Montgomery County Schools

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TO: Board of Education

FROM: Dale Ellis

DATE: April 4, 2011

SUBJ: AGENDA ITEM (Section I – Strategic Plan) Action Item

I have enclosed a Powerpoint presentation with the administration's recommendation for the Montgomery County Schools 2011-2014 Strategic Plan. I recommend approval of the plan as presented so we can provide copies to the schools. The schools will use the District Strategic Plan to guide them in writing their School Improvement Plan. Those plans will be submitted to you in August.

The proposed plan was presented to you at the Mid-Year Retreat. It was also submitted to the website for staff and community vote and feedback.

I will review the Powerpoint in detail at our Board meeting. I will be happy to answer any questions you may have about the proposed Strategic Plan.

2011-2014 Strategic Plan Proposal
April 4, 2011

MONTGOMERY COUNTY SCHOOLS

Vision

- Montgomery County Schools will graduate life-ready, globally competitive students that perform academically in the top 25 of NC school systems. (75)

Mission

- MCS will graduate life-ready, globally competitive citizens by engaging in rigorous educational experiences and by building positive relationships and strong partnerships. (70)

Core Values

- Motivated to Achieve
- Child Centered
- Service Driven (91)

Globally Competitive Students

- **Graduation Rate**

One-year: By 2012, the 4-year cohort graduation rate will increase to meet or exceed 73%. (86)

Three-year: By 2014, the 4-year cohort graduation rate will increase to meet or exceed 78%. (90)

- **AYP**

One-year: By 2012, the percentage of AYP targets met will increase to meet or exceed 85%. (80)

Three-year: By 2014, the percentage of AYP targets met will increase to meet or exceed 90%. (73)

Globally Competitive-Cont.'

- **ABC Expected Growth**

One-year: By 2012, the percentage of MCS schools that meet ABC expected or high growth targets will meet or exceed 95%. (78)

Three-year: By 2014, the percentage of MCS schools that meet ABC expected or high growth targets will be 100%. (67)

21st Century Professionals

- **Highly Qualified Percentage**

One-year: By 2012, the percentage of MCS teachers that meet the NCLB Highly Qualified criteria will meet or exceed 97%. (81)

Three-year: By 2014, the percentage of MCS teachers that meet the NCLB Highly Qualified criteria will meet or exceed 99%. (79)

- **Teacher Retention**

One-year: By 2012, the percentage of teachers retained per academic year will equal the overall state average for teacher retention. (89)

Three-year: By 2014, the percentage of teachers retained per academic year will exceed by 2% the overall state average for teacher retention. (81)

Healthy/Responsible

- **OSS Suspension Rate**

One-year: By 2012, the out of school suspension (OSS) rate will be reduced by 5%. (75)

Three-year: By 2014, the out of school suspension (OSS) rate will be reduced by 10%. (72)

- **Attendance Rate**

One-year: By 2012, the overall attendance rate for MCS will increase by one percentage point. (95)

Three-year: By 2014, the overall attendance rate for MCS will increase by two percentage points. (90)

Leadership Guides Innovation

- **Partnerships**

One-year: By 2012, each school in MCS will develop two formal partnerships with a community business or faith-based partner. (87)

Three-year: By 2014, each MCS school will have a total of four formal partnerships with a community business or faith-based partner. (79)

- **Parent Contacts**

One-year: By 2012, each school in MCS will document at least two formal contacts per year with a parent/guardian for every child enrolled in the school. (92)

Three-year: By 2014, each school in MCS will document at least two formal contacts per semester with a parent/guardian for every child enrolled in the school. (83)

21st Century Systems

- **Audit Findings**

One-year: By 2012, MCS will have 0 formal audit findings in the annual external financial audit. (90)

Three-year: By 2014, MCS will maintain 0 formal audit findings in the annual external financial audit. (85)

- **Adequate Fund Balance**

One-year: By 2012, MCS will maintain an adequate fund balance for operations and capital as measured by recommendations from the external auditor and internal budget committee. (97)

Three-year: By 2014, 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. (90)

21st Century Systems-Cont.'

- **Adequate Facilities**

One-year: By 2012, MCS will convene a facilities task force to recommend facilities upgrades as measured by the completion of the task force audit and facilities report. (95)

Three-year: By 2014, MCS will communicate the Adequate Facilities Plan to our funding entities as measured by the completion of the plan and official funding requests. (94)

ANALYSIS OF COMMENTS

- Based upon comments, the favored vision statement was modified to eliminate the word quartile, which was replaced with "top 25." Several comments alluded to the fact that quartile was not a "parent-friendly" word.
- Most of those who voted "not support" on certain goals did so because they did not feel the goal was attainable as written, particularly on the student achievement goals. Administration feels the goals are attainable. We can not reach high achievement by setting low goals. We will implement plans and reach the goals. We will use the process of continuous improvement to get there as outlined in the Model for Instructional Excellence.
- There was some concern expressed over the goal to reduce OSS suspension rates. This goal may not be understood and will be constantly clarified through action. OSS will be reduced by enforcement of discipline policies and better decisions by students because they have been suspended, not because the system stops suspending students who deserve it based upon their behavior.