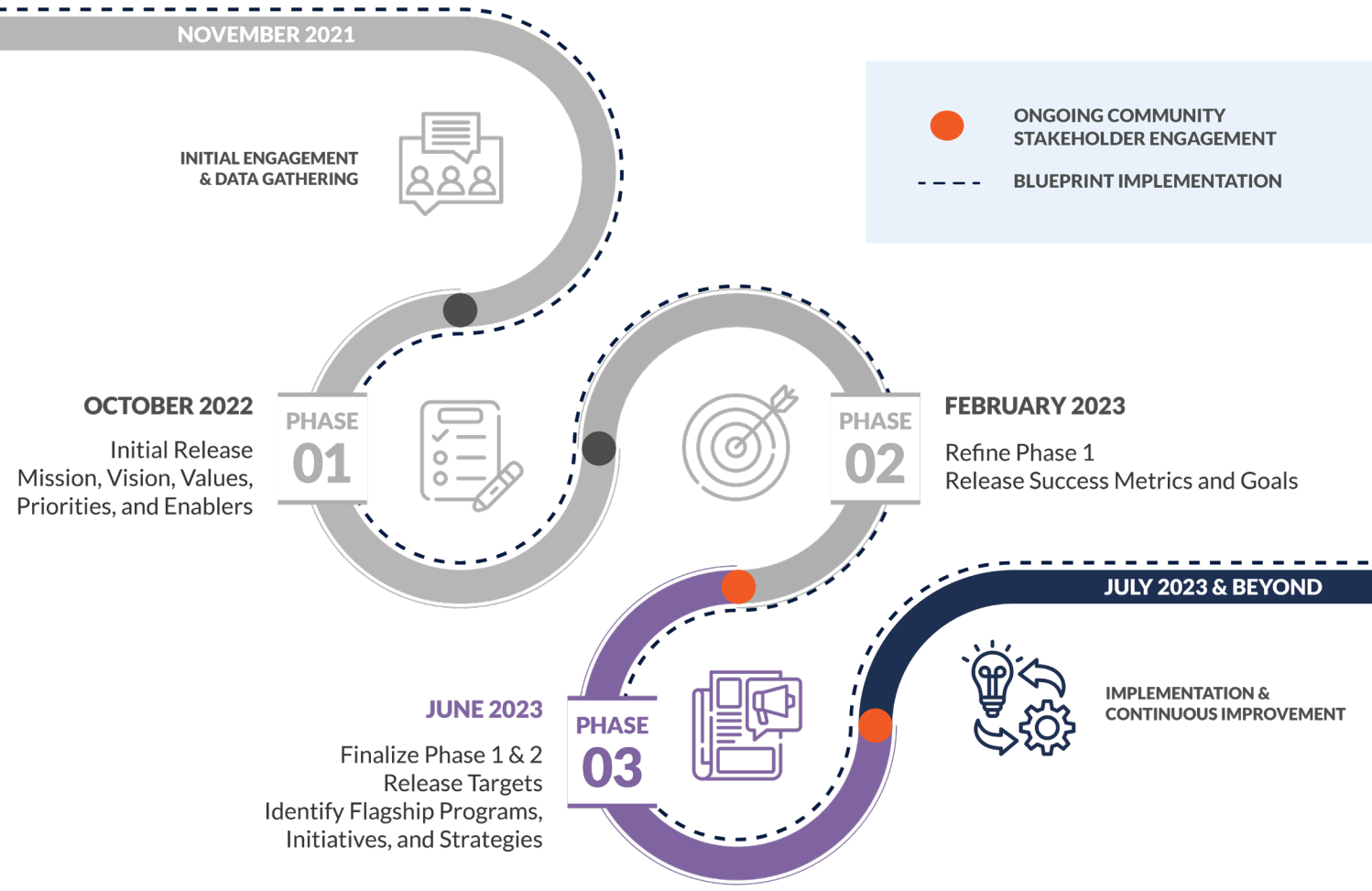


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Releasing targets and identifying flagship programs, initiatives, and strategies

Strategic Plan Phase 3 – The Road Ahead



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

More information is available at: Blueprint.MarylandPublicSchools.org

Connect with the MSDE *Blueprint* implementation team: Blueprint.MSDE@Maryland.gov

Strategic Plan & Engagement Report Downloads



Phase 1 & 2 of the Maryland State Board & Department of Education's Strategic Plan and Engagement Reports are available to view and/or download online at:

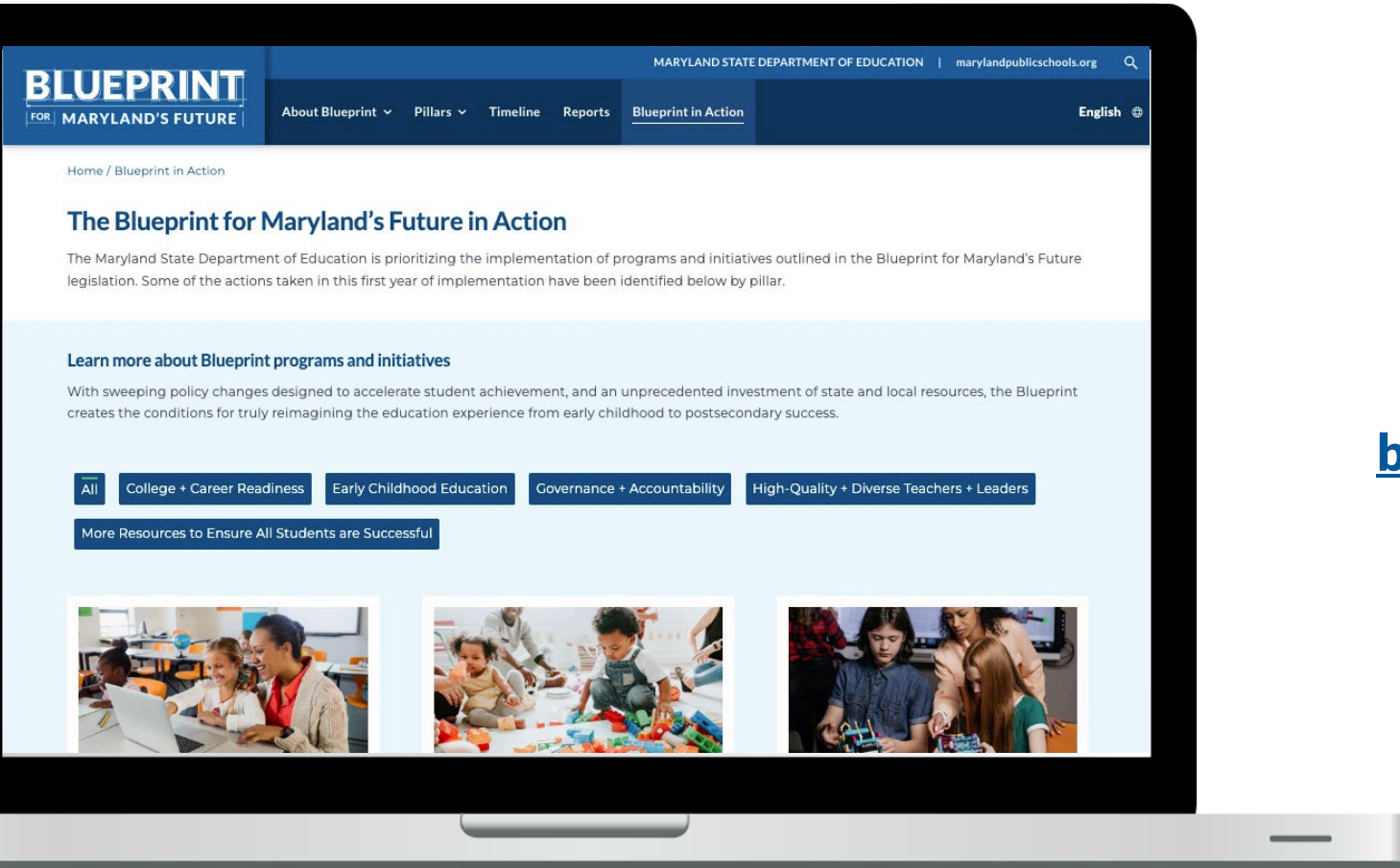
strategicplan.marylandpublicschools.org

Strategic Plan Website Now Available



Visit the Strategic Plan site at:
strategicplan.marylandpublicschools.org

See the Blueprint in Action!




Visit the Blueprint site at:

blueprint.marylandpublicschools.org

MSDE Design Charettes



charette (noun)

cha·rette | shə'ret 

The intense final effort made by architectural students to complete their solutions to a given architectural problem in an allotted time or the period in which such an effort is made (Merriam-Webster)

The State Board and Maryland Department of Education will be conducting regional charettes to develop, refine, and finalize the flagship programs, strategies and initiatives to realize our goals and accelerate student achievement.

Design Charettes provide a forum for stakeholders to engage in creative discussion and provide immediate feedback on ideas presented. More importantly, it enables participants to become mutual authors of the plan.

Interactive design sessions will be held both virtually online and in-person.