

# Cecil County Board of Education Strategic Plan

## Management Plans

### Strategic Plan Review Team

Throughout the 2003-04 year, all aspects of the Strategic Plan for Student Success were considered “DRAFT” documents and were annually reviewed and revised for this re-publication at the onset of the 2007-08 school year. The primary oversight committee for this review is the Strategic Plan Review Team. Since fall of 2001, a committee which represents all employee groups has studied the components of the Baldrige Education Criteria for Performance Excellence and has directed the district’s efforts to implement continuous improvement initiatives. It is this team that has provided guidance to the primary writers of the Strategic Plan to date and this guidance has resulted in the balanced scorecard of multiple performance measures and a strong “customer focus” to our strategies.

For 2007-08, members of the Strategic Plan Review Team include:

- Dr. Carl Roberts, Superintendent of Schools
- Dr. Carolyn Teigland, Associate Superintendent for Education Services
- Mr. Henry Shaffer, Associate Superintendent for Administrative Services
- Mrs. Susan Jones, Executive Director for Elementary Education
- Dr. Peter McCallum, Executive Director for Middle School Education
- Mr. Vincent Cariello, Executive Director for High School Education
- Mrs. Kelly Keeton, Public Information Officer
- Mr. Greg Zych, Coordinator of Testing and Accountability
- Mr. Michael Schmook, Director for Strategic Planning\*\*
  - \*\* Primary contact person for the Strategic Plan

### Review Activities

A schedule will be developed to use the available meeting dates in 2007-08 to monitor the implementation of various strategies and initiatives within the plan. Program managers will present department plans and improvement efforts to various audiences within the school system and supporting community. When a program manager reports on his/her activities, that presentation will be guided by specific questions reflecting the Baldrige Criteria for Performance Excellence in Education. The seven categories within the Criteria are matched here with potential questions that will provide the framework for these implementation update presentations.

<b>Baldrige Criteria</b>	<b>Sample Questions to Address</b>
Leadership	Who is leading this initiative? How do the leaders promote their vision for the success of this strategy?
Strategic Planning	Share your timeline for this project and discuss your progress along that timeline at this date. What are your next steps in the action plan and what challenges do you anticipate?
Student, Stakeholder, and Market Focus	Does this project meet the needs of our students? How do you know that this is what our students need?
Information and Analysis	How do you gather and integrate data and information to support the efforts in this initiative? How are you using electronic communications and data management capacities to monitor this project?
Faculty and Staff Focus	What staff development is required to implement your initiative? How do you evaluate the effectiveness of your training?
Process Management	How do you measure your success? How do the leaders of this initiative support those responsible for its execution?
Organizational Performance Results	How is it working? What data do you have to report at this date? (If not yet...) When might you see measurable impact of your work?

## Public Engagement

In addition to hearing from program managers, there are other groups and organizations that will be informed of work within the plan. These groups provided feedback to the program managers to advise revisions in the 2007-08 plan. We will again engage public audiences in ongoing updates and revisions to the plan. These groups include:

- Board of Education (in formal and informal public engagement sessions)
- School Improvement Advisory Council (representing each school)
- Alliance of Students Parents and Teachers (representing each school)
- Business Education Partnership Advisory Council (community contacts)
- Department / Division Meetings (across all employee groups)
- Superintendent's Leadership Team (senior leaders of the system)
- Superintendent's Parent Advisory Council (2-3 representatives from each school)

## Fiscal Oversight

Components of the strategic plan are funded within departmental and grant budgets. Each month, staff of the accounting department issue a detailed report to each budget manager reporting recent expenditures and year-to-date balances. Program managers also have up-to-the-minute access to account activity by means of our on-line data management system. Supervisors collaborate with accounting specialists to review activities within programs, categories and funding sources.

## **Program Oversight (Individual Strategies)**

The strategy description templates (see Working Toward Success: Our Strategies) identify specific personnel who have primary responsibility for the activities within the initiative. Through annual goal setting conferences with next-in-line supervisors and monthly staff meetings, these program managers are held accountable for the progress and success of the strategies.

## **Dissemination**

There are multiple opportunities to share information about the processes and the results of our Strategic Plan, in addition to meeting with the groups identified above in the section Review Activities. Our district maintains a website ( [www.ccps.org](http://www.ccps.org) ) on which we can post updates and informational features. The Board of Education meets monthly with one segment of the meeting time given to informal presentations to inform Board members and the general public of activities within the system. Many members of the Superintendent's leadership team are called upon to speak to community agencies and service organizations. We anticipate further opportunities to share our process and results in meetings around the state with such groups as the Performance Excellence in Public Education (Baldrige) Coalition, the Superintendents' Learning Council and other sessions hosted by the Maryland State Department of Education (MSDE), the Maryland Association for Supervision and Curriculum Development (MASCD), the Council of Educational Administrative and Supervisory Organizations of Maryland (CEASOM) and the Maryland Association of Boards of Education (MABE).