

Strategic Planning Committee Minutes  
April 28, 2010  
10:00 a.m.

The meeting was called to order at 10:01 a.m. with the following committee members and Board staff present: Dr. Judy Docca (Chair), Mrs. Patricia O'Neill, Ms. Laura Steinberg, and Kathy Yorro (recorder).

Committee Members Absent: Mr. Michael Durso

The following Montgomery County Public Schools (MCPS) staff members were present: Mr. Larry Bowers, chief operating officer; Mr. Brian Edwards, chief of staff, Office of the Superintendent of Schools; Ms. Jody Leleck, chief academic officer; Dr. Susan Marks, associate superintendent for human resources; Ms. Aggie Alvez, director, Communications and Family Outreach; Ms. Robin Confino, executive assistant to the chief operating officer; and Ms. Jody Silvio, executive assistant to the chief academic officer.

**Approval of Agenda and Minutes** – The committee approved the meeting agenda and the minutes for the Strategic Planning Committee meeting of December 17, 2009. The committee chair had two items where she indicated she needed clarification, but would seek that clarification outside of the committee meeting.

**Strategic Plan, *Our Call to Action: Pursuit of Excellence***

Staff presented the draft revisions to the strategic plan, *Our Call to Action: Pursuit of Excellence*. Mr. Bowers opened the discussion indicating that there are no substantive changes to the strategic plan—most revisions involve wording changes, movement of items, and highlighting of information.

**Goal 1**

Primary draft revisions to Goal 1 include:

- Milestones/Data Points – Addition of English language to first milestone and data point regarding students achieving or exceeding proficiency standards on local and state assessments.
- Milestones/Data Points – Addition of successful completion of Algebra 2 by end of Grade 11 with a “C” or higher.
- Data Point regarding Dropout Rate to be moved Goal 2 to Goal 1.
- Data Point regarding Ineligibility to be moved from Goal 2 to Goal 1.
- Language changes for strategic initiative for K-12 Mathematics Work group have been added based on ELT meeting on April 22, 2010.

**Goal 2**

Minor changes to Goal 2 include:

- Acronyms to be spelled out (such as MCPS Assessment Program-Primary Reading (AP-PR)).
- As stated above—Ineligibility to be moved to Goal 1.
- Deletion/addition of language under “technology” was noted.

**Goal 3**

Draft revisions to Goal 3 included:

- Addition of language throughout the goal to identify equity and excellence.
- Strategy to create a welcoming and inviting school environment to be strengthened with the addition of a Strategic Initiative, Creating an Inviting School Environment.

**Goal 4**

There were no changes to the milestones and data points for Goal 4. Staff highlighted additions/revisions which included:

- Changes in language to highlight equity and excellence for all students.
- Addition of information about an onboarding course to educate all new employees about the school system's history, culture, and expectations for all employees to achieve excellence and equity.
- Addition of a strategic initiative regarding a Career Pathways Program for supporting service employees.
- Additional language under the Higher Education Partnerships strategic initiative highlighting the school system's staffing needs for special education teachers with expertise in working with students who demonstrate Autism and the recruitment and hiring of staff in critical need areas and increasing the diversity of the candidate pool.
- Addition of language within the Recruiting and Retaining a Diverse Workforce strategic initiative emphasizing recruitment and retention efforts including outreach to Asian, Hispanic, and African American employees and candidates.
- Additional language highlighting technology enhancements including the implementation of a centralized Web-based application system.

**Goal 5**

There were no changes to the milestones and data points for Goal 5. Staff highlighted additions/revisions which included:

- Minor changes to language throughout the goal.
- Addition of a strategic initiative, Instructional Technology System Specialist (ITSS) Job Banding. This initiative focuses on combining several related positions into one "job band" and supporting career advancement for those positions.
- Language added to emphasize Indoor Air Quality for relocatable classrooms.
- Evaluating and selecting environmentally-friendly products for use in the school system.

**Strategies Implemented Since 1999**

Staff highlighted changes/additions which include:

- Revision of class-size ratios from 17:1 to 18:1.
- Movement of items from the Goal areas of the strategic plan to the Strategies Implemented Since 1999 in order to keep in the strategic plan.
- Addition of TeamWorks School Copier Service Program highlighting school copier repair service to provide more responsive service to schools for copy machines and reduce overall cost of document preparation.

### **Terms and Definitions**

A Terms and Definitions section was added to the draft revisions. It was noted that acronyms are used throughout the document but not included in the terms and definitions.

### **Performance Targets**

Ms. Leleck presented draft charts showing proposed modifications to the twenty-six Performance Targets in the current strategic plan. She explained that the existing targets included in the strategic plan only go through 2010, a work group was convened and tasked to recommend additions, deletions, and modifications to project the targets through 2015. The workgroup focused on differentiating between benchmarks, data points, and targets, considering the current targets and alignment with the Seven Keys. The workgroup identified at least one target associated with each of the seven keys: Key 7—SAT/ACT Participation and Performance, Key 6—AP/IB Exam Performance, Key 5—Algebra 2 Performance, Key 4—Grade 8 Algebra Percentage Completion and Middle School MSA Mathematics Percentage at or above Proficient, Key 3—Elementary School MSA Mathematics Percentage Proficient and Mathematics 6 Proficiency in Grade 5, Key 2—Elementary School MSA Reading Percentage at and above Proficient and Middle School Reading Percentage at and above Proficient, Key 1—MCPSAP-PR Grade 2. The workgroup also recommended six Related Equity Targets: Graduation Rate, High School Ineligibility for Extracurricular Activities, Middle School Ineligibility for Extracurricular Activities, High School Suspension Rate, Middle School Suspension Rate, and Elementary School Suspension Rate.

Ms. Leleck explained that the workgroup had explored establishing two targets for MSA performance—one for percent proficient and the other for percent advanced. According to an MSA technical report, the standard error of measurement is too high to use advanced level as a target. Because the advanced score is less accurate than the proficient score, the group recommended no changes to the MSA targets.

Ms. Leleck indicated that she would be available to answer any questions that may arise in the committee's further review of the draft revisions and charts.

The meeting was adjourned at 11:11 a.m.