

Advancing the BOE Strategic Plan: 2024-2025



Sean Bulson Ed.D., Superintendent
September 23, 2024

BOARD OF EDUCATION OF HARFORD COUNTY

STRATEGIC PLAN

MISSION

Each student will attain academic and personal success in a safe and caring environment that honor the diversity of our students and staff.

CORE VALUES

- We empower each student to achieve academic excellence.
- We create reciprocal relationships with families and members of the community.
- We attract and retain highly skilled personnel.
- We assure an efficient and effective organization.
- We provide a safe and secure environment.

VISION

We will **inspire** and **prepare** each student to **achieve** success in college and career.

LONG TERM GOALS



Prepare every student for success in postsecondary education and career.



Hire and support highly effective staff who are committed to building their own professional capacity in order to increase student achievement.



Engage families and the community to be partners in the education of our students.



Provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning, creativity and innovation.

We believe the strategic plan guides our practice and is the foundation for continuous systemic growth and achievement. Our core values are constant, non-negotiable, and reflect our systemic beliefs. The plan will be reviewed annually by the Board of Education of Harford County. The components of the plan will be reflected in the Harford County Master Plan, the Board of Education Budget, and the respective School Performance and Achievement Plans.

Approved June 26, 2017.

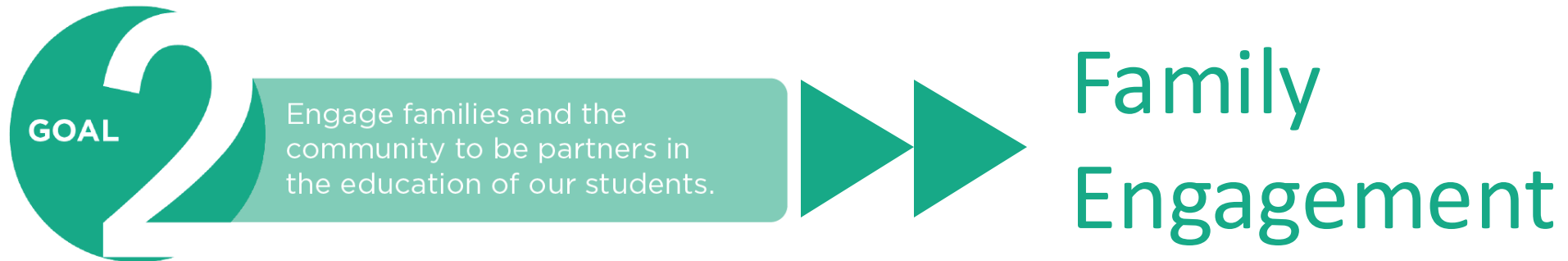
FY25 BOE Priorities



GOAL 1 Prepare every student for success in postsecondary education and career.

Student Achievement

This block features a dark blue circular icon with the number '1' and the word 'GOAL'. A dark blue horizontal bar contains the goal text. Three dark blue right-pointing triangles are positioned between the bar and the priority title 'Student Achievement'.



GOAL 2 Engage families and the community to be partners in the education of our students.

Family Engagement

This block features a teal circular icon with the number '2' and the word 'GOAL'. A teal horizontal bar contains the goal text. Two teal right-pointing triangles are positioned between the bar and the priority title 'Family Engagement'.



GOAL 4 Provide safe, secure, and healthy learning environments that are conducive to effective teaching and learning, creativity and innovation.

Safety & School Culture

This block features a light green circular icon with the number '4' and the word 'GOAL'. A light green horizontal bar contains the goal text. One light green right-pointing triangle is positioned between the bar and the priority title 'Safety & School Culture'.



Advancing
THE STRATEGIC PLAN
2024-2027

The Superintendent's Priorities
and Performance Targets



Prepare every student for success
in postsecondary education and
career.



- A** Career Driven
- B** Graduate Outcomes
- C** Learner Attributes
- D** Personalization for Academic Needs
- E** Behavioral Support



Engage families and the
community to be partners in
the education of our students.



- A** Transparency
- B** Customer Service
- C** Collaborative Governance



Hire and support highly effective
staff who are committed to
building their own professional
capacity in order to increase
student achievement.



- A** Elevating Educators
- B** Culture of Gratitude
- C** Talent Pathways



Provide safe, secure, and healthy
learning environments that are
conducive to effective teaching
and learning, creativity, and
innovation.



- A** Safety and Security
- B** Resource Stewardship
- C** Operational Efficiency



Advancing
THE STRATEGIC PLAN
2024-2027

The Superintendent's Priorities
and Performance Targets



https://www.hcps.org/departments/docs/StrategicInitiatives/HCPSS%20Strategic%20Plan_2024-2027_FINAL.pdf

Safety & School Culture

Targets

Provide every student/family seeking mental and behavioral health support with appropriate resource(s). [Plan pg. 15, Annual Report pg. 16](#)

Increase the support provided to students in relation to behavior and discipline. [Plan pg. 15, Annual Report pg. 16](#)

Increase percentage of students reporting connections to school through the wellness needs assessment. [Plan pg. 15, Annual Report pg. 16](#)

Improve disproportionate rates of suspension. [Plan pg. 15, Annual Report pg. 17](#)

Increase the percentage of students who have a 90% or greater attendance rate. [Plan pg. 13, Annual Report pg. 13](#)

Provide yearly enhancements to training, camera and radios, communication, visitor management, and threat assessments. [Plan pg. 28, Annual Report pg. 31](#)

Increase content and opportunities to engage families about safety and security. [Plan pg. 28, Annual Report pg. 31](#)

Increase efficiencies by sharing resources with partners such as Harford County Government, Harford Community College, Harford County Parks & Recreation Council, and Harford County Health Department. [Plan pg. 30, Annual Report pg. 33](#)

Prioritize capital projects and maintenance based on data-supported needs of students, staff, and schools. [Plan pg. 30, Annual Report pg. 33](#)

Family Engagement

Targets

Enhance public facing web and media, data dashboards, annual report, Canvas access, and procedure visibility. [Plan pg. 17, Annual Report pg. 18](#)

Increase number of parents accessing tools to support student learning (Canvas, HAC, etc.) [Plan pg. 17, Annual Report pg. 19](#)

Increase excellent reviews received through HCPS Customer Satisfaction Survey month to month. [Plan pg. 19, Annual Report pg. 20](#)

Increase participation (number of responses received) received via the HCPS Customer Satisfaction Survey. [Plan pg. 19, Annual Report pg. 21](#)

Increase favorable rating on the annual Parent/Caregiver Perception Survey in relation to HCPS parent resources offered to enhance student educational experience. [Plan pg. 19, Annual Report pg. 21](#)

All advisory committees have at least 25% representation outside of central office staff to include teachers, parents/guardians, administrators, and community partners. [Plan pg. 20, Annual Report pg. 22](#)

Increase the number of community and businesses identified as partners by Parent and Community Engagement Specialists and Community School Specialists. [Plan pg. 20, Annual Report to be added for 23-24](#)

Student Achievement

Targets

Increase the percentage of HCPS graduates who meet the criteria for at least one of the three North Star outcomes. [Plan pg. 12, Annual Report pg. 11](#)

Increase the percentage of 9th grade students considered on-track by the Blueprint. [Plan pg. 12, Annual Report pg. 10](#)

Increase the percentage of students considered CCR ready by the Blueprint. [Plan pg. 12, Annual Report pg. 10](#)

Increase number of businesses offering student apprenticeship opportunities. [Plan pg. 11, Annual Report pg. 8](#)

Increase number of students completing apprenticeships. [Plan pg. 11, Annual Report pg. 8](#)

Increase the percentage of students each year who achieve a grade level proficiency or equivalent on designated HCPS reading assessment tools or MCAP. [Plan pg. 13, Annual Report pg. 12](#)

Increase the percentage of students each year who achieve a grade level proficiency or equivalent on designated HCPS writing assessment tools or MCAP. [Plan pg. 13, Annual Report pg. 12](#)

Increase the percentage of students each year who achieve grade level proficiency or equivalent on designated HCPS math assessment tools or MCAP. [Plan pg. 13, Annual Report pg. 12](#)

Improve learner outcomes in reading and math for all unique school designation categories. [Plan pg. 14, Annual Report pg. 15](#)

2024-2025 Plans: Safety & School Culture



1

Identify lessons learned and modify practices as appropriate



2

Weapons Detection Systems: Immediate opportunity to pilot a system with the county and wide scope of long-term considerations

2024-2025 Plans: Safety & School Culture



3

Systemwide Behavior Workgroup: Systemic and holistic collaboration with Ed Services, Student Support Services, Org. Development, and school-based staff/teachers



4

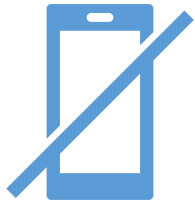
Pre-K - 2 Behavior Workgroup: Multiple meetings a month led by Elem. Ed Services with Student Support Services and School based staff aimed at individualized support for students.



5

“Positive Behavior Support”: Comprehensive Professional Development Course roll-out began 8/2024

2024-2025 Plans: Safety & School Culture



6

Implement BOE Cell Phone Policy



7

Conduct listening sessions and workgroups to update **Safety & Security Policy and Procedures**



8

Increase **communication to families** regarding emergency drills and continuous assessment about communication needs and opportunities

2024-2025 Plans: Family Engagement



1

Parent/Teacher
Conferences

2

Enhanced
communication
(e.g., emailing
report cards)

3

“Learn with
me”
opportunities



2024-2025 Plans: Family Engagement



4

Increase parent engagement on post-CCR pathways, career pathways, and student opportunities

5

Enhance Family Friendly school program

6

Continued efforts for transparency (e.g., public posting BOE meeting summary)



2024-2025 Plans: Student Achievement



1

Increased data reporting



2

Comprehensive Literacy Plan & Comprehensive Mathematics Plan



3

Curriculum procedure development

2024-2025 Plans: Student Achievement



4

Emphasis on rigor
and Career-Driven
efforts



5

Deep dive into
Special Education
student achievement
& resources



6

Future ready skills &
North Star Learner
Attributes

2024-2025 Plans: Student Achievement



7

Attendance initiatives



8

Instructional leadership walk-throughs



9

Project-based learning

2024-2025 Plans: Student Achievement

SPA: Focus Areas & Key Indicators

HIGH SCHOOLS GRADES 9-12

FOCUS AREAS

Graduate Outcomes

- Goal 1: AP, IB, Articulated CTE Programs
- Goal 2: Dual Enrollment
- Goal 3: Industry Recognized Credential (IRC), Technical Skills Assessment (TSA)

PROGRESS MONITORING

Interval Leading Data Indicators

- Grade 9: On-track Credits
- Grade 10: CCR Status
- Grade 11: On-track Graduate Outcome
- Grade 12: Graduation Requirements and Graduate Outcomes

MIDDLE SCHOOLS GRADES 6-8

FOCUS AREAS

On-Track Towards CCR

- Goal 1: Reading
- Goal 2: Writing
- Goal 3: Mathematics/Problem Solving

PROGRESS MONITORING

Interval Leading Data Indicators

- Grade 6: iReady, Writing Assessments, Common Lit
- Grade 7: iReady, Writing Assessments, Common Lit
- Grade 8: iReady, Writing Assessments, course credits in Algebra I and World Language

ELEMENTARY SCHOOLS GRADES K-5

FOCUS AREAS

Learner Attributes Outcomes

- Goal 1: Reading
- Goal 2: Mathematics/Problem Solver
- Goal 3: Wellness: Behavioral Support*/Attendance* (based on data/need)

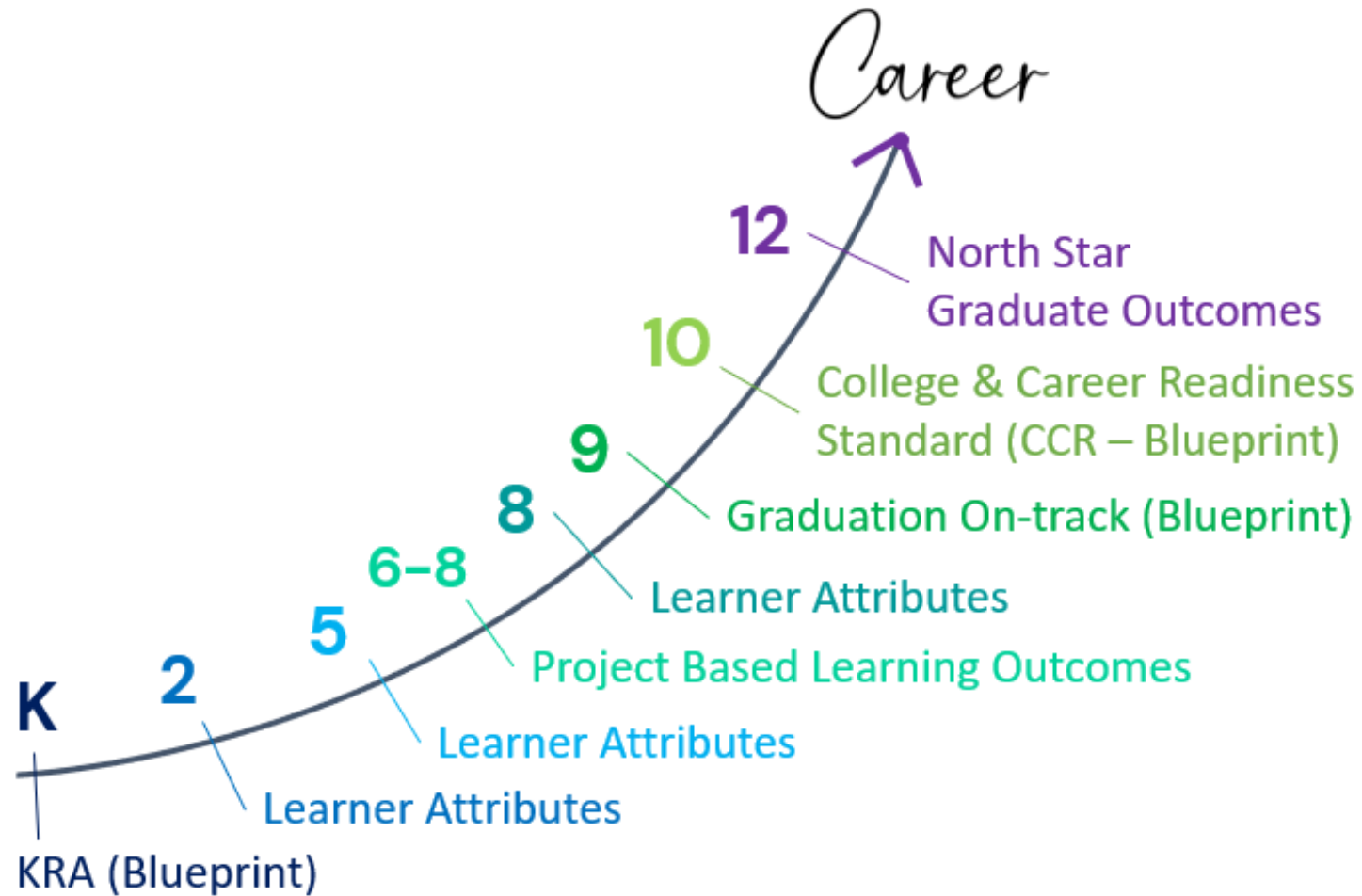
**If a Community School (CS), behavior and attendance goals can be addressed in the CS Plan.*

PROGRESS MONITORING

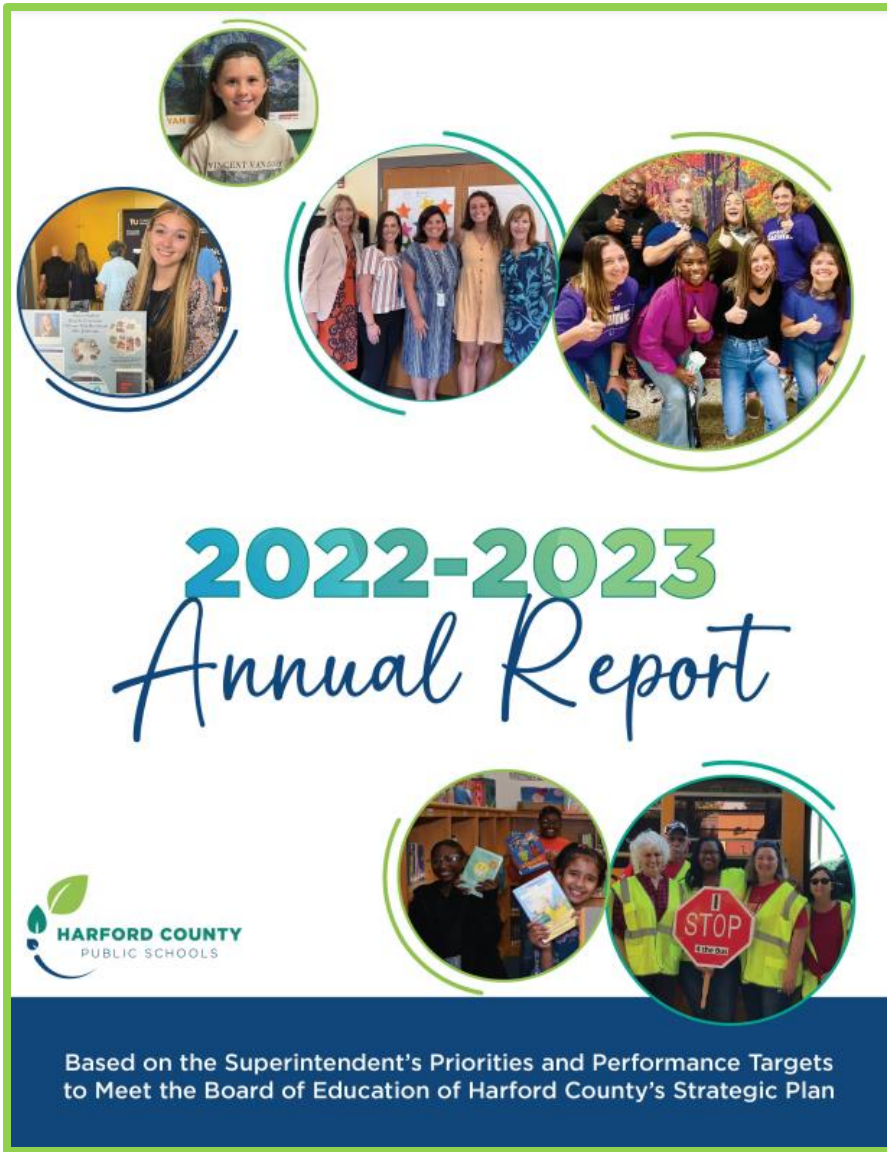
Interval Leading Data Indicators

- K-Grade 1: DIBELS
- K: SNAP
- Grade 1: Math Benchmark Assessment
- Grades 2-5: iReady, Common Lit
- Behavioral: Referral, Discipline
- Attendance

2024-2025 Plans: Student Achievement







https://www.hcps.org/departments/docs/StrategicInitiatives/HCPS%20Annual%20Report_2022-2023_FINAL.pdf