

POLICY

BOARD OF EDUCATION OF MONTGOMERY COUNTY

Related Entries:

Responsible Office: Superintendent of Schools

Strategic Planning for Continuous Improvement

A. PURPOSE

The Board of Education (Board) is committed to strategic planning for continuous improvement in order to ensure success for every student, provide an effective instructional program, strengthen productive partnerships for education, create a positive work environment in a self-renewing organization, and provide high-quality business services that are essential to the educational success of students. The Board is also committed to ensuring that the budget process is aligned with the Strategic Plan.

B. ISSUES

Strategic planning must guide budget preparation and procedures and the work of MCPS in providing a high quality, world-class education that ensures success for every student through excellence in teaching and learning. It is essential that a broad range of stakeholders actively participate in the strategic planning process. This process must:

1. Use the Malcolm Baldrige Education Criteria for Performance Excellence that incorporates leadership; strategic planning; students, stakeholder and community focus; measurement analysis and knowledge management; workforce focus; process management; and results.
2. Develop on an ongoing basis a multi-year plan which will describe the goals of the Montgomery County Public Schools and methods to reach those goals. The plan will guide the development and improvement of new and existing processes, strategies, and initiatives. The plan also will engage the community to improve student performance and close the performance gap by race, ethnicity, gender, socioeconomic status, limited English proficiency, and disability. The plan will align the system's work and guide how resources and personnel are allocated to schools so that all students receive a high-quality education.
3. Be guided by the MCPS core values as listed in the strategic plan.

4. Provide for ongoing monitoring and continuous improvement.
5. Ensure the alignment of MCPS' strategic plan with state and federal requirements.
6. Predicate major budget priorities on the strategic plan, as reflected in both the proposed and adopted capital and operating budgets.

C. POSITION

1. Board participation

The Board will participate in strategic planning through several means:

- a) The Board Strategic Planning Committee will meet with the superintendent and/or his designees to discuss alignment of the budget with strategic plan priorities.
- b) The Board will receive input from students, staff, parents, and community, regarding the budget and the strategic plan.
- c) The Board will incorporate public input into the decision-making process for developing the operating and capital budgets.
- d) Through its standing Strategic Planning Committee, the Board shall provide leadership and monitor the progress of the strategic plan and receive recommendations for its consideration.
- e) The Board will hold an annual meeting with the superintendent and senior staff to review progress on the milestones and data points in the strategic plan.
- f) The Board's business meetings shall regularly be used to review progress on the implementation of priorities, initiatives, and strategies to determine progress toward milestones, discuss whether any new efforts are needed, and to review major issues, including those that may have a budgetary impact for the next year.
- g) The superintendent shall present to the Board any significant changes to the strategies and initiatives in the strategic plan, including establishing new programs, eliminating existing programs, or making major changes to programs in a manner that provides the Board an opportunity to offer suggestions on the proposed changes before the superintendent finalizes his/her recommended budget. In limited circumstances, changes in available

resources may require adjustments that could preclude the opportunity for Board discussion prior to the presentation of the superintendent of school's recommended budget.

2. Planning procedures

- a) The superintendent will integrate the Malcolm Baldrige Education Criteria for Performance Excellence into the comprehensive strategic planning process for all schools and offices. The criteria are built upon the following Baldrige core values:
 - 1) Visionary leadership
 - 2) Learning-centered education
 - 3) Organizational and personal learning
 - 4) Valuing workforce members and partners
 - 5) Agility
 - 6) Focus on the future
 - 7) Managing for innovation
 - 8) Management by fact
 - 9) Societal responsibility
 - 10) Focus on results and creating value
 - 11) Systems perspective

- b) Schools will build relationships with and provide opportunities for staff, students, parents, community members and other stakeholders to determine the academic and other needs of students and set the direction for the school. These opportunities include, but are not limited to, participation of a broad range of stakeholders representing the diversity of the school and the community on the School Improvement Team (SIT). Schools shall make their school improvement plans available to their community through a variety of methods.

3. Staff, student, parent, and community involvement

The Board will actively seek the participation of a broad range of stakeholders representing the diversity of the system and the community in the strategic planning process.

4. Progress reports

The Strategic Planning Committee will periodically review and report on the efficacy of the planning process. The Annual Report will provide information on the progress and success of the strategic plan.

D. DESIRED OUTCOMES

There will be a strategic planning process that supports continuous improvement and aligns the plan with the budget. This process will create a high quality, world-class school system, where success for every student is ensured through excellence in teaching and learning.

E. REVIEW AND REPORTING

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

Policy History: Resolution No. 518-85, November 5, 1985; amended by Resolution No. 620-04, November 9, 2004; amended by Resolution No. 236-09, May 12, 2009.