

Regulation

ANNE ARUNDEL COUNTY PUBLIC SCHOOLS

Related Entries: CA
Responsible Office: Superintendent of Schools

STRATEGIC PLAN

A. PURPOSE

To establish procedures for a regular review and revision of the Anne Arundel County Public Schools' Strategic Plan.

B. BACKGROUND

Federal and state legislation require that school districts and schools develop, implement, and monitor strategic plans to establish priorities, outline accountability, and allocate resources. In the past, Anne Arundel County Public Schools has followed a five year cycle of developing, implementing, monitoring, reviewing, and revising its Strategic Plan.

C. DEFINITIONS

1. Needs Assessment – the process of determining areas of strength, challenges, opportunities and threats (both internal and external) which impact an organization
2. Mission – defines the purpose of an organization
3. Vision – articulates the desired future of an organization
4. Values – express what an organization believes about itself and indicate how it will behave
5. Strategy – the pattern of organizational moves and managerial approaches used to achieve organizational goals and to pursue the organization's vision and mission
6. Indicators of Success – interim measures identified to assess progress toward attainment of goals

D. COMPONENTS

The Strategic Plan shall be comprised of the following components:

1. Mission
2. Vision
3. Values
4. Goal(s)
5. Executive Summary
6. Identification of Strengths and Challenges
7. Indicators of Success
8. Strategic Initiatives

E. PROCEDURES

The following procedures shall be utilized in developing the Strategic Plan:

1. Identify key stakeholders, both internal and external, from whom input throughout the process of developing a strategic plan is vital. These may include, but are not limited to: individual Board Members, students, teachers, parents, community partners, central office personnel, and organizations such as the County Council of PTAs and the CAC.
2. Create a cross-functional team of central office personnel who will be responsible for the development of the various components of the Strategic Plan. Identify an individual to facilitate the work of this team.
3. Gather input from key stakeholders and draft mission, vision, and value statements and goal(s). Include a request for ideas about strategies that might assist in fulfilling the mission and attaining the goal(s).
4. Publicize draft mission, vision, and value statements and goal(s), and request feedback from key stakeholders.
5. Conduct a needs assessment to determine strengths and challenges. Include a review of performance data and input from appropriate staff.
6. Examine current strategies to determine their efficacy in attaining goals.
7. Identify future strategies by examining input, conducting research, and consulting experts.
8. Draft the various components of the Strategic Plan.
9. Publicize draft of the Strategic Plan and request feedback from key stakeholders.
10. Incorporate feedback into a second draft of the Strategic Plan and share that draft with the Board of Education and appropriate central office personnel, with a request for further input.
11. Incorporate feedback into a final draft for approval by the Board of Education.
12. Upon approval, deploy the Strategic Plan through an outreach campaign for both internal and external stakeholders. Make clear the expectation that all action plans (e.g. operational plans for central office divisions, School Improvement Plans) are aligned with the Strategic Plan.
13. Throughout the life of the Strategic Plan, monitor its effectiveness against progress toward the goal(s). If adjustments need to be made, they may take place at various levels, sometimes at the school or office level, sometimes via a redirection of resources. If it becomes necessary to make any adjustments to the strategies described in the Strategic Plan, a broad base of stakeholders will be included in determining what those adjustments will be and how they will be included in a revised Plan.
14. Provide periodic updates to the Board of Education on areas of the Strategic Plan for which we are seeing success and in which we are challenged. These updates will be the result of monitoring progress toward the goal(s) via the indicators of success.
15. Prior to the final year of the Strategic Plan, prepare to begin the cycle again.

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Note previous regulation history: None