



## STRIVE FOR 2025

Talbot County Public Schools  
Strategic Plan Update

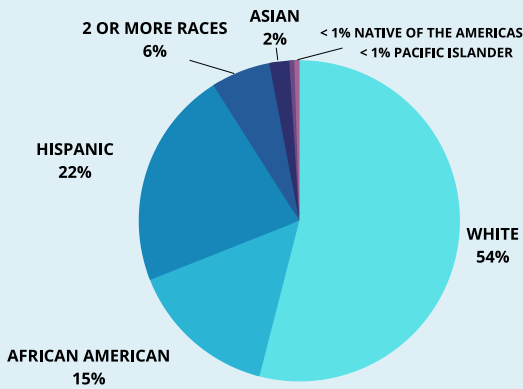


**TALBOT COUNTY  
PUBLIC SCHOOLS**



# FY21 DEMOGRAPHICS

Total Enrollment: 4524



## Services & Programs

- Special Education: 10% (467)
- 504 Plan: 6% (207)
- Free & Reduced Meals: 50% (2263)
- English Learner: 11% (484)
- Gifted & Talented (grades 3-7): 364
- McKinney Vento (Homeless): 121

## Mission

Every student graduates college and career ready.

## Core 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 have a positive impact on student achievement.

## TCPS STRATEGIC DRIVERS

|  |   |  |  |
|--|---|--|--|
|  | <p><b>Equity for Every Student:</b> Achieving equity is closely tied to personalized learning. It requires the understanding of each student's individual needs and designing educational experiences that will help all students achieve success.</p>                                  |  | <p><b>Quality Communication:</b> High quality, two-way communication reaches all constituents in a way that is timely and understandable. It raises awareness, provides information, and fosters engagement.</p>   |
|  | <p><b>Resource Development:</b> Comprehensive financial structure and supports are needed to provide optimal learning environments. Strategies to secure the adequate finances and/or services needed requires intention and should be fostered through diverse streams of support.</p> |  | <p><b>Collaboration:</b> Creating a culture in which administrators, teachers, partners, parents, and students are committed to collaborating with each other as well as other stakeholders is essential to building the best learning environment. A collaborative culture promotes excellence, equity and resilience, and supports the diverse learning needs of all students.</p> |

## CLASS OF 2021



**335 Graduates**

271 -Easton High  
64 -St Michaels Middle High



**69%**

Plan to attend college.



**\$19,299,348**

Earned in Scholarships



**46%**

Earned a Career & Technology Completer



**31%**

Earned college credit for at least one Dual Enrollment course



**1005 composite SAT score for math and critical reading. ACT composite average was 20.6.**



**50%**

Completed at least one Advanced Placement (AP) course.

Strategic Planning is a management activity used to identify an organization's intentions, goals, and priorities. This process positions the organization to effectively focus energy and resources towards future growth. It provides a framework for the board, staff, and leadership to use as they work in unison to strengthen operations and programming, and "STRIVE" toward agreed upon outcomes. The plan is intended to guide leadership in shepherding forward movement, while responding to the ever-changing landscape in which we provide services.

We have learned so much since we began our strategic planning process in 2015! What an opportunity this has been for our team. We "worked the plan" and achieved results that in some cases far exceeded our expectations. At other times we chose to adjust the plan as needed to ensure we met the needs of our students.

In order to capitalize on the prior comprehensive strategic planning process, Talbot County Public Schools (TCPS) elected to utilize PMG Consulting LLC to support its work to develop the next phase of organizational growth and services.

The 2015 plan built a foundation from which the district made substantial progress in significant targeted areas. PMG was directed to work with a key group of stakeholders to help them refine and build next steps. In addition PMG helped leadership to do the following: (1) identify areas that have become institutionalized as part of the districts best practices and operations; (2) remove unattainable or

unrealistic goals; (3) identify overarching strategies to align the work within the district; (4) develop path forward to build on current goals or launch new ones needed to progress the work of the district.

We are grateful to our stakeholder committee for representing the diverse interests and needs of our school district community in their work. We look forward to seeing the outcomes from this updated plan over the next five years as we "Strive for 25" together to ensure that all of our students graduate ready to advance to college or begin a career.

Kelly L. Griffith, Ed.D.  
Superintendent of Schools



# GOALS AND OBJECTIVES

*Goals and Objectives serve as a guide for administration, management, faculty and support service providers to align their efforts in achieving our mission.*

## 1 RECRUITMENT, PROMOTION & RETENTION OF STAFF

**Goal 1.1 TCPS will have a highly qualified and diverse workforce.**

- **Objective 1.1.1:** Seek increased diversity in TCPS hires annually through policy, recruitment strategies and community engagement.
- **Objective 1.1.2:** Retain highly qualified talent utilizing community initiatives and internal supports.

**Goal 1.2 TCPS will identify, train, and promote high quality staff.**

- **Objective 1.2.1:** Pursue best practices in training, retainment, and promotion within TCPS.
- **Objective 1.2.2:** Retain 80% of those hired and trained with opportunities for promotion.
- **Objective 1.2.3:** Continue to update rubrics for training and career pathways annually.

## 2 ACADEMIC EQUITY & ACHIEVEMENT

**Goal 2.1 TCPS staff and leadership will enact institutional practices, policies, and procedures that equitably serve the educational needs of all students.**

- **Objective 2.1.1:** Develop and implement a district equity plan that focuses on teaching and learning and includes all departments and operations in supporting student success.
- **Objective 2.1.2:** Institute a comprehensive professional learning program for all TCPS staff.

**Goal 2.2 All TCPS students will have equitable access to high quality and culturally relevant instruction, curriculum and support.**

- **Objective 2.2.1:** Collaborate with the Talbot Early Childhood Advisory Council to coordinate efforts to develop local strategies to support early childhood needs.
- **Objective 2.2.2:** Identify and expand successful pilot programs, curriculum, and best practices to address disparities in academic achievement.
- **Objective 2.2.3:** Increase the number of underrepresented student groups in advanced placement, career and technical education and dual enrollment opportunities.
- **Objective 2.2.4:** Increase equitable pathways to college and career readiness for all TCPS students.

## 3 SOCIAL & EMOTIONAL LEARNING

**Goal 3.1 All TCPS students will have access to information, interventions, and supports to meet their social and emotional learning needs.**

- **Objective 3.1.1:** Complete the School Mental Health Quality Assessment every year to identify opportunities and develop plans for improvement of services and programs.
- **Objective 3.1.2:** Collaborate with community agencies to expand access to providers and resources and reduce wait time for students in need of mental health services

**Goal 3.2 TCPS will make social and emotional learning a priority. All students will engage in high quality prevention (Pre-K through grade 12).**

- **Objective 3.2.1:** Identify and implement the highest performing prevention programs and professional learning opportunities.
- **Objective 3.2.2:** Provide targeted transitional intervention strategies for critical milestones that affect student performance.
- **Objective 3.2.3:** Develop a universal social and emotional learning plan that utilizes proven prevention and support programs and the services offered by various student services staff.



## STRATEGIC PLAN TIMELINE



## STRATEGIC PLAN COMMITTEE MEMBERS

Jo Ann Asparagus Murray  
Stuart Bounds  
Megan Cook  
Lynne Duncan  
Helga Einhorn  
Debbie Gardner  
Michael Garman  
Maggie Gowe  
Lonnie Green  
Kelly Griffith  
Katherine Groce  
Candace Henry  
Emily Jackson  
TaCha' Marine Jenkins  
Graham Lee  
Pete Leshner  
Janine Puma Martinez  
Robin Werner  
Sally Moore  
Sarah Mosslih  
Kelly Murdoch  
Sindy Reyes  
Kevin Shafer  
Jasmine Tillman



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