



Talbot County Public Schools

# 2020 VISION

Strategic Plan 2015-2020



Three goals to guide over 4600 student journeys

# 2020 VISION



Three goals to guide over 4600 student journeys

**T**he launch of this 2020 Vision strategic plan proclaims an exciting new venture for the Talbot County Public School system. This plan embodies our vision for every child to graduate college and career ready.

This strategic plan builds upon the foundation of focus on our three critical priorities: accelerating student growth, investing in our valuable people and community partnerships, and sustaining facility excellence while maximizing organizational resources. The following pages outline goals, outcomes, and strategies in each of these areas, with measures of success to evaluate our progress. We have three goals and over 4600 journeys embedded in this plan!

We have a great deal of hard work ahead of us. We ask for your commitment to collaborate with us as we support all of our students on their journey to becoming college and career ready. By working together for the next five years, we will meet our goals with a clear 2020 vision.

**Kelly L. Griffith**

*Superintendent of Schools*

**Greg Criniti**

*President Talbot County Board of Education*



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# INTRODUCTION

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Talbot County Public Schools is a highly driven team of 653 educators, leaders, managers and administrators, wholly dedicated to serving the eight schools and the children and families of Talbot County. The staff is committed to providing the instruction, skills and guidance to advance the students to college or to graduate career ready. The system is focused on insuring that every student is prepared to meet the future.

The essential skills for both college readiness and career readiness include competencies in critical thinking, communication, creativity and collaboration. A student is college and career ready when he or she can obtain an entry level position and succeed in a skilled field of employment, or has received the training needed for success in a post secondary program such as college, trade school or the military. Further, to insure college and career readiness for all students, Talbot County Public Schools provides a high quality education with state of the art technology and instructional materials; a competitive salary and benefits for staff; safe facilities that are well maintained and energy efficient; and opportunities to engage parents, students and the community.

Official data indicates that 4,630 students were enrolled P3 through 12 during the 2014-2015 school year. White students accounted for 64% of the enrolled population, Black students for 16%, Hispanic students for 13%; students of two or more races make up almost 5% of the population, and Asian students for 2%. More and more students qualify to receive Free or Reduced Price Meals (FARMS). In 2014, 42% of all students qualified for FARMS an increase of more than 3 percentage points over 2013, 9% received special education

services, 6% were enrolled in English as a Second Language (ESOL) programs and 16% of elementary students were supported by Title I. Four of Talbot's eight schools qualify for participation in Maryland's Meals for Achievement. Based on FARMS data, this program insures that every student who wants breakfast may have free breakfast at the start of their school day.

The students in the Class of 2014 were awarded \$9,307,737 in scholarships, an 8% increase over the prior year. Sixty-six graduates amassed 453 college credits through dual enrollment, with one student earning her high school diploma and associates degree from college in the same week. Almost 60% of the class earned a designation as a Career and Technology Education Completer; the average for the state for the Class of 2013 was 19%.

Talbot County Public Schools is a school system of excellence for some of our students, but it fails to provide an excellent learning environment, and excellent results, for a number of its students, as demonstrated by its achievement data. The educational disparities are not new, and they are not unique to Talbot County Public Schools. Similar patterns of disparity are found in nearly all schools and districts across the country but as a school district committed to providing a quality education for each learner, such patterns in racial disparities in achievement are unacceptable.

Positioned to move from good to great, the Strategic Planning Committee has spent a year gathering input from parents, teachers, and the community through surveys and "town hall style" meetings in order to craft a plan for the next five years. This plan reflects a need to insure that the work of the system is forward thinking and that equity is the umbrella under which the system's three goals reside.





*"Educational equity is a professional, personal, and moral obligation. The TCPS team must have the courage to constantly re-examine our beliefs and values while respecting multiple perspectives to confront those who impede the work being done to eradicate racial predictability. The Talbot County Public School system is committed to each child receiving an equitable educational experience to be college and career ready."*

*Kelly Griffith, Superintendent, reflects on our mission as an organization*





# PROCESS

Talbot County Public Schools spent the 2014-2015 school year developing a new strategic plan that is designed to provide direction for the next five years in all areas of the school system. A committee of parents, faculty, administrators, support staff, community and business members oversaw the work. The plan is based on prioritized goals and issues that emerged during the process. The strategic plan was submitted to the Board of Education for approval in June 2015.

During the fall, four “State of the District” meetings were held in various regions of the county. County residents were encouraged to attend and to participate in a visioning process. The central question of these meetings was “What does the school system need to address in the next 5 years in order to insure that TCPS students are college and career ready?” Attendees worked in table groups to brainstorm responses, which were put on note cards and posted for all to see. The responses were grouped and regrouped until themes emerged. The work of each group was documented and provided to the Strategic Planning Committee.

“What does the school system need to address in the next 5 years in order to insure that TCPS students are college and career ready?”

Using these results, the committee agreed to develop seven goals: curriculum, technology, equity, staffing, infrastructure, community and partnerships, and enterprise.

Business and community leaders with expertise in the seven goal areas were invited to participate in focus group meetings in February. Additionally, this meeting was publicized and interested citizens were included as well. Participants selected a goal area for the evening and each group developed outcome statements.

In subsequent months the Strategic Planning Committee used all of the data gathered at these meetings to refine the goals, develop outcome statements and strategies. The committee recognized that the initial seven goals were too finite and needed to be incorporated under fewer, broader goals. The system’s goals are based on the themes of academic excellence, partnerships, and organizational resources. The theme of equity is interwoven throughout the plan.





STEP 1

## Collect Data

Collect data internally and externally through surveys and focus groups

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STEP 2

## Determine

What is going well? What needs to be improved?

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STEP 3

## Organize

Synthesize data into themes.

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STEP 4

## Create Goals

Create goals and measurable objectives with timelines

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STEP 5

## Design Plan

Design a plan to be implemented at the start of the 2015-16 school year.







# MISSION



Every student graduates college and career ready.





# BELIEFS

- ✓ All students can achieve when they are effectively taught how to learn and held to high expectations.
- ✓ TCPS staff must demonstrate we have the passion, the will, and the skill needed to ensure racial disparities are eliminated.
- ✓ Educational equity is a professional, personal, and moral obligation.
- ✓ Partnership between schools and parents can have a positive impact on student achievement.







# PROFILE OF A GRAD





**A graduate of Talbot County Public Schools will have the academic skills, social disposition, and personal confidence to:**

- ✔ Continue to learn throughout life, both in formal academic settings and in personal pursuit of new knowledge.
- ✔ Contribute productively to the workforce, both independently and collaboratively, demonstrating dependability, adaptability, and integrity.
- ✔ Communicate effectively in a broad range of settings and purposes through the use of appropriate oral, written, and technological skills.
- ✔ Participate in society as an informed citizen with a sense of responsibility and service in a nation and world impacted by social, economic, and environmental decisions.
- ✔ Respect individuals and groups of diverse cultural, religious, and ethnic backgrounds, while maintaining a sense of self and pride in one's own heritage.
- ✔ Assume responsibility for decisions regarding self, personal relationships, finances, and wellness.
- ✔ Solve problems through research and analysis of relevant information, and by the application of creative and critical thinking.
- ✔ Appreciate the arts in a well-rounded life, through performance, creative expression, and aesthetic values.





# GOAL ONE: Academic

Provide every student with equitable access to high quality and culturally relevant instruction, curriculum, support and other educational resources to insure college and career readiness for all students.



## OUTCOME 1.1

By 2020 Talbot County Public School students will have equitable access to rigorous instructional programs that are culturally relevant.

- **1.1.1** Increase enrollment and qualifying scores in Advanced Placement classes and provide more Advanced Placement options.

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- **1.1.2** Expand enrichment programming.

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- **1.1.3** Expand the world language program by offering additional language courses and by offering instruction at elementary, middle and high school levels.

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- **1.1.4** Provide a foundation for technological skills.

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- **1.1.5** Infuse curricula with culturally relevant materials at elementary, middle and high school levels.

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- **1.1.6** Expand course offerings across the curricula.

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- **1.1.7** Expand alternative learning opportunities to increase high school credit options.

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## Performance Measurements

\* See Appendices for detailed information

- Number of students taking dual enrollment courses
- Percent of senior class graduating with at least one AP course taken
- Percent of students taking online courses
- Percent of students completing a CTE program of study
- Percent of third graders reading on grade level
- Percent of fourth grade students on grade level in math
- Percent of students meeting the College and Career Ready designation as determined by the MD State Department of Education
- Average class size
- Percent of students earning a qualifying AP score





## OUTCOME 1.2

By 2020 Talbot County Public School students will demonstrate post graduation and college and career readiness.

- **1.2.1** Require all students to complete seminar class prior to graduation.

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- **1.2.2** Increase the number of students who are designated as Career and Technology Education completers.

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- **1.2.3** Increase Dual Enrollment opportunities.

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- **1.2.4** Increase Naviance usage to expose students to career opportunities and college options.

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“I am glad that equity is the umbrella of this plan. I want to make sure everyone sees themselves in the TCPS vision”

*Sindy Reyes, Strategic Planning Committee Member*



## OUTCOME 1.3

By 2020 Talbot County Public School students will be achieving at or above grade level in reading and math.

- **1.3.1** Identify and implement reading and math interventions.

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- **1.3.2** Increase professional development for instructional strategies (including technology, Universal Design for Learning and culturally relevant instruction).

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- **1.3.3** Foster partnerships with parents and families.

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# GOAL TWO: Partnerships

Effectively communicate with diverse constituencies to identify and facilitate ways for the community to partner with the school system.



## OUTCOME 2.1

**By 2020 Talbot County Public Schools will partner with diverse constituencies to build collaborative programs.**

- **2.1.1** Collaborate with businesses and organizations.

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- **2.1.2** Develop internships and externships with community partners.

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- **2.1.3** Recruit bi-lingual volunteers.

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- **2.1.4** Initiate exchange programs for academics, athletics and the arts.

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- **2.1.5** Expand access to school system campuses beyond the school day to serve the needs of the community.

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### OUTCOME 2.2

By 2020 Talbot County Public Schools will increase community engagement through effective and continuous communication.



### OUTCOME 2.3

By 2020 Talbot County Public Schools will partner with constituencies to utilize local resources.

- **2.2.1** Develop mechanisms for interactive communication with stakeholders.

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- **2.2.2** Develop a welcome initiative for new families and realtors.

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- **2.2.3** Develop strategies to increase engagement of parents on school committees.

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- **2.2.4** Engage all audiences using multimedia approaches.

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- **2.2.5** Acclimate all families in accessing information and services to best support their students' education.

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- **2.3.1** Increase community contact database to identify mentors, internships, work study placements and job shadowing

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## Performance Measurements

\* See Appendices for detailed information

- Number and types of partnerships
- TCPS Climate Surveys
- Use of TCPS Today and other electronic communication tools
- Participation on TCPS Advisory Committees
- Participation on School Based Committees
- PTA/PTO Membership
- Number and types of scholarships or grants
- Increase the number of followers to social media
- Number and types of posts to social media



# GOAL THREE: Organiza

Maximize organizational efficiency and effectiveness in order to provide a 21st century education in equitable, safe, well-maintained environments.



## OUTCOME 3.1

**By 2020 Talbot County Public Schools will recruit, develop and retain a highly qualified and more diverse workforce of support staff, certified staff and administrators to more nearly mirror student demographics.**

- **3.1.1** Offer competitive pay and benefits package.
- **3.1.2** Develop and provide professional growth and diversity training opportunities for all employees.
- **3.1.3** Develop and implement incentives for positions with limited applicant availability.
- **3.1.4** Implement "Grow Your Own" model for support staff (HVAC, Bus Drivers, Electricians)
- **3.1.5** Collaborate with the Higher Education Center at Chesapeake College to extend the "Grow Your Own" model for those students identified as interested in a teaching career.
- **3.1.6** Identify and implement recruiting practices to increase the likelihood of filling new positions with candidates that strengthen the diversity of the workforce.
- **3.1.7** Develop a mentoring program for all newly hired teachers that will support their professional, social and emotional needs.





# ational Resources



## OUTCOME 3.2

By 2020 Talbot County Public Schools will design buildings and provide services that allow maximum flexibility to be conducive to learning, as well as efficiency.



## OUTCOME 3.3

By 2020 Talbot County Public Schools continues to follow best practices, maximize use of technology, train staff and coordinate with local agencies to insure safe and secure schools.

- **3.2.1** Upgrade facilities through planned capital improvement projects and maximize utilization of buildings/ new construction including collaboration with appropriate community services and government agencies to monitor enrollment trends.

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- **3.2.2** Utilize the Educational Facility Master Plan, along with community input to drive the decision process regarding building utilization.

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- **3.2.3** Provide healthy food services to all students by maximizing use of Federal and State funding programs.

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- **3.2.4** Evaluate outsourcing opportunities for support services areas.

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- **3.2.5** Provide environments that are clean, safe, and conducive to learning and that apply best practices for energy efficiency and environmental sustainability.

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- **3.2.6** Transport students safely and efficiently.

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"This plan serves as the roadmap for our school system for the next five years. *Does it align with the plan?* will be the question that we ask ourselves in making decisions that affect our students and their learning"

*Pam Heaston, Ed.D., Assistant Superintendent for Instruction*

- **3.3.1** Create an environment and implement tools and technology training that encourage students and staff to report safety and security concerns.

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- **3.3.2** Evaluate and update a robust safety and security plan for every building.

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### OUTCOME 3.4

By 2020 Talbot County Public Schools will improve efficiency, service levels and effectiveness of finances, operations, and business processes.



### OUTCOME 3.5

By 2020 Talbot County Public Schools will have a technological infrastructure capable of supporting business processes and functions while providing for a hybrid learning and teaching environment.

- **3.4.1** Identify current and alternative revenue sources that enhance traditional funding sources.

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- **3.4.2** Develop public and private partnerships within the district by providing a foundation that aggressively links resources to needs.

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- **3.4.3** Achieve transparency and efficiency in the allocation and expenditures of local, state and federal funds during the budget development.

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“Every organization needs a vision to move forward. This plan says this is where we are and this is where we need to be to meet the needs of our students”

*Jo Ann Asparagus, Co-Chair Strategic Planning Committee*

- **3.5.1** Provide internet bandwidth and devices to meet the business and academic needs of the school system’s users.

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- **3.5.2** Install network cabling, routers, switching equipment and access points to support a high speed local area networks and Intranet bandwidth.

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- **3.5.3** Deploy virtual server capacity to support 80 application server hosts and 60 terabytes of host storage.

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- **3.5.4** Provide a device for every student and staff member designed to meet the instructional needs and assigned duties and responsibilities required for each staff member.

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## Performance Measurements

\* See Appendices for detailed information

- Annual Capital Improvement Plan
- Educational Facility Master Plan
- Student and parent site-based and community satisfaction survey
- Document grant funding
- Facility energy report card
- Industry environmental standards checklist
- Audits
- Number of departments that have identified best practices and have begun to formally adopt those practices and associated performance measures
- Seminars/Professional trainings attended
- Documented efficiency improvements and cost savings
- Safety report card
- Staff retention rate
- Staff recruitment demographics
- Technology Benchmarks







Talbot County Public Schools

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