



Mohammed Choudhury
State Superintendent of Schools

To: Members of the State Board of Education
From: Mohammed Choudhury, State Superintendent of Schools
Date: October 25, 2022
Subject: Strategic Plan and Engagement Report Release – Phase 1

Purpose

To provide a briefing to the State Board of Education on 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 will be released in three phases leading up to June 2023. The Strategic Plan will anchor 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.

Executive Summary

The presentation will include a discussion on:

1. Introduction to the Strategic Plan
2. The Blueprint for Maryland’s Future
3. Strategic Plan Development – Phase 1
4. Engaging with Stakeholders – Phase 1
5. Strategic Plan Components – Phase 1
6. Strategic Plan Development – Phase 2 & 3

Action

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

Attachments

MSDE Strategic Plan Phase 1.pdf


Strategic Plan and Engagement Report Release – Phase 1

Maryland State Board of Education
October 25, 2022

Presented By |

Mohammed Choudhury
State Superintendent of Schools



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Introduction to the Strategic Plan

Creating a strategic plan will anchor and reinforce the Blueprint for Maryland's Future legislation into the organizational fabric of the department and its everyday work

Why Do We Need a Strategic Plan?

- **Developing a Strategic Plan creates an opportunity to identify the key priorities for transformative change, and to align organizational structures and resource allocation to accomplish those priorities. Successful organizations use a strategic planning process to ensure focused progress and alignment around clear priorities and goals.**
- **Educational experiences in Maryland before the COVID-19 pandemic did not prepare all students for post-secondary success. Deep achievement gaps were prevalent prior to the pandemic in opportunities and outcomes for historically underserved groups. As we work to recover from documented learning loss, moving towards the pre-pandemic status-quo is not enough, we must rebuild with an eye on equity.**
- **We need to move with urgency to actualize the bold, transformative change that will be necessary to achieve the excellent and equitable outcomes our students deserve.**
- **Creating a Strategic Plan will also anchor and reinforce the Blueprint legislation into the organizational fabric of the department and its everyday work.**
 - **The Blueprint for Maryland’s Future, enacted by the Maryland Legislature in 2021, is intended to transform the state’s entire education system, from childcare through graduating high-school, into a world-class system that prepares all students for success.**

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.

PHASE 3

The **flagship strategies, initiatives, and programs** outlining the concrete work that needs to be completed for achieving each priority.

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The Blueprint for Maryland's Future

Transforming public education in Maryland into a world-class educational system

About the Blueprint for Maryland's Future

- The Blueprint was passed by the Maryland General Assembly in 2021 to transform public education in the state into a world-class educational system.
- It is a once-in-a-generation opportunity to fulfill the promise of an excellent and equitable education for all children in Maryland, especially those who have been historically underserved.
- The SBOE and MSDE are collaborating with the Accountability and Implementation Board and local education agencies to plan and implement the initiatives in each of the Blueprint pillars.
- Ultimately, the complete Strategic Plan (released June 2023) will anchor the department's vision, mission, values, priorities, enablers, goals, and flagship programs, initiatives, and strategies to the Blueprint's promise of an excellent and equitable education for every child.

The Blueprint Five Pillars

5

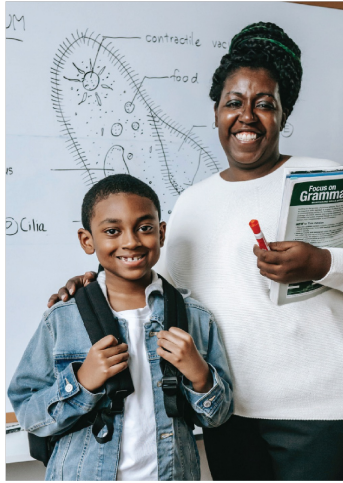
BLUEPRINT PILLARS

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 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

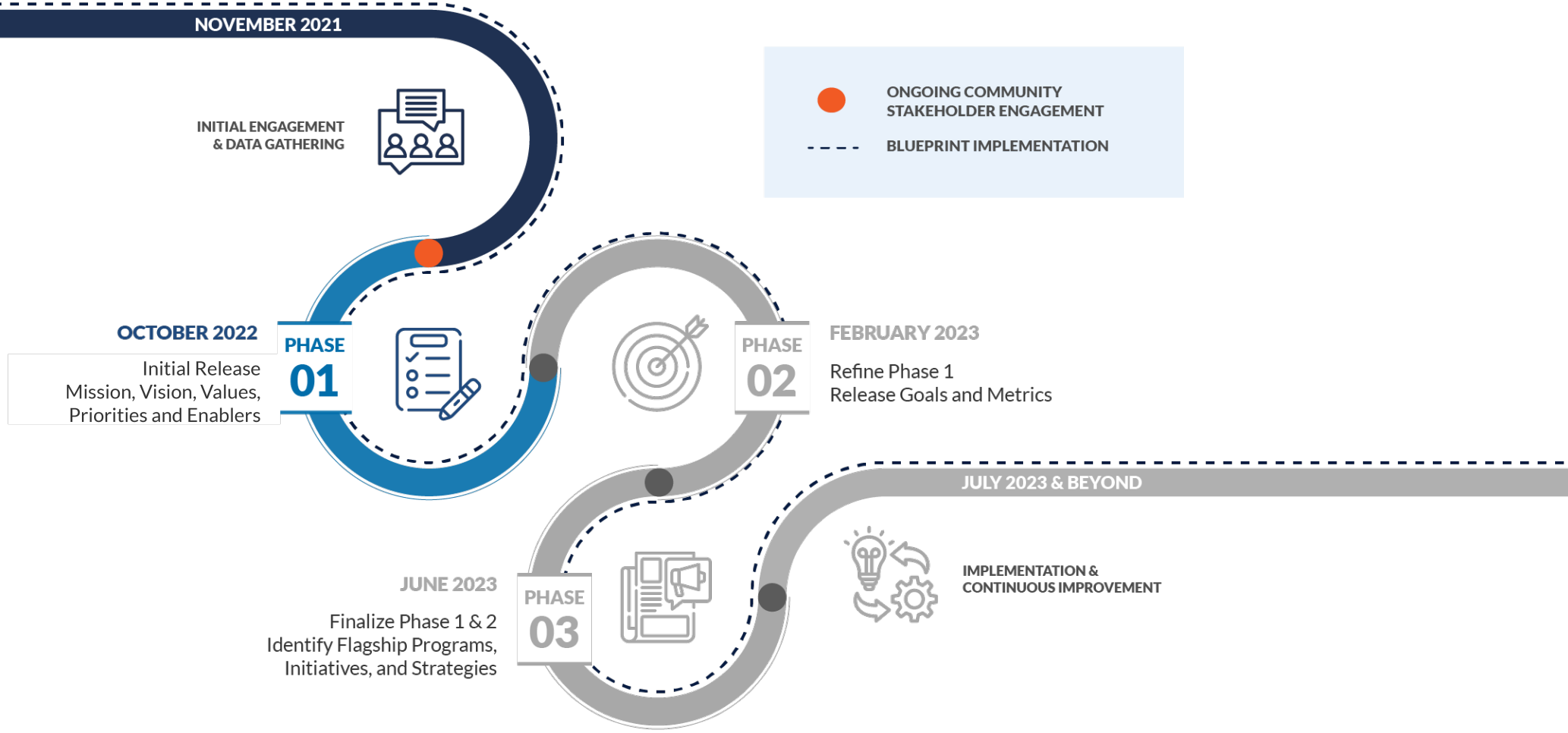
- Expert Review Teams
- Accountability and Implementation Board
- Local education agency Implementation Plans
- Maryland State Department of Education monitoring and technical assistance

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Strategic Plan Development – Phase 1

Engaging with our stakeholders and developing the mission, vision, values, priorities, and enablers

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 components: the vision, mission, values, priorities, and enablers which we are now sharing with the public.

Phase 2

October 2022 – February 2023

- Continue engagement, including data walks and presentations aligned to the priorities.
- Develop aligned goals and metrics linked to each of the priorities in Phase 1.
- The goals and metrics will be 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.
- Publicly share the flagship strategies, initiatives, and programs in June 2023.
- Release the complete multi-year Strategic Plan.

The Strategic Plan Subcommittee


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

- **Members:**

- Charles R. Dashiell (Subcommittee Chair)
- Clarence C. Crawford (SBOE President)
- Susan J. Getty (SBOE Vice President)
- Jean C. Halle
- Rachel L. McCusker

- **Supported by MSDE staff:**

- Office of Communication and Community Engagement
- Office of Strategic Planning and Continuous Improvement

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Engaging with Stakeholders – Phase 1

Learning 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 mattered 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.

Unprecedented Outreach to Stakeholders



27,000+
SURVEY
RESPONDENTS



5,471
EVENT
PARTICIPANTS



34,400+
CONNECTIONS MADE



22 ROUNDTABLES
307 PARTICIPANTS
33+ HOURS OF IN-
DEPTH DIALOGUE



1,614
LISTENING SESSION
PARTICIPANTS

Outreach Examples & Figures (1/2)

The engagement team was responsible for implementing strategies to reach stakeholders on their terms. Below are a few examples of some of the strategies used during the first phase of engagement for the strategic planning process.

EVENT PROMOTION



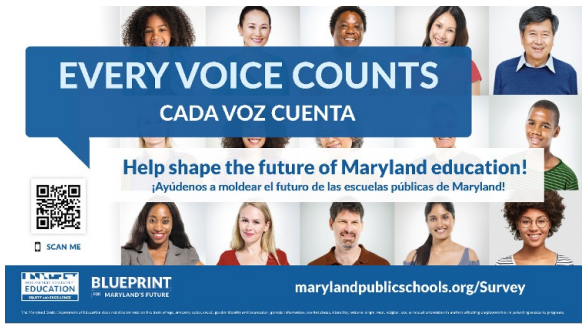
65 virtual and in-person events interacting with 5200+ participants

SOCIAL MEDIA



More than 657,115 impressions were recorded during this time

POSTCARD MAILER



Over 29,700 direct mail pieces were distributed

Outreach Examples & Figures (2/2)

The engagement team was responsible for implementing strategies to reach stakeholders on their terms. Below are a few examples of some of the strategies used during the first phase of 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 10,000 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

What We Have Learned – Survey Results (1/2)

- Participants conveyed strong commitment and enduring support for public education in Maryland.
 - Overall, 86% of respondents believe that the quality of public schools is “extremely important” for Maryland’s success as a state.
 - **Great consistency in responses** when comparing percentages across stakeholder groups, race/ethnicity, and regions. For example, the percent who responded “extremely important” ranges from 77% for students to 88% for parents/guardians.
 - **71% of participants have a positive opinion of the performance of Maryland’s public schools.**
 - **Important variations by stakeholder group can be seen.** For example, only 56% of respondents in the business community have a positive opinion, compared to 77% of school leaders. **There are also important variations by race/ethnicity**, with 84% of Asian respondents holding a positive view compared to 71% of Black/African Americans and 70% of Hispanic/Latinos.

What We Have Learned – Survey Results (2/2)


- Participants also **voiced concerns and communicated urgency** about the need to improve education in the state from early childhood to preparation for college and careers.
 - 52% of respondents selected **Reading and Writing in the Early Grades** as their top priority for improving public education in Maryland.
 - Nearly one third of respondents chose **Supports for Social, Emotional, and Mental Health or Improving Math and Science Skills** as their top priority.
 - Nearly 28% of respondents chose **Developing Excellent Leaders 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.

What We Have Learned – Roundtables

- The in-depth dialogue fostered by the roundtables highlighted further nuances in the views and aspirations of different stakeholder groups:
 - Participants in the teacher roundtables **stressed the urgency of addressing representation gaps in the teaching profession**, supporting new teachers' growth, and expanding educators' access and training in the use of high-quality curricula and instructional materials.
 - Students and parents/guardians advocated for **stronger wraparound supports, greater access to mental health and wellness**, improved preparation for college and careers, and better educational resources for families to support their children's success in school.
 - Business leaders called for taking action to **improve career and technical education** and argued in favor of better coordination between industry and the educational system to facilitate students' access and success with career exploration, work-based learning, and job placement.

What We Have Learned – Listening Sessions

- Many of the themes that teachers, students, parents/guardians, and business leaders emphasized in the roundtables also emerged in the listening sessions, including:
 - **Strengthening wraparound supports** for students in need.
 - **Creating seamless and equitable pathways from school to college and careers.**
 - **Ensuring “stronger connectivity” and collaboration** between employers and the educational system to make college and career pathways a reality for every Maryland student.
- Listening session participants also called attention to additional priorities, such as:
 - **Addressing teacher shortages** to allow for the expansion of early childhood programs.
 - **Ensuring that both new and experienced teachers participate in professional development in cultural competency.**

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Strategic Plan Components – Phase 1

Introducing the Mission, Vision, Values, Priorities, and Enablers

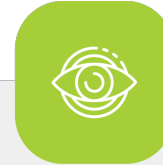
Mission and Vision



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.

Values

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.

Priority 1



Ready for Kindergarten

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

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.

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.

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.

Enablers

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.

Enablers (cont.)

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.

Enablers (cont. 1)

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.

Enablers (cont. 2)

ENABLER 4

Maryland is ensuring student success by:

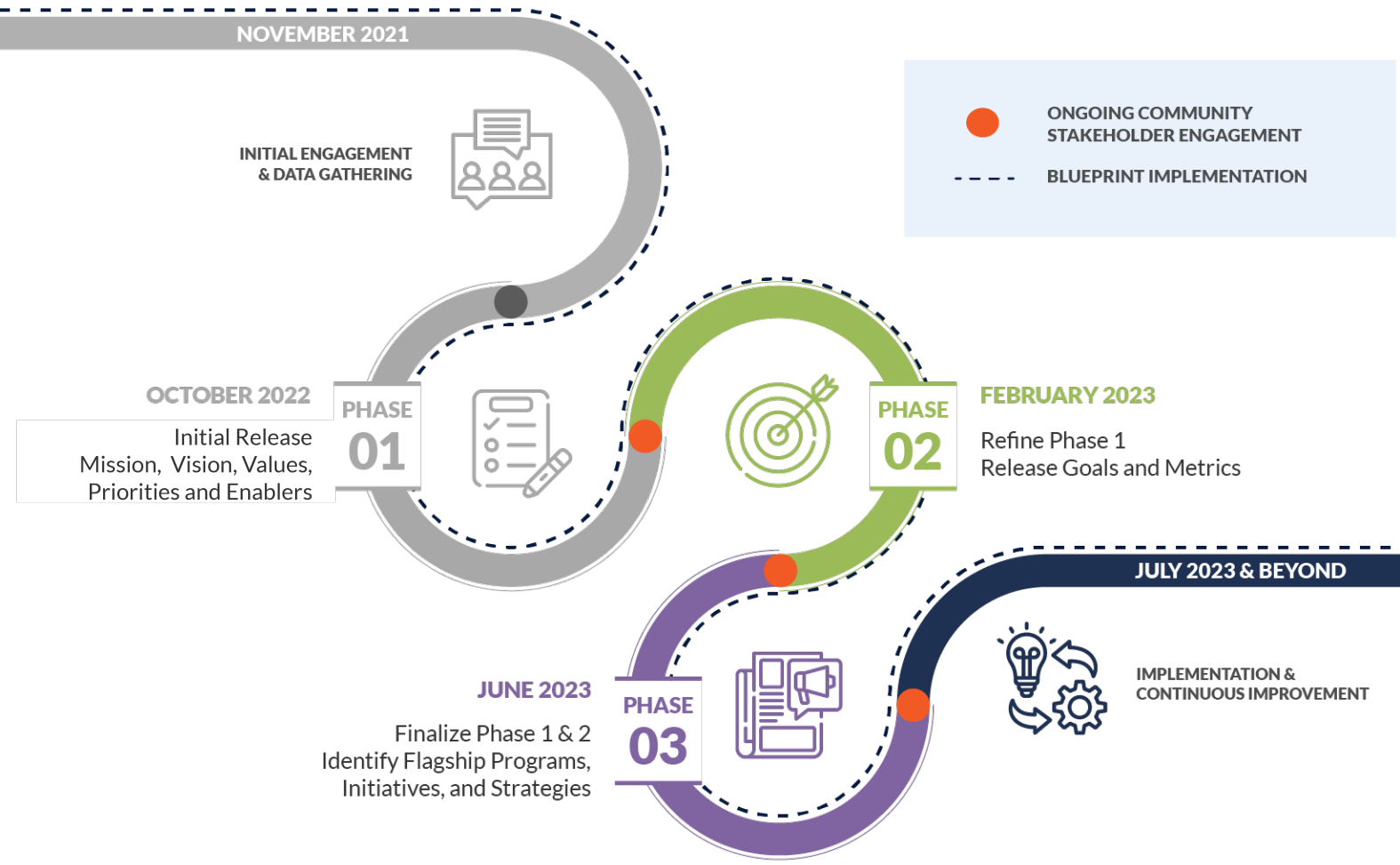
- Supporting our students' social-emotional learning, health and wellness, and safety;
- Enhancing school culture and climate;
- Scaling high-quality wraparound supports and partnerships; and
- Strengthening family and community engagement.

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Strategic Plan Development – Phase 2 & 3

Developing Goals and Metrics, and Identifying Flagship Programs, Initiatives, and Strategies

Strategic Plan Phase 2 & 3 – The Road Ahead



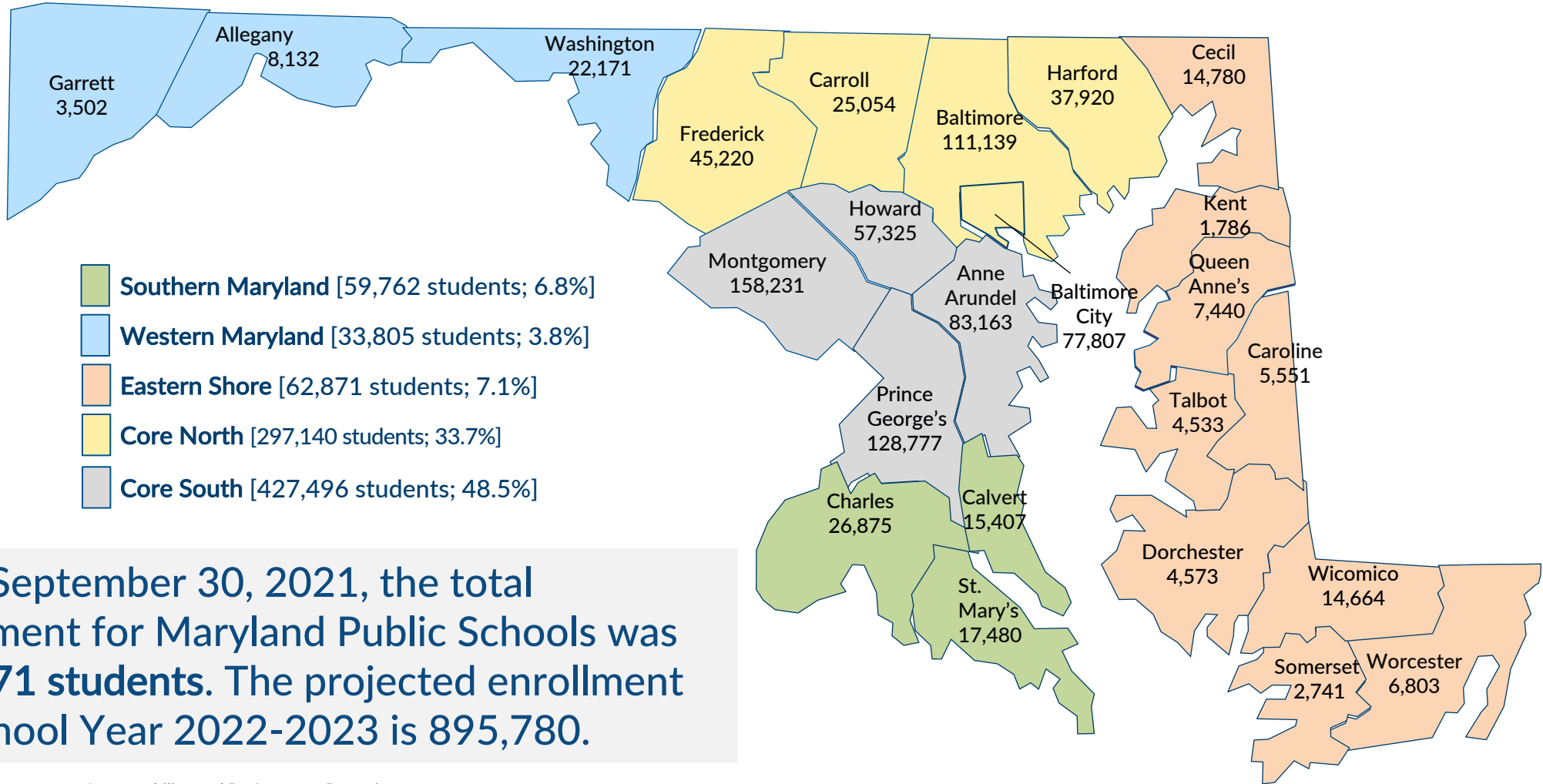
Keeping the Conversation Going

It is critically important that stakeholder engagement continues to be prioritized throughout the development of Phase 2 and 3 of the Strategic Plan. SBOE and MSDE will:

- Continue to host roundtables, listening sessions, and other events;
- Continue to survey Marylanders leading into Phase 2; and
- Facilitate a series of **regional data presentations and interactive gallery walks** aligned to the priorities established and released in Phase 1.

Western Maryland	Southern Maryland	Maryland Core - North	Maryland Core - South	Maryland Eastern Shore (1/2)	Maryland Eastern Shore (2/2)
<ul style="list-style-type: none"> • Washington • Allegany • Garrett 	<ul style="list-style-type: none"> • Charles • St. Mary's • Calvert 	<ul style="list-style-type: none"> • Baltimore City • Baltimore County • Harford • Carroll • Frederick 	<ul style="list-style-type: none"> • Montgomery • Howard • Anne Arundel • Prince George's 	<ul style="list-style-type: none"> • Caroline • Cecil • Dorchester • Kent • Queen Anne's 	<ul style="list-style-type: none"> • Somerset • Talbot • Wicomico • Worcester

Maryland Local Education Agency Regions & Enrollment



As of September 30, 2021, the total enrollment for Maryland Public Schools was **881,471 students**. The projected enrollment for School Year 2022-2023 is 895,780.

Source: MSDE, Division of Assessment, Accountability, and Performance Reporting.

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: MarylandPublicSchools.org/Blueprint

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