

**Update
Executive Summary
Master Plan
2004-2005**

The Bridge to Excellence in Public Schools Act (BTE) requires local school systems to submit annual updates of their five year comprehensive master plans to MSDE by August 15 of each year.

As a part of the annual master plan update, local school systems must include a budget narrative that explains how the budgeted revenues will be used to support the goals, objectives, and strategies detailed in the five-year comprehensive master plan and any revisions to the initial plan.

St. Mary's County Public Schools revised the format of their master plan to include alignment of the goals, objectives, strategies and activities to the budget on each page of the plan. Each strategy is supported with a budget calculation sheet and a narrative to further clarify the expenditures at the activity level.

Each county was asked to review their progress toward achieving the goals of their five-year plan and to determine if the plan is having the effect of improving student achievement for all students and eliminating achievement gaps. Four overarching questions guided our review process:

1. What aspects of the master plan are producing the intended results? (What is working and why?)
2. What aspects of the master plan are not producing the intended results? (What is not working and why?)
3. Are there strategies in the master plan that require more time to fully implement in order to gauge the intended results? (What has the potential to work and why?)
4. As a result of the annual review of student and school progress, what refinements or changes is the school system making to the master plan at this time? (What needs to be refined or changed and why?)

In our original plan, we addressed three questions:

- What do we want for our children?
- How might we provide it?
- How will we know that we have done it well?

In reviewing our formative and summative assessment data for the 2003-2004 school year, we were compelled to ask a fourth question:

What will we do if all children do not reach proficiency?

Our updated Master Plan is the answer to that question. In addition to a comprehensive revision of our plan, which includes clear alignment to our school system

budget, we also gathered the administrators and supervisors, specialists and coordinators, directors and other executive team members to take a focused look at our school system vision and mission. That process led to the following enhancement of our vision and revision of our school system mission statement:

St. Mary's County Public Schools will fulfill the promise in every child.

To achieve this vision, our schools will:

- Have a rigorous curriculum that promotes authentic and lifelong learning;
- Be professional learning communities with strong staff development programs;
- Be safe and supportive learning environments that are respectful of individuals' differences; and
- Have purposeful, deliberate, and collaborative community partnerships.

Mission

To ensure that every child succeeds, the St. Mary's County Public Schools will establish, maintain, and communicate high expectations for teaching and learning while supporting a tailored approach to system initiatives, based on the needs of individual schools through:

- Instructional leadership;
- Standards-based curriculum;
- Analysis of data;
- Systematic and focused staff development; and
- Allocation of resources.

Teaching and learning will actively engage students in learning that is authentic, connected, relevant, and challenging. We will assure that teaching is based upon the individual needs of students and a standards-based curriculum. All instructional decisions will be guided by proven practices and ongoing assessment.

In order to be effective and ensure all students learn, the school system is committed to collaborative practices, including clear and consistent communication systems and shared ownership, responsibility, and accountability for student performance.

Every school must commit to setting high expectations for all students and to delivering instruction, based on best practices, that meets the individual needs of a diverse population in a climate of respect and responsibility. This will be accomplished through effective leadership that makes research-based data driven decisions and considers staff and community input.

Expectations for Student Learning

Graduates of St. Mary's County Public Schools will be:

- Resourceful, lifelong learners who appreciate and seek knowledge, apply learning to new situations, and pursue personal goals.
- Fluent communicators who can read, write, and integrate information effectively and apply technology appropriately.
- Responsible, productive citizens who contribute to the community as collaborative workers, and as active citizens who value and respect diversity.
- Goal oriented and contributing citizens who are prepared to make career decisions to enter the work force and/or pursue higher education.

The 2004-2005 Master Plan Update is targeted toward improving the proficiency of all students while accelerating the success of those students not yet achieving proficiency. Our data has helped us to focus our efforts on our special education students, in reading, at all grade levels and our LEP students in reading at grades 8 and 10. We are also focused on our FARMS and African American students, grades 5 and 8 in reading.

We have also redesigned our mathematics program with special attention to our middle school students, particularly those in the African American and FARMS subgroups and our special education students in grades 5 and 8.

This review has also provided a clear understanding of the schools that will require technical assistance teams in the 2004-2005 school year.

