

# Strategic Plan and Board Goals

Members of the Board of Education established 4 strategic goals for the current period. The Board has reviewed the Strategic Plan and set focus areas and benchmarks for the FY 2012 school year. A summary of the key initiatives, goals and focus areas is identified below with a description following the summary.

**Vision:** Harford County Public Schools will be a community of learners in which our public schools, families, public officials, businesses, community organizations, and other citizens work collaboratively to prepare all of our students to succeed academically and socially in a diverse, democratic, change-oriented, and global society.

**Mission:** The mission of the Harford County Public Schools is to promote excellence in instructional leadership and teaching and to provide facilities and instructional materials that support teaching and learning for the 21<sup>st</sup> century. The Harford County Board of Education will support this mission by fostering a climate for deliberate change and monitoring progress through measurable indicators.

## Board of Education Strategic Plan Goals

- 1. To prepare every student for success in postsecondary education and a career.**
- 2. To encourage and monitor engagement between the school system and the community to support student achievement.**
- 3. To hire and support skilled staff who are committed to increasing student achievement.**
- 4. To provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning.**

### **We Believe:**

- All of our decisions should be based on the best interests of our students to prepare them for success in the 21<sup>st</sup> century.
- We must embrace the differences among our students and train our staff to meet their individual needs.
- All of our students can meet high standards; and we will hold all students to those high standards.
- We must attract, recruit, assign, develop, reward, and retain effective staff.
- Effective communication with internal and external stakeholders is essential to the success of our students.
- Input and support from our community will improve the quality of our schools.
- Our students must attend schools that support 21<sup>st</sup> century learning, that offer equitable access to technology, and that are environmentally efficient.

**Goal 1:** To prepare every student for success in postsecondary education and a career.

**Description:** Upon graduation from Harford County Public Schools, students must have the necessary skills for entering the workforce or an institution of higher learning. Higher learning includes a variety of options, such as skilled trade programs, traditional two-year and four-year colleges, and online postsecondary learning opportunities. Those students who want to enter four-year programs must be prepared to meet the minimum standards for acceptance and the demands of course requirements. Graduates also will be prepared to think critically, make sound decisions, and engage in civic responsibilities.

### **Supporting Objectives:**

- Review and analyze available data to ascertain graduates' career and post-secondary educational success.
- Provide the necessary support for low-performing students of diverse backgrounds.
- Provide opportunities for students to earn college credits prior to high school graduation.

# Strategic Plan and Board Goals

## Goal 1

Measure of Progress – Year 1 (Baseline)	Measure of Progress – Year 2	Measure of Progress – Year 3
1) Increase student achievement based on AYP indicators (Baseline 09-10)	Increase student achievement based on AYP indicators	Increase student achievement based on AYP indicators
2) Increase the graduation rate. The graduation rate for the baseline year of 2009-2010 is 88%.	Increase the graduation rate	Increase the graduation rate
3) Increase the percent of graduates who register as full or part-time postsecondary students. The baseline year is 2008-09 and the rate is 64%.	Increase the percent of graduates who register as full or part-time postsecondary students.	Increase the percent of graduates who register as full or part-time postsecondary students.
4) Increase number of students earning college credit in institutions of higher education prior to graduation (Baseline 2010-11)	Increase number of students earning college credit in institutions of higher learning prior to graduation	Increase number of students earning college credit in institutions of higher learning prior to graduation
5) Increase the number of college credit courses offered in the Harford County Public Schools such as AP, IB and online. The AP/IB courses for baseline year 2010-2011 is 250 across all high schools.	Increase the number of college credit courses offered in the Harford County Public Schools such as AP, IB and online.	Increase the number of college credit courses offered in the Harford County Public Schools such as AP, IB and online.
6) High schools will meet or exceed the national average for critical reading, mathematics, and writing scores on the SAT or the ACT. SAT scores for the baseline year of 2009-10 are math 523, critical reading 507 and writing 483. The ACT composite score for the baseline year 2009-2010 is 23.	High schools will meet or exceed the national average for critical reading, mathematics, and writing scores on the SAT or the ACT.	High schools will meet or exceed the national average for critical reading, mathematics, and writing scores on the SAT or the ACT.
7) Increase the number of graduates who meet the MSDE University System of Maryland Completer. The baseline year is 2009-10 and is 48%.	Increase the number of graduates who meet the MSDE University System of Maryland Completer.	Increase the number of graduates who meet the MSDE University System of Maryland Completer.
8) Review the number of students in each pathway/completer	Review the number of students in each pathway/completer	Review the number of students in each pathway/completer

**Goal 2:** To encourage and monitor engagement between the school system and the community to support student achievement.

**Description:** When all stakeholders have access to information and can support student learning, student academic progress and personal development improves, and the community becomes stronger. The school system must engage families and other community partners to ensure that they have multiple opportunities to support shared goals and provide feedback.

**Supporting Objectives:**

- Increase engagement opportunities which will allow Harford County families to become active partners in the learning and development of their children.
- Provide ongoing opportunities and structures for two-way communication between the school system and the community.
- Utilize multiple methods of communication in order to effectively reach stakeholders with pertinent information and provide the opportunity to engage with the school system.

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## Goal 2

Measure of Progress – Year 1 (Baseline)	Measure of Progress – Year 2	Measure of Progress – Year 3
1) Increase number of families who engage in parent-teacher-student conferences (Baseline 2010-11)	Increase the number of families who participate in parent-teacher-student conferences	Increase the number of families who participate in parent-teacher-student conferences
2) Increase number of families who attend other school events/activities (e.g., PTA meetings, committee meetings) (Baseline 2010-11)	Increase the number of families who attend other school events/activities	Increase the number of families who attend other school events/activities
3) Increase number of formal partnerships/joint ventures between Harford County Public Schools and external partners (Baseline 2010-11)	Increase the number of formal partnerships/joint ventures between Harford County Public Schools and external partners	Increase the number of formal partnerships/joint ventures between Harford County Public Schools and external partners
4) Increase number of volunteers in schools (Baseline 2010-11)	Increase the number of volunteers	Increase the number of volunteers
5) Increase total number of volunteer hours (Baseline 2010-11)	Increase the number of volunteer hours	Increase the number of volunteer hours
6) Administer school climate surveys in all schools	Administer and address any issues raised in school climate surveys	Administer and address any issues raised in school climate surveys
7) Administer the Governor's teaching and learning survey (TELL)	Administer and address performance on the Governor's teaching and learning survey	Administer and address performance on the Governor's teaching and learning survey
8) Review and administer student motivation surveys	Administer and address issues on student motivation surveys	Administer and address issues on student motivation surveys
9) Create and administer a parent satisfaction survey	Administer and address issues on parent satisfaction survey	Administer and address issues on parent satisfaction survey

**Goal 3:** To hire and support skilled staff who are committed to increasing student achievement.

**Description:** Students who attend Harford County Public Schools must receive the support they need to grow academically and socially. All instructional and support personnel are responsible for the achievement of students. Therefore, Harford County Public Schools will provide staff with the necessary training, support, and tools to accomplish this goal. Through collaboration, school system personnel will provide quality services to students and their families.

**Supporting Objectives:**

- Increase student achievement by providing all Harford County Public Schools' staff with the skills and content knowledge necessary.
- Evaluate all Harford County Public Schools' staff appropriately.
- Provide all staff with professional development, resources, and services.
- Fill all staff vacancies in accordance with urgency and system needs.

# Strategic Plan and Board Goals

## Goal 3

Measure of Progress – Year 1 (Baseline)	Measure of Progress – Year 2	Measure of Progress – Year 3
1) Increase percent of classes taught by highly qualified teachers. The baseline year is 2009-2010 and the percentage is 94.9%.	Increase the percent of classes taught by highly qualified teachers	Increase the percent of classes taught by highly qualified teachers
2) Increase number of newly hired teachers indicating an overall satisfaction level of helpful/very helpful on the survey of teachers completing their first year with HCPS. The percent of newly hired teachers who indicated an overall satisfaction level of helpful/very helpful for the baseline year 2009-2010 is 63%.	Increase number of newly hired teachers indicating an overall satisfaction level of helpful/very helpful on the survey of teachers completing their first year with HCPS. Address any issues raised on the survey of teachers completing their first year with HCPS.	Increase number of newly hired teachers indicating an overall satisfaction level of helpful/very helpful on the survey of teachers completing their first year with HCPS. Address any issues raised on the survey of teachers completing their first year with HCPS.
3) Increase number of Continued Professional Development courses offered. The number of courses offered for the baseline year 2009-2010 is 81.	Increase the number of Continued Professional Development courses offered	Increase the number of Continued Professional Development courses offered
4) Increase number of teachers earning MSDE credit for completion of Continued Professional Development courses offered by HCPS. The number of teachers earning MSDE credit for the baseline year 2009-2010 is 861.	Increase the number of teachers earning MSDE credit for completion of Continued Professional Development courses offered by HCPS	Increase the number of teachers earning MSDE credit for completion of Continued Professional Development courses offered by HCPS
5) Increase number of National Board Certified candidates completing the National Board Certification process. The percent of candidates completing the National Board Certification process for the baseline year 2009-2010 is 95%.	Increase the number of National Board Certified candidates completing the National Board Certification process	Increase the number of National Board Certified candidates completing the National Board Certification process
6) Increase number of teachers achieving National Board Certification in Year 1 or 2 of the National Board Certification process. The baseline year is 2010-2011.	Increase the number of teachers achieving National Board Certification in Year 1 or 2 of the National Board Certification process	Increase the number of teachers achieving National Board Certification in Year 1 or 2 of the National Board Certification process
7) Provide opportunities/resources for non-instructional staff to meet continuing education requirements to maintain licenses or certificates	Increase opportunities/resources for non-instructional staff to meet continuing education requirements to maintain licenses or certificates	Increase opportunities/resources for non-instructional staff to meet continuing education requirements to maintain licenses or certificates

# Strategic Plan and Board Goals

**Goal 4:** To provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning.

**Description:** The learning environment consists of all conditions, resources, and facilities that directly or indirectly affect students' learning. Schools that function effectively are more likely to be desirable learning environments. Harford County Public Schools will provide facilities and associated resources that support the physical, social, and academic development of students.

**Supporting Objectives:**

- Provide functional and efficient school buildings and support facilities.
- Promote programs that support student wellness.
- Provide safe and secure learning environments.

**Goal 4**

Measure of Progress – Year 1 (Baseline)	Measure of Progress – Year 2	Measure of Progress – Year 3
1) Meet the AMO for student attendance	Increase the AMO for student attendance	Increase the AMO for student attendance
2) Increase the number of schools fully air-conditioned. The number of schools fully air-conditioned for the baseline year 2009-2010 is 50 of 53 schools.	Increase number of schools fully air-conditioned	100% of schools fully air-conditioned
3) Develop and administer student and staff facilities satisfaction surveys	Develop and administer student and staff facilities satisfaction surveys. Address issues raised in the surveys.	Develop and administer student and staff facilities satisfaction surveys. Address issues raised in the surveys.
4) All Harford County Public Schools will participate in the Environmental Protection Agency, Tools for Schools Indoor Air Quality Program/Survey	Maintain the number of schools participating in the Environmental Protection Agency, Tools for Schools Indoor Air Quality Program/Survey and address issues raised	Maintain the number of school participating in the Environmental Protection Agency, Tools for Schools Indoor Air Quality Program/Survey and address issues raised.
5) Administer security site surveys at all schools	Administer security site surveys at all schools. Address issues raised in security site surveys.	Administer security site surveys at all schools. Address issues raised in security site surveys.
6) Administer bi-annual physical plant inspections	Administer bi-annual physical plant inspections. Address issues raised in bi-annual physical plant inspections.	Administer bi-annual physical plant inspections. Address issues raised in bi-annual physical plant inspections.
7) Administer Maryland Association of Boards of Education property/safety inspections at 10 schools annually. All schools inspected shall obtain a 90% rating on the inspection.	Administer Maryland Association of Boards of Education property/safety inspections at 10 schools annually. All schools inspected shall obtain a 90% rating on the inspection. Address issues raised in the inspections. Increase the inspection rating.	Administer Maryland Association of Boards of Education property/safety inspections at 10 schools annually. All schools inspected shall obtain a 90% rating on the inspection. Address issues raised in the inspections. Increase the inspection rating.