

Building the Future



Vision 2018: Focus on Excellence

June 12, 2013

Carroll County Public Schools
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Westminster, Maryland 21157
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Vision 2018: Focus on Excellence

Board of Education of Carroll County

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Board of Education Goals

GOAL I. IMPROVE STUDENT ACHIEVEMENT:

All students will achieve at or above grade level through a rigorous, articulated, and aligned instructional program, and all students will be provided the skills necessary to meet the challenges of the 21st Century global community.

GOAL II. OPTIMIZE RESOURCES:

Carroll County Public Schools will make maximum, effective, and efficient use of fiscal, human, and facility resources, which align with and support student achievement.

GOAL III. PROVIDE A SAFE AND ORDERLY ENVIRONMENT:

All schools will provide a safe and orderly environment for all students and staff.

GOAL IV. STRENGTHEN COMMUNICATION AND UNDERSTANDING:

Carroll County Public Schools will communicate openly and honestly to foster a trusting and supportive relationship with parents, community members, business and public officials, and to foster mutual appreciation and respect for the diversity and commonality of our students, staff, and community.

GOAL V. ENGAGE IN A PROCESS OF SCHOOL IMPROVEMENT:

Carroll County Public Schools will align all school and system actions with the Objectives and Indicators of the CCPS Comprehensive Master Plan, while continuing to measure performance and ensuring all actions and decisions are contributing to the attainment of the Objectives and Indicators.

CCPS Core Statement

Carroll County Public Schools: Building the Future

CCPS Core Values

- The Pursuit of Excellence
- Life-long Learning and Success
- A Safe and Orderly Learning Environment
- Community Participation
- Fairness, Honesty, and Respect
- Continuous Improvement
- Reflecting the priorities, beliefs, and mores of our local community

CCPS Core Beliefs

The Board of Education believes that the Carroll County Public Schools system operates effectively and efficiently when:

The greater Carroll County community:

- Values the importance of a quality education
- Supports educational initiatives at home
- Volunteers in schools
- Forms partnerships with schools to support system initiatives

All central office staff:

- Establish and maintain a framework for organizational decisions to be based on empirical data
- Establish and maintain a safe and orderly environment for students and staff
- Provide adequate resources that are equitably distributed
- Provide an equitable educational opportunity for all students
- Communicate effectively with all stakeholders
- Enforce accountability for system initiatives
- Model effective leadership and professional respect
- Provide a diverse program of studies with a global perspective designed to meet students' educational goals
- Coordinate professional development opportunities that are relevant, site-base, job embedded, aligned with the tenets of cultural proficiency, and meet the needs of all staff
- Empower employees, students, and communities to make school-based decisions within an established framework

All school staff:

- Welcome their school community
- Establish positive home and school relationships
- Provide a safe and orderly learning environment for students and staff
- Work to ensure that every child succeeds
- Display cultural proficiency
- Prepare students with a global education
- Place priority on the educational needs of students
- Motivate students to learn
- Recognize the unique learning styles of each student
- Facilitate learning by encouraging, prompting, and interacting with students
- Establish and maintain positive and appropriate relationships with students
- Ensure learning by providing instruction that meets each student's individual needs
- Support student success
- Encourage students to make choices that provide challenges
- Assess student progress through both formal and informal methods and then provide appropriate and targeted data-driven instruction
- Engage students in rigorous and relevant instruction

All students:

- Enroll in coursework that prepares them to be career – college ready
- Obtain the skills to thrive as independent 21st century learners
- Become knowledgeable, responsible, and caring American citizens
- Demonstrate respect for the learning environment and other individuals
- Reach their potential
- Develop effective communication, interpersonal, and leadership skills
- Participate in varied co-curricular and extracurricular activities

Background

Based on community input, in 2012-2013 the Board of Education revised governing documents to abandon its vision and mission statement in favor of a Core Statement, Core Values, and Core Beliefs to support their Goals Statements. At the same time that the Core Statement was revised, a student logo contest was conducted to align the logo with the new Core Statement.

With these revisions completed, and the new Core Statement, Values, and Beliefs set for the future of Carroll County Public Schools (CCPS), the Superintendent began a process to establish an organizational plan, aligned with these new governance ideals, to define priorities and guide the operations of the system for the next five years. This organizational plan was designed to sit between the Board's governance Goals, Values, and Beliefs and the detailed operational focus of the CCPS Bridge to Excellence Master Plan. The plan was to prioritize key school system initiatives for the next five years and to develop the organizational framework in which those initiatives will be achieved and measured. The organizational plan presented herein is titled *Vision 2018: Five-Year Strategic Initiatives*.

Purpose

Carroll County Public Schools will be a learning organization committed to continuous improvement. Within a framework where work is aligned to broader system goals, values and beliefs, employees will be supported to explore evidence and research-based practice designed to improve the organization and enhance student learning. Work will be continuously evaluated to determine if progress is being made and adjustments will be made if necessary. Communication and resources will be maximized and streamlined to achieve the greatest efficiencies possible across the organization. Collaboration with both internal and external stakeholders will be practiced and encouraged to strengthen the community vision of CCPS and meet our goals through partnership.

Vision 2018 Action Plan

The *Vision 2018* Action Plan contains the specific initiatives to be implemented by CCPS during the five-year period of the plan. The initiatives are divided into four focus areas derived from Board of Education Core Values and Beliefs: Prepare Students to be Competitive in a Global Setting and Economy; Provide Instruction That Meets Each Student’s Needs; Recruit and Retain a Highly Qualified, Effective, and Diverse Workforce; and Provide Secure, Orderly, and Modern Facilities. Each major focus area is defined by objectives and implemented through strategic initiatives.



Focus Area One: Prepare Students to be Competitive in a Global Economy

Objective • **Fully implement a CCPS curriculum aligned with the Common Core State Standards, Next Generation Science Standards, and other newly adopted State Standards.**

Strategy • Build a CCPS web-based curriculum grounded in Universal Design for Learning principles that will support individualized instruction.

Strategy • By the beginning of the 2015-2016 school year, implement consistent measurement of student learning in all courses and grades.

Objective • **Partner with local institutions of higher education to ensure college readiness.**

Strategy • Develop enhanced dual enrollment opportunities for students.

Strategy • Develop and implement transitional courses at each high school for students who are not deemed to be college ready by the end of their junior year.

Objective • **Enhance programs to ensure career readiness for all students.**

Strategy • Secure funding for a new career and technology building.

Strategy • Expand access to state-approved completer programs.

Focus Area Two: Meet Each Student's Instructional Needs

Objective

- **Close the achievement gap between our system's highest achieving students and our most struggling students.**

Strategy

- Assist schools in using data to identify students in need of extra support, intervention, and acceleration.

Strategy

- Provide professional development to staff regarding appropriate instructional strategies for students with special needs, students in poverty, and students from diverse racial and ethnic groups.

Strategy

- Identify interventions for each student struggling to meet achievement standards.

Strategy

- Require each principal to write a Student Learning Objective that addresses closing the achievement gap for his or her annual evaluation.

Objective

- **Provide Pre-K to Grade 12 appropriate education services for students identified with Autism Spectrum Disorder (ASD).**

Strategy

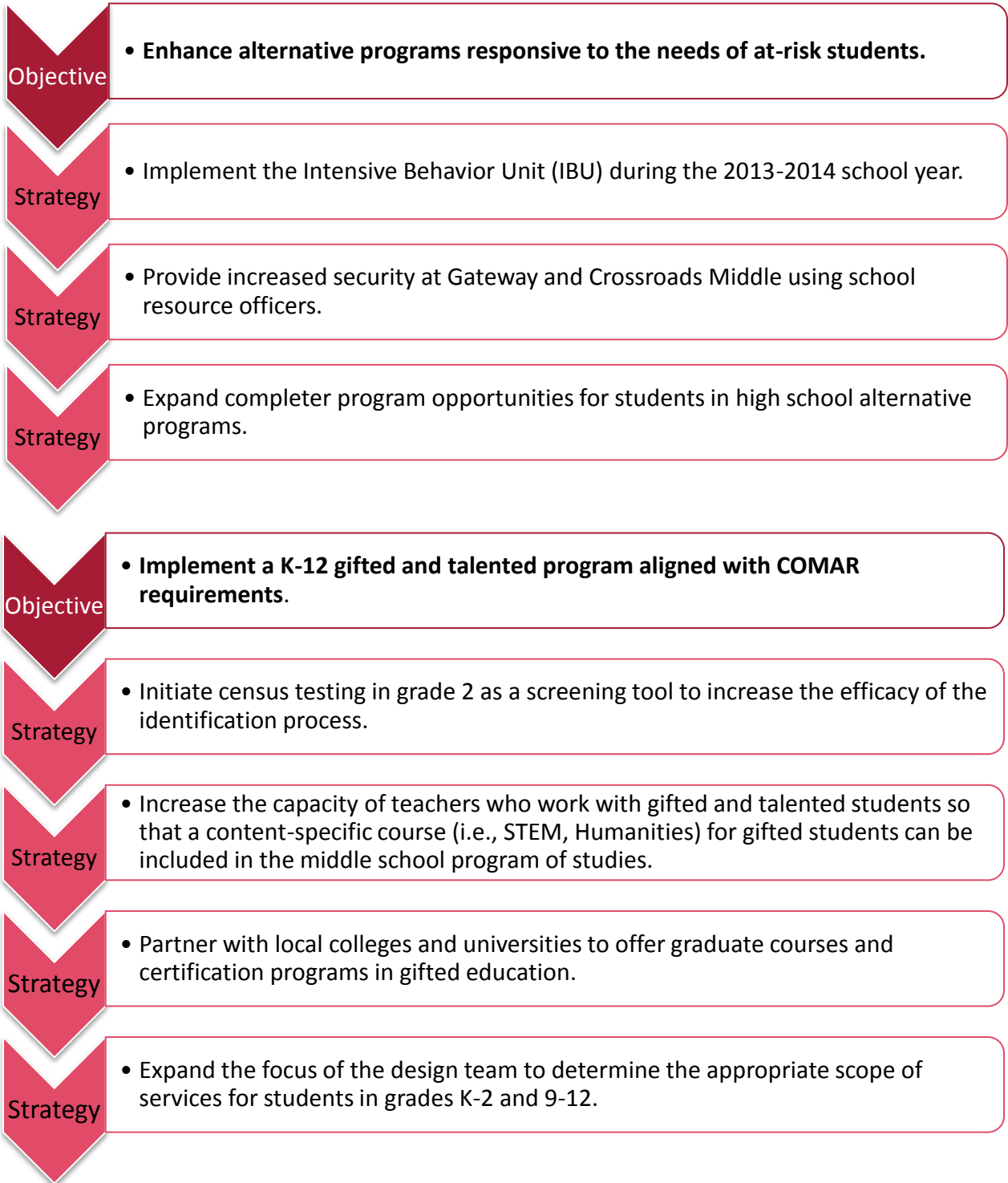
- Establish a central ASD Program Coordinator position.

Strategy

- Fully implement the middle school ASD program at New Windsor.

Strategy

- Develop and implement a high school ASD program at two regional sites for the 2015-2016 school year.



Objective

- Enhance alternative learning opportunities through the use of digital resources.

Strategy

- Train key staff in the design, maintenance, and use of Blackboard as a learning management system.

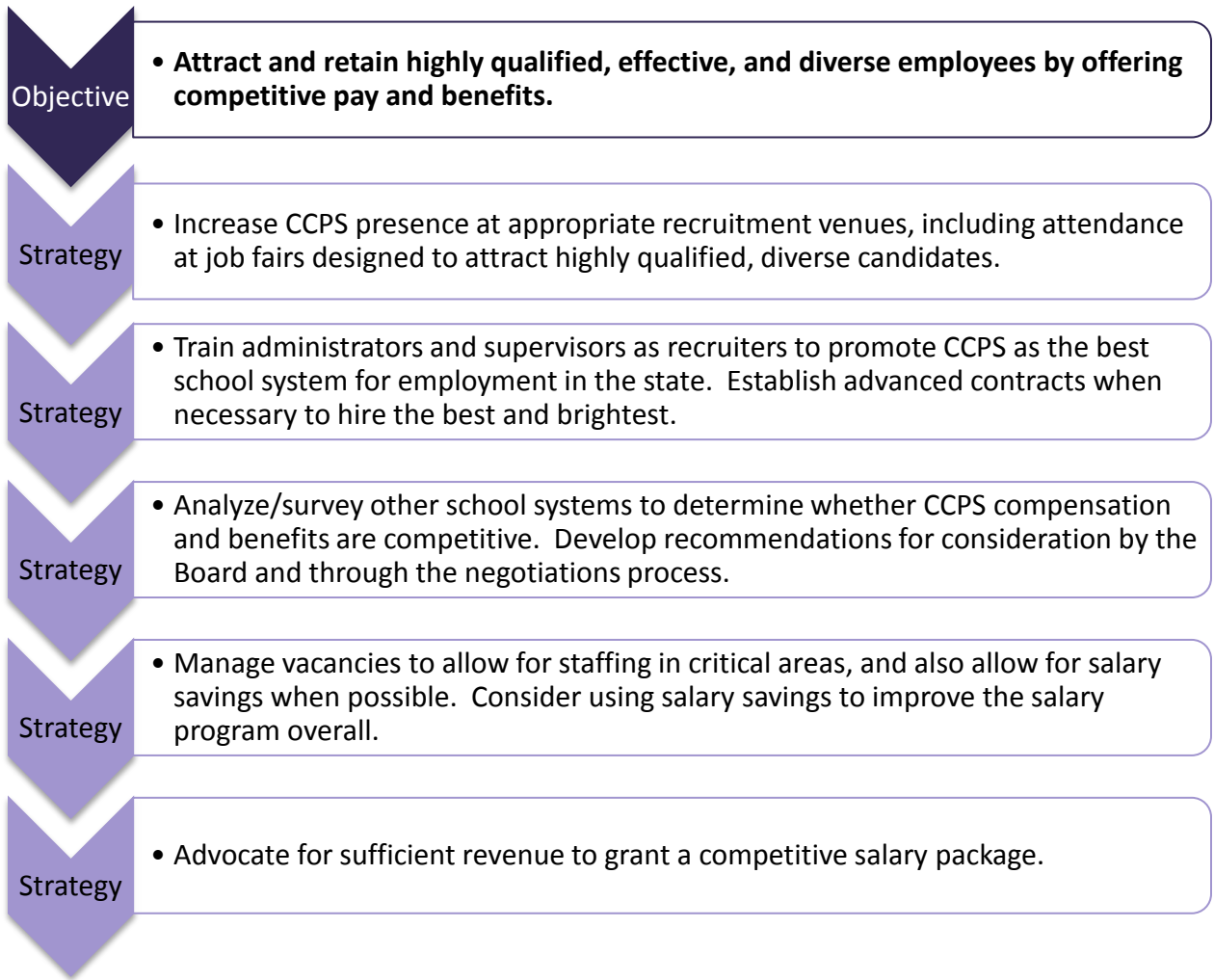
Strategy

- Pilot MSDE-approved online courses via Blackboard and evaluate the impact on student learning.

Strategy

- Consider expansion of the learning management system to include locally developed digital courses for students.

Focus Area Three: Develop and Maintain an Effective Workforce



Objective

- **Promote a culture of diversity in the workplace.**

Strategy

- Provide professional development that supports education that is multicultural for students and for employees. Encourage employees to attend Common Ground On the Hill and to participate in the McDaniel ETM Cohort.

Strategy

- Sustain and support the Council for Multicultural Education to support student learning as well as to foster an acceptance of diversity in the workplace.

Strategy

- Develop and implement a system to collect data regarding employee concerns about co-workers or supervisors to include complaints of discrimination, harassment, sexual harassment, and workplace bullying.

Strategy

- Establish a CCPS National Alliance of Black School Educators (NABSE) chapter.

Objective

- **Develop an electronic teacher and leader observation, evaluation, feedback, and professional development system.**

Strategy

- Continue to enhance and modify the observation and evaluation system to incorporate student learning objectives and expand data collection and analysis tools for the observation and evaluation data.

Strategy

- Integrate data from the observation and evaluation system with the MSDE Professional Development Blackboard system to target specific areas of need for individuals and groups of teachers and administrators.

Objective

- **Continuously monitor the organizational structure to support the Vision 2018 Plan and adjust as needed.**

Strategy

- Analyze areas of each department to identify opportunities for increased efficiency and effectiveness.

Strategy

- Make recommendations during each budget cycle to adjust staffing, as needed.

Focus Area Four: Provide a Secure, Orderly, and Modern Environment

Objective

- **Reduce incidents of bullying, violence, intolerance, and behavioral disruptions.**

Strategy

- Provide ongoing cultural proficiency training for all CCPS staff, students, and contractual employees (bus drivers, bus assistants, substitute employees).

Strategy

- Provide ongoing behavioral training for students and staff related to topics of bullying, harassment, diversity, etc.

Strategy

- Enforce fair and consistent disciplinary policies among all schools.

Objective

- **Improve and modernize the environment within our school facilities and school buses.**

Strategy

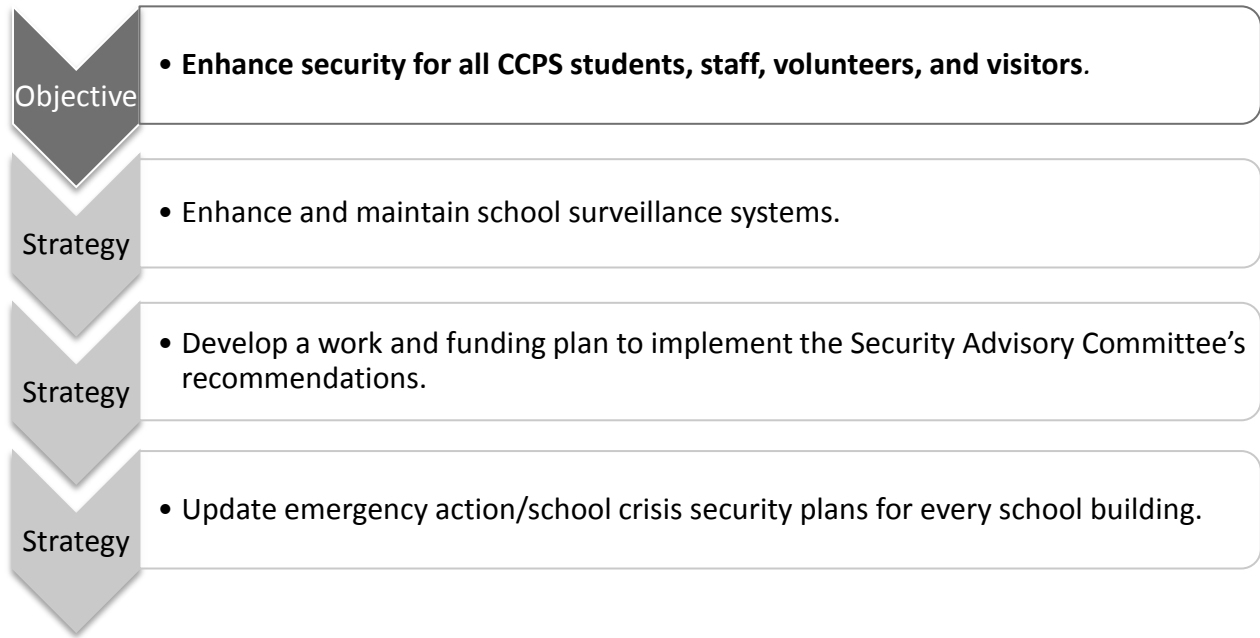
- Secure additional funding to support an aggressive school capital improvement program.

Strategy

- Support and maintain an up-to-date technology infrastructure for both instructional and administrative uses.

Strategy

- Update safety, comfort and technological improvements through the standard 12-year school bus replacement program.



Work Systems

The Superintendent’s Cabinet will serve as a model in practicing the Board’s Core Value of continuous improvement and in achieving the Board’s Core Belief in establishing and maintaining a framework for organizational decisions to be based on empirical data. The Cabinet will function as an action-research group that will guide the work of CCPS and monitor the progress of this *Vision 2018* plan. The Cabinet will make decisions based on evidence and data, will review and evaluate their work based on clear measurable objectives, and communicate the priorities throughout the system and the community. The Cabinet members will hold each other accountable just as they maintain accountability for the school system.

In order to achieve this continuous improvement framework, align the system’s work, and successfully implement the initiatives in this plan, the Cabinet will establish the following system structures:

Annual System Operational Calendar

CCPS will create an annual system operational calendar. This calendar will serve to synchronize the system level events throughout the fiscal year to better coordinate operations. Key elements such as professional development days, testing windows, building inspections, etc., will be housed in this single calendar which all system leaders will review to schedule items with system impact.

The system operational calendar will be maintained by the Superintendent’s Cabinet. It will be an electronic format which will be accessible via the CCPS intranet with integration capability in

the individual user's calendar client. Annually, major events will be programmed for the coming fiscal year to ensure the greatest level of coordination possible.

Standardized System Communication Plan and Protocols

A standardizing system of communications protocols will be developed to ensure the most efficient forms and means of informing the school community about important events. The school system intranet will be the main vehicle for streamlining system communication.

All system initiatives will include a communication plan as a key element. In the planning stages, audiences will be identified and strategies will be developed to reach those audiences. System initiatives will be implemented and measured in a transparent manner.

Carroll Business Roundtable for Education

Community business leaders and local employers will be enlisted to support a viable and sustainable Carroll Business Roundtable for Education. Building on the successful model of the Maryland Business Roundtable for Education, and local models in other counties, the purpose would be to build an independent organization of business leaders to serve as a unified, committed partner with our school system.

The Carroll Business Roundtable for Education would set its specific goals and initiatives as an independent entity. However, with a strong, consistent partner to examine the educational system from a business perspective, the opportunities for improvement, growth, and enhancement of student achievement are numerous for CCPS. By formalizing and strengthening business partnerships at the central level, the positive impacts at the school and student level will be maximized as well.

Evaluation and Modification of Plan

Organizations do not exist in a vacuum. Therefore, any initiatives for reform must be undertaken with an understanding that the environment will change and evolve. While resources and school system priorities may ebb and flow as our county changes, the focus on established goals and initiatives should not.

To that end, this *Vision 2018* plan will be monitored annually by the Superintendent of Schools and be a focal point of discussions throughout each fiscal year with the Board and system leaders. Progress toward implementation as well as communication of the plan will be continuously evaluated and adjusted. Annual summaries that outline the progress made during that fiscal year on the measurables defined in the plan will be produced and, when necessary, revisions will be made to the plan and its annual measures.