

2025-2030

# STRATEGIC PLAN

WCPS

Washington County  
Public Schools

# YOUR JOURNEY

*our commitment*

# YOUR JOURNEY

## *our commitment*

After several months filled with community conversations, collaboration, and thoughtful planning, I am excited to share our Washington County Public Schools strategic plan – **Your Journey, Our Commitment**. The strategic plan will be our road map for decision making for the coming years and lays out a clear and compelling strategy for accomplishing our vision. As we developed the plan, we were mindful of the current initiatives through the Blueprint for Maryland's Future, and you will find those areas of focus embedded in our plan.

This strategic planning process provided WCPS, together with our partners, the opportunity to reflect and engage our students, staff, and community about the current state of our service to students while also charting where we want to be as a school system in the future. I was invigorated by the level of engagement and commitment from our business partners, who provided key insights into the skills and knowledge our students need to enter the world of continuing education and career. I was also proud of the thoughtfulness of our students in focus groups all around the county who provided their voice to inform us about their experiences in our schools. Our parents who participated in the community forum and design team process demonstrated their appreciation and commitment to partnering with us to ensure we are able to continue to evolve to meet the academic and developmental needs of our children. Our staff provided such powerful voices about where we excel as an organization and how we can grow. Overall, I couldn't be more proud of the energy and thoughtfulness that went into creating our district strategic plan.

As you review the plan, you will see that we have identified four priority areas. Each priority area has a goal, along with objectives that we believe will help us to take the first steps in meeting each goal. This is just the beginning – we look forward to continuing to engage our community as we start to implement the plan, monitor our progress, and make adjustments along the way.



Dr. David T. Sovine  
*Superintendent of Schools*

“ This strategic planning process provided WCPS, together with our partners, the opportunity to reflect and engage our students, staff, and community about the current state of our service to students while also charting where we want to be as a school system in the future.

– DR. DAVID SOVINE, SUPERINTENDENT

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The engagement with community members and groups, various staff, the superintendent, and the diverse perspectives we heard reinforced the importance of aligning our goals with community values. The consultants' approach, which emphasized small-group collaboration and consensus-building protocols, ensured that every voice was heard and valued.

– PAULA MOORE  
*Supervisor of Multilingual Learning & World Languages*

The strategic plan represents who we are as WCPS and who we are as a community. I view it as an action plan, and also as a call to action for all stakeholders to inspire and connect us as a greater Washington County community.

– ANDREA SEMLER  
*Supervisor of Special Education: Birth to K Program*

I was afforded the opportunity to engage with a diverse group of stakeholders, both internal and external to WCPS. The process helped us see that we want the same things for the students, employees, families, and community members we serve - safe, engaging learning spaces that prepare students to become productive community members. I am hopeful for the future. We now have a shared vision and a clear roadmap that when effectively implemented will ensure our students are prepared for what's next.

– DR. RACHEL KANE-KIRKPATRICK  
*Principal of Innovated Learning Center*

The team identified our current strengths, opportunities for growth, and identified potential barriers to our work. We listened to one another's' perspectives, valued and included all ideas, and had deep discussions around the type of school system we want to be.

– HOLLY MCDONALD  
*Lead Teacher & GATE Teacher at Fountain Rock Elementary*

This endeavor is crucial for our school in setting measurable goals that will enhance student success, expand access and address barriers, create a safe, engaging, and supportive learning environment, and partner with caregivers and the community to develop strong and meaningful connections.

– RODNEY GAYMAN  
*Principal of South Hagerstown High School*

# YOUR JOURNEY

*our commitment*

PRIORITY AREAS & GOALS –  
*where we are placing our focus*

**STUDENT  
SUCCESS**

WCPS will engage each student in authentic, rigorous learning experiences to prepare them with the skills, knowledge, and habits to maximize student success.

**ACCESS AND  
OPPORTUNITIES**

WCPS will identify and address barriers that impact student learning and success.

**CULTURE, SAFETY,  
AND WELLNESS**

WCPS will create a safe, engaging, and supportive learning environment for each student and staff member.

**COMMUNITY  
ENGAGEMENT**

WCPS will partner with caregivers and the community to develop strong and meaningful connections, creating opportunities for each stakeholder to feel valued, heard, & be actively engaged in support of student success.



VISION –  
*our aspired state*

# CULTIVATING LEARNING COMMUNITIES THAT spark CURIOSITY ignite CREATIVITY & inspire SUCCESS

MISSION –  
*why we exist*

WCPS educates  
and empowers each  
student to achieve  
independence and  
contribute to  
a diverse and  
evolving society.

CORE VALUES –  
*what guides our actions*

## ACADEMIC EXCELLENCE

*We believe in...*  
fostering academic  
achievement  
by setting  
high standards,  
removing barriers,  
and providing  
rigorous, relevant,  
evidence-based  
and innovative  
instruction.

## ENGAGEMENT

*We believe in...*  
actively and  
meaningfully  
engaging in  
learning by  
encouraging  
curiosity,  
participation,  
and collaboration  
among students,  
educators, and  
the community.

## GROWTH MINDSET

*We believe in...*  
promoting a growth  
mindset that  
celebrates effort,  
perseverance,  
and continuous  
improvement by  
nurturing students'  
belief in their  
ability to learn  
and succeed.

## BELONGING

*We believe in...*  
cultivating a culture  
of belonging where  
every student feels  
valued, respected,  
and supported by  
creating a safe  
and welcoming  
environment for  
each member  
of our school  
community.

## WELL-BEING

*We believe in...*  
supporting the  
well-being of our  
students and staff  
by fostering  
physical, emotional,  
and social health  
through  
comprehensive  
services and  
a positive  
school climate.

## COMMUNITY

*We believe in...*  
actively engaging  
with families,  
communities,  
and partners by  
building strong  
connections  
and collaborative  
relationships  
that enhance  
student learning  
and success.

PORTRAIT OF A GRADUATE –  
*the essential abilities students need to be prepared for life beyond graduation*

### • CONTENT LITERACY

involves the ability to  
understand, analyze,  
and evaluate  
information within  
specific subject  
areas (e.g., *science*,  
*history*, *mathematics*,  
*language arts*)

### • CRITICAL THINKING

the process of  
objectively analyzing,  
evaluating, and  
synthesizing  
information to form  
reasoned judgments  
or decisions

### • COMMUNICATION

encompasses the  
ability to express  
ideas clearly  
and effectively  
through various  
mediums such as  
speaking, writing,  
and nonverbal  
communication

### • CITIZENRY

understanding  
and fulfilling one's  
rights, duties, and  
responsibilities as  
a member of  
a community



Each priority area has a goal & objectives that will drive our actions to achieve those goals...

# STUDENT SUCCESS

| OBJECTIVES | KINDERGARTEN READINESS                                                                                                                                                                               | MEETING GRADE LEVEL STANDARDS – INTERVENTION & SUPPORT                                                                                                                                                                                                                                                                                                                      | COLLEGE & CAREER READINESS (CCR)                                                                                                                                                                | INVOLVEMENT IN EXTRACURRICULAR ACTIVITIES                                                                                                                                                                                                                                                                              |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | Increase the percentage of students entering kindergarten ready to learn as measured by the MSDE readiness assessment.                                                                               | Increase the number of K-10 students meeting grade level expectations in core instruction in literacy and math.                                                                                                                                                                                                                                                             | Increase the rate of 11th and 12th grade students meeting the CCR standards in ELA and math.                                                                                                    | Increase student engagement, as measured by participation in academics, sports, clubs, organizations, cultural activities, arts programs, and extracurriculars. Additionally, improve the sense of belonging.                                                                                                          |
| MEASURES   | <ul style="list-style-type: none"><li>KRA: by at least a X%* increase from the baseline year by the end of the 2029-2030 school year in the students entering Kindergarten ready to learn.</li></ul> | <ul style="list-style-type: none"><li>ELA: 30% increase by the end of the 2029-2030 school year in the number of students K-10 meeting grade level expectations in core instruction in literacy.</li><li>Math: 100% increase by the end of the 2029-2030 school year in the number of students K-10 meeting grade level expectations in core instruction in math.</li></ul> | <ul style="list-style-type: none"><li>CCR: by at least a X%* increase from the baseline year by the 2029-2030 school year in the number of students who are college-and career-ready.</li></ul> | <ul style="list-style-type: none"><li>By at least X%* at each elementary and secondary school from the 2024-2025 school year baseline by the end of the 2029-2030 school year.</li><li>Ensure that at least 90% of students agree on the climate survey that they feel a sense of belonging in their school.</li></ul> |

X%\* = Metrics to be determined after the 2024-2025 baseline year.

# ACCESS & OPPORTUNITIES

|            |                                                                                                    |                                                                                                                                                                                                                                    |                                                                                                                                                                                                                  |                                                                                                                                                     |
|------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| OBJECTIVES | <b>PRE-K ENROLLMENT</b><br>Increase PreKindergarten enrollment for 3-and 4-year-olds.              | <b>ACCESS TO COLLEGE &amp; CAREER PREPARATION AVENUES</b><br>Ensure all graduating students complete rigorous and relevant coursework in CTE, AP, IB, and/or dual enrollment programs during their high school program of studies. | <b>SUPPORT FOR STUDENT TRANSITIONS</b><br>All WCPS schools will develop a comprehensive transition plan to support students and families who are transitioning from PreK to K, 5th to 6th, and 8th to 9th grade. | <b>COMPETENCY DEVELOPMENT (PORTRAIT OF A GRADUATE)</b><br>The Portrait of a Graduate competencies will be integrated into the Essential Curriculum. |
|            | MEASURES<br>• By at least 15% from the 2023-2024 baseline by the end of the 2029-2030 school year. | MEASURES<br>• By the end of the 2025-2026 school year.                                                                                                                                                                             | MEASURES<br>• By the end of the 2025-2026 school year.                                                                                                                                                           | MEASURES<br>• By the end of the 2025-2026 school year.                                                                                              |

# CULTURE, SAFETY, & WELLNESS

|            |                                                                                                                                                                                        |                                                                                                                                                                                                   |                                                                                                         |                                                                                                            |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| OBJECTIVES | <b>SAFETY AND WELL-BEING</b><br>Create a safe and supportive learning environment among students, staff, and families.                                                                 | <b>SCHOOL CULTURE AND CLIMATE</b><br>Create a positive learning environment among students, staff, and families.                                                                                  | <b>STUDENT ATTENDANCE</b><br>Increase the student attendance rate in each school.                       | <b>STAFF RECRUITMENT &amp; RETENTION</b><br>Improve retention of supporting staff, teachers, and leaders.  |
|            | MEASURES<br>• Each stakeholder group's responses to the WCPS climate survey results increase by at least X%* from the 2024-2025 baseline year by the end of the 2029-2030 school year. | MEASURES<br>• Each stakeholder group's responses to the MSDE Report Card Climate Survey results improve by at least X%* from the 2024-2025 baseline year by the end of the 2029-2030 school year. | MEASURES<br>• By at least 10% from the 2023-2024 baseline year by the end of the 2029-2030 school year. | MEASURES<br>• Each year through the 2029-2030 school year, 95% of staff across the units return each year. |

# COMMUNITY ENGAGEMENT

|            |                                                                                                                                                                 |                                                                                                                          |                                                                                                                                                                                 |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OBJECTIVES | <b>FAMILY ENGAGEMENT</b><br>Each school or program will engage with families through meetings, activities, and events in their school community.                | <b>COMMUNITY PARTNERSHIPS</b><br>Strengthen district collaborative partnerships with local organizations and businesses. | <b>ENHANCED COMMUNICATIONS</b><br>Increase transparency and communication with the community.                                                                                   |
|            | MEASURES<br>• At least 50% of the families in the school community by the end of the 2025-2026 school year and will increase this number by 5% each year after. | MEASURES<br>• By at least 25% from the 2024-2025 baseline by the end of the 2029-2030 school year.                       | MEASURES<br>• As evidenced by at least a X%* increase on the relevant questions in the WCPS climate survey from the 2024-2025 baseline by the end of the 2029-2030 school year. |

