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TO: Board of Education

FROM: Dale Ellis

DATE: October 2, 2017

SUBJ: Strategic Plan 2020 Survey Results and Approval

Attached you will find the results of the survey for Strategic Plan 2020. I recommend approval of the plan with the removal of the pregnancy goal, which will be moved to an operational and not strategic goal.

I will be available to answer any questions you may have.

This is an action item and will require a vote.

Vision – (84.2% agreement)

- ▶ Montgomery County Schools will graduate life-ready, globally competitive students who are leaders in their community, who value diversity, and who are College and Career Ready.

Mission – (87.0% agreement)

- ▶ Montgomery County Schools will graduate College and Career Ready students by preparing them to succeed in a globally diverse society, providing rigorous educational experiences, and building positive relationships with all members of our community.

Core Values – (90.7% agreement)

- ▶ High Expectations
- ▶ High Ethical Standards
- ▶ Student-Centered
- ▶ Continuous Improvement
- ▶ Data-Driven
- ▶ Inclusive Practices

Globally Competitive Students

- ▶ **Cohort Graduation Rate** – (84.9% agreement)
 - By 2018, the 4-year cohort graduation rate will increase to meet or exceed 91%.
 - By 2020, the 4-year cohort graduation rate will increase to meet or exceed 92%.
- ▶ **CCR Proficiency** – (85.8% agreement)
 - By 2018, College and Career Ready proficiency will increase to meet or exceed 42%.
 - By 2020, College and Career Ready proficiency will increase to meet or exceed 50%.

- ▶ **READY Expected Growth** – (82.1% agreement)
 - ❑ By 2018, the percentage of MCS schools that meet or exceed READY expected growth targets will be 100%.
 - ❑ By 2020, the percentage of MCS schools that meet or exceed READY expected growth targets will remain 100%.
- ▶ **Composite Achievement Gap** - (88.4% agreement)
 - ❑ By 2018, the MCS composite achievement gap measure will decrease by 10%.
 - ❑ By 2020, the MCS composite achievement gap measure will decrease by 20%.

21st Century Professionals

- ▶ **Teacher Attendance** – (85.0% agreement)
 - ❑ By 2018, MCS will maintain an overall teacher attendance rate that meets or exceeds 95%.
 - ❑ By 2020, MCS will maintain an overall teacher attendance rate that meets or exceeds 96%.
- ▶ **Beginning Teacher Retention** – (83.0% agreement)
 - ❑ By 2018, MCS will retain beginning teachers in a 3-year cohort at a rate of 60%.
 - ❑ By 2020, MCS will retain beginning teachers in a 3-year cohort at a rate of 70%.
- ▶ **Ethical Violations** – (85.8% agreement)
 - ❑ By 2018, the number of ethical violations leading to employee dismissal will decrease to 0.
 - ❑ By 2020, the number of ethical violations leading to employee dismissal will remain at 0.

Healthy/Responsible

- ▶ **Out of School Suspension** – (81.9% agreement)
 - ❑ By 2018, the Out of School Suspension incident rate will be reduced by 5%.
 - ❑ By 2020, the Out of School Suspension incident rate will be reduced by 10%.
- ▶ **Teen Pregnancy Rate** – (76.4% agreement)
 - ❑ By 2018, the teenage pregnancy rate will be reduced by 10%.
 - ❑ By 2020, the teenage pregnancy rate will be reduced by 20%.

Leadership Guides Innovation

- ▶ **Grants** – (89.6% agreement)
 - ❑ By 2018, MCS will increase the baseline number of grants received by 2.
 - ❑ By 2020, MCS will increase the baseline number of grants received by 4.
- ▶ **Digital Instruction** – (84.8% agreement)
 - ❑ By 2018, teachers will increase digital instruction practices that reach the modification and redefinition levels in the SAMR model by 15%.
 - ❑ By 2020, teachers will increase digital instruction practices that reach the modification and redefinition levels in the SAMR model by 25%.

21st Century Systems

- ▶ **Adequate Fund Balance** – (88.7% agreement)
 - ❑ By 2018, MCS will maintain an adequate fund balance for operations and capital as measured by recommendations from the external auditor and internal budget committee.
 - ❑ By 2020, MCS will continue to maintain an adequate fund balance for operations and capital as measured by recommendations from the external auditor and internal budget committee.
- ▶ **Adequate Facilities** – (88.7% agreement)
 - ❑ By 2018, MCS will implement and oversee ongoing construction projects with fidelity as measured by project budgets and construction documents.
 - ❑ By 2020, MCS will complete current construction projects and improve other facilities as measured by the 30-year master facilities plan.
- ▶ **Adequate Technology Resources** – (85.9 % agreement)
 - ❑ By 2018, MCS will develop a master technology plan to supervise and maintain adequate digital access for all students as measured by the plan.
 - ❑ By 2020, MCS will implement the master technology plan and maintain adequate digital access for all students as measured by the plan.