

MARYLAND STATE BOARD &  
DEPARTMENT OF EDUCATION

# STRATEGIC PLAN

PHASE 1 | OCTOBER 2022





MARYLAND STATE DEPARTMENT OF EDUCATION

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# INTRODUCTION TO THE STRATEGIC PLAN

The Maryland State Board of Education and Maryland State Department of Education are developing a multiyear Strategic Plan that will be released in three phases leading up to June 2023. The Strategic Plan will anchor the vision, mission, values, priorities, enablers, goals, and flagship programs, initiatives, and strategies to realize the Blueprint for Maryland's Future promise of an excellent and equitable education for every student.

This guidebook articulates the Phase 1 elements of the State Board and Maryland State Department of Education's Strategic Plan:

The **vision** and **mission** for transforming public education in Maryland. The **values** that inform our everyday practices and relationships with our diverse communities and stakeholders. The **priorities** that must be achieved to ensure a successful educational experience for every Maryland student, from early childhood to college and careers. The **enablers**, or structural conditions, regarding data-driven decision-making, resource allocation, human capital, and support systems that need to be in place for the priorities to be achieved.



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## LETTER FROM THE BOARD PRESIDENT & STATE SUPERINTENDENT

Dear Marylanders:

The Maryland State Board of Education and Maryland State Department of Education have committed to a transformative path forward in support of every student in Maryland. In order to ensure student success at scale, we must address the present and persistent historical challenges across our state's educational system.

Educational experiences in Maryland before the COVID-19 pandemic did not prepare all students for postsecondary success nor did they meet our workforce needs. In 2019, 57% of Maryland's 10th grade students and 59% of 3rd grade students were not proficient in English language arts. These challenges also held true in math where 73% of students were not proficient in Algebra I. Furthermore, 75% of Black/African American boys were not proficient in math in 3rd grade, and 76% of students eligible for Free and Reduced Price Meals were not proficient in English language arts in 3rd grade.

The pandemic has only exacerbated our challenges. As we continue to work to overcome these deficits, a return to normal is not good enough. We must tackle the opportunity and achievement gaps that have persisted in our state. This will ensure that all students, from advanced learners to those who are struggling and have been historically underserved, receive the necessary support in order to reach their full potential.

The Blueprint for Maryland's Future was passed by the Maryland General Assembly in 2021 to transform public education in the state into a world-class education system. The legislation presents a once-in-a-generation opportunity to fulfill the promise of an excellent and equitable education for all children in Maryland.

We are committed to moving with urgency to actualize the bold, transformative change our students deserve. To accomplish this, the Maryland State Board of Education and Maryland State Department of Education are developing a multiyear Strategic Plan that will be released in three phases leading up to June 2023. The Strategic Plan will align our vision, mission, values,

“

We are committed to moving with urgency to actualize the bold, transformative change our students deserve.

”



priorities, enablers, goals, and flagship programs, initiatives, and strategies to the Blueprint's promise of an excellent and equitable education for every student. Ultimately, the Strategic Plan will anchor and reinforce the Blueprint legislation into the organizational fabric of our everyday work, and will embody the aspirations that the people of Maryland have for our students.

Through our engagement efforts, we know that over 85% of stakeholders believe the quality of public schools is "extremely important" for Maryland's success as a state. We will work collaboratively and transparently with educators, families, local education agencies and boards of education, institutions of higher education, the Accountability and Implementation Board, employers, and stakeholders across our state to ensure success.

We cannot do this alone. We look forward to your continued engagement and support as we seize this once-in-a-generation opportunity to transform public education so that all students in Maryland are ready to be successful in college, career, and life.

**CLARENCE C. CRAWFORD**  
President, Maryland State Board of Education

**MOHAMMED CHOUDHURY**  
State Superintendent of Schools

# ABOUT THE MARYLAND STATE BOARD OF EDUCATION & DEPARTMENT OF EDUCATION

The Maryland State Board of Education, established in 1864, consists of 13 regular members, and one student member, all appointed by the Governor. Regular members serve staggered four-year terms and the student member serves a one-year term.

The State Board sets the educational policy and standards for Pre-K through high school and vocational rehabilitation services, passes regulations that have the force of law, and is empowered to interpret the true meaning and intent of the law. The State Board also reviews and approves three annual budgets (the Maryland Department of Education headquarters budget, the State Aid to local education budget, and State-Aided Institutions budget) before they are passed on to the Governor's office for approval or revision and then to the General Assembly for final action.

The State Board also appoints the State Superintendent of Schools, who leads Maryland's education system and serves a four-year term. The State Superintendent is responsible for the administration of the Maryland State Department of Education and carries out the educational policies of the State Board. The State Superintendent is the Chief Executive and also serves as Secretary and Treasurer of the State Board.

The Maryland State Board of Education and the Maryland State Department of Education work collaboratively to ensure the promise of an excellent and equitable education for all students.



## WHAT DOES PUBLIC EDUCATION LOOK LIKE IN MARYLAND?

Maryland has over 1,400 public schools in 24 local education agencies serving all of the state's 23 counties plus Baltimore City. Total enrollment in Maryland public schools rose slightly from 2017 to 2020. Between 2020 and 2021, statewide enrollment declined by 3% due to the impact of the COVID-19 pandemic. In school year 2021-2022, over 881,400 students enrolled in Maryland public schools from Pre-K to high school. The projected enrollment for school year 2022-2023 is 895,780.



**1,427**  
PUBLIC SCHOOLS



**24**  
LOCAL EDUCATION  
AGENCIES

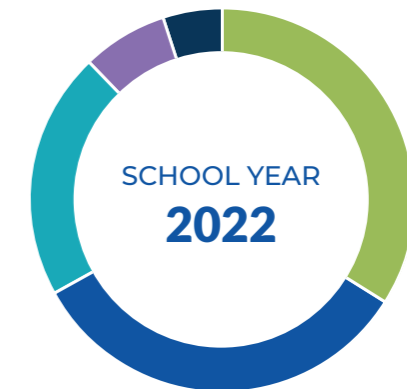


**881,471**  
STUDENTS ENROLLED

## DIVERSITY MATTERS HERE

With a student population that consists of 34% White students, 33% Black/African American students, 21% Hispanic/Latino students, and 7% Asian students, Maryland's student population is becoming increasingly diverse. The Hispanic/Latino student population grew significantly from 2017 to 2022.

In addition to the growing diversity in race/ethnicity, recent enrollment trends show an increase in the percentage of students who are Economically Disadvantaged and living in concentrated poverty. Maryland's student population also includes 12% of students who are English learners and 12% of Students with Disabilities.



White 34%  
Black 33%  
Hispanic 21%  
Asian 7%  
Two or more races 5%

**62,442**  
Teachers

**3,743**  
Principals and  
Assistant Principals

**3,846**  
Librarians and  
Guidance Counselors

**14,206**  
Education Support  
Professionals

**123,009**  
FULL TIME EMPLOYEES



# THE BLUEPRINT FOR MARYLAND'S FUTURE

The Blueprint for Maryland's Future was passed by the Maryland General Assembly in 2021 to transform public education in the state into a world-class education system. The legislation presents a once-in-a-generation opportunity to fulfill the promise of an excellent and equitable education for all children in Maryland, especially those who have been historically underserved. The Maryland State Board of Education and the Maryland State Department of Education are collaborating with local education agencies and boards, institutions of higher education, the Accountability and Implementation Board, employers and stakeholders across the state to plan and implement the initiatives in each of the Blueprint's five pillars.

With sweeping policy changes designed to accelerate student achievement, and an unprecedented investment of state and local resources, the Blueprint creates the conditions for truly reimagining the education experience from early childhood to postsecondary success. To accomplish this, the State Board and Maryland State Department of Education are developing a multiyear Strategic Plan that will be released in three phases.

Ultimately, the complete Strategic Plan, released by June 2023, will anchor the vision, mission, values, priorities, enablers, goals, and flagship programs, initiatives, and strategies to the Blueprint's promise of an excellent and equitable education for every student.



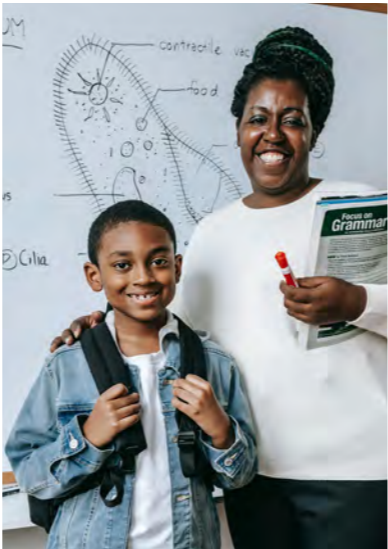
## 5 BLUEPRINT PILLARS

The Blueprint encompasses five pillars, each including key initiatives aimed at transforming the quality of education in Maryland, and narrowing and closing opportunity and achievement gaps.



### EARLY CHILDHOOD EDUCATION

- Support more families to access no cost Pre-K
- Scale the impact of Patty & Judy Centers
- Expand family options through public/private Pre-K partnerships



### HIGH-QUALITY & DIVERSE TEACHERS & LEADERS

- Increasing starting salary to minimum \$60,000
- New career ladder and incentives for National Board Certified Teachers up to \$17,000
- Raising expectations for teacher preparation and induction



### COLLEGE & CAREER READINESS

- New college and career readiness standard by 10th grade
- Aligned curriculum resources and assessments
- College and career readiness and support pathways
- Expanded career and technical education system



### MORE RESOURCES FOR STUDENT SUCCESS

- Community Schools and School-based Health Centers expansion
- Concentration of Poverty grants
- Targeted supports for historically underserved students



### GOVERNANCE & ACCOUNTABILITY

- Expert Review Teams
- Accountability and Implementation Board
- Local education agency Implementation Plans
- Maryland State Department of Education monitoring and technical assistance

# A LOOK AT OUR MISSION, VISION & VALUES



## OUR MISSION

We will ensure a rigorous and world-class educational experience for every Maryland student, in every neighborhood, that prepares each to be college and career ready, through:

- strategic direction and leadership;
- policy making and resource allocation; and
- engagement and advocacy.



## OUR VISION

We will be a system of world-class schools where students acquire the knowledge and skills necessary for success in college, career, and life.



## OUR VALUES

**Accountability:** We will take responsibility for our commitments, and maintain open, transparent, and responsive communication on academic, operational, and financial policies and outcomes.

**Engagement:** We will partner and engage with diverse stakeholders and decision makers in the design, implementation, and evaluation of our policies, programs, and actions.

**Equity:** We will do whatever it takes to eliminate barriers to success and provide the necessary resources and supports to ensure that every Maryland student achieves at the highest level.

**Excellence:** We will ensure a rigorous and engaging educational environment for all students defined by high expectations, research-based instructional practices, and highly effective, culturally responsive educators.

**Transformation:** We will pursue best-in-class outcomes through bold, impactful actions to ensure that every student has the tools, resources, supports, and opportunities they need to thrive.





# STRATEGIC PLAN TIMELINE OF PHASES

The Maryland State Board of Education and the Maryland State Department of Education have envisioned the development and release of the Strategic Plan in three phases that span from October 2022 to June 2023.

NOVEMBER 2021

INITIAL ENGAGEMENT  
& DATA GATHERING



PHASE  
01



PHASE  
02



PHASE  
03



JULY 2023 & BEYOND

IMPLEMENTATION &  
CONTINUOUS IMPROVEMENT



● ONGOING COMMUNITY  
STAKEHOLDER ENGAGEMENT  
- - - BLUEPRINT IMPLEMENTATION

01

OCTOBER 2022

Initial Release  
Mission, Vision,  
Values, Priorities  
and Enablers

02

FEBRUARY 2023

Refine Phase 1  
Release Goals  
and Metrics

03

JUNE 2023

Finalize Phase 1 & 2  
Identify Flagship  
Programs, Initiatives,  
and Strategies

## PHASE 01

Extending from November 2021 to October 2022, this phase has focused on gaining initial input from a wide range of stakeholders representing the diversity of the state. Through multiple methods, from a statewide survey to round tables and listening sessions, to the State Superintendent shadowing students in schools throughout the state, we learned what mattered most to our communities to transform public education in Maryland. The feedback we received helped shape the Strategic Plan's foundational elements, specifically the vision, mission, values, priorities, and enablers.

## PHASE 02

Between October 2022 and February 2023, the State Board and the Maryland State Department of Education will continue to engage with our communities to refine the Phase 1 elements of the Strategic Plan, and develop the goals and metrics linked to each of the priorities outlined in Phase 1. Engagement will take the form of regional data conversations with stakeholders, ongoing student shadows, and a new series of round tables and listening sessions. The goals and metrics will be released in February 2023.

## PHASE 03

Between February and June 2023, we will engage with stakeholders to identify flagship strategies, initiatives, and programs to achieve the goals and metrics developed in Phase 2. This work will be informed by best-in-class research and involve in-depth conversations with education experts, practitioners, and decision makers from early childhood to K-12 education and from the business community to institutions of higher education. The complete Strategic Plan will be released in June 2023, and will anchor the vision, mission, values, priorities, enablers, goals, and flagship programs, initiatives, and strategies to the Blueprint's promise of an excellent and equitable education for every child.

# ENGAGING WITH OUR STAKEHOLDERS

Maryland public schools serve to prepare our future workforce and future community leaders and it is critical that we hear from as many people as possible throughout the process. This work will be the basis for creating transformational change in Maryland's education system. The guiding objective is to build processes and create space for stakeholder input as we work to develop a Strategic Plan, while seeking out and prioritizing new and underrepresented voices. The Strategic Plan will guide the State Board and the Maryland State Department of Education's organizational direction as we implement the Blueprint for Maryland's Future.



SURVEYS



ROUND TABLES



LISTENING SESSIONS



COMMUNITY EVENTS & CONVERSATIONS





MORE THAN  
**34,000**  
CONNECTIONS



**27,000+** respondents from every county in Maryland completed the survey



**22** virtual round tables held and a total of **300+** participants across the state



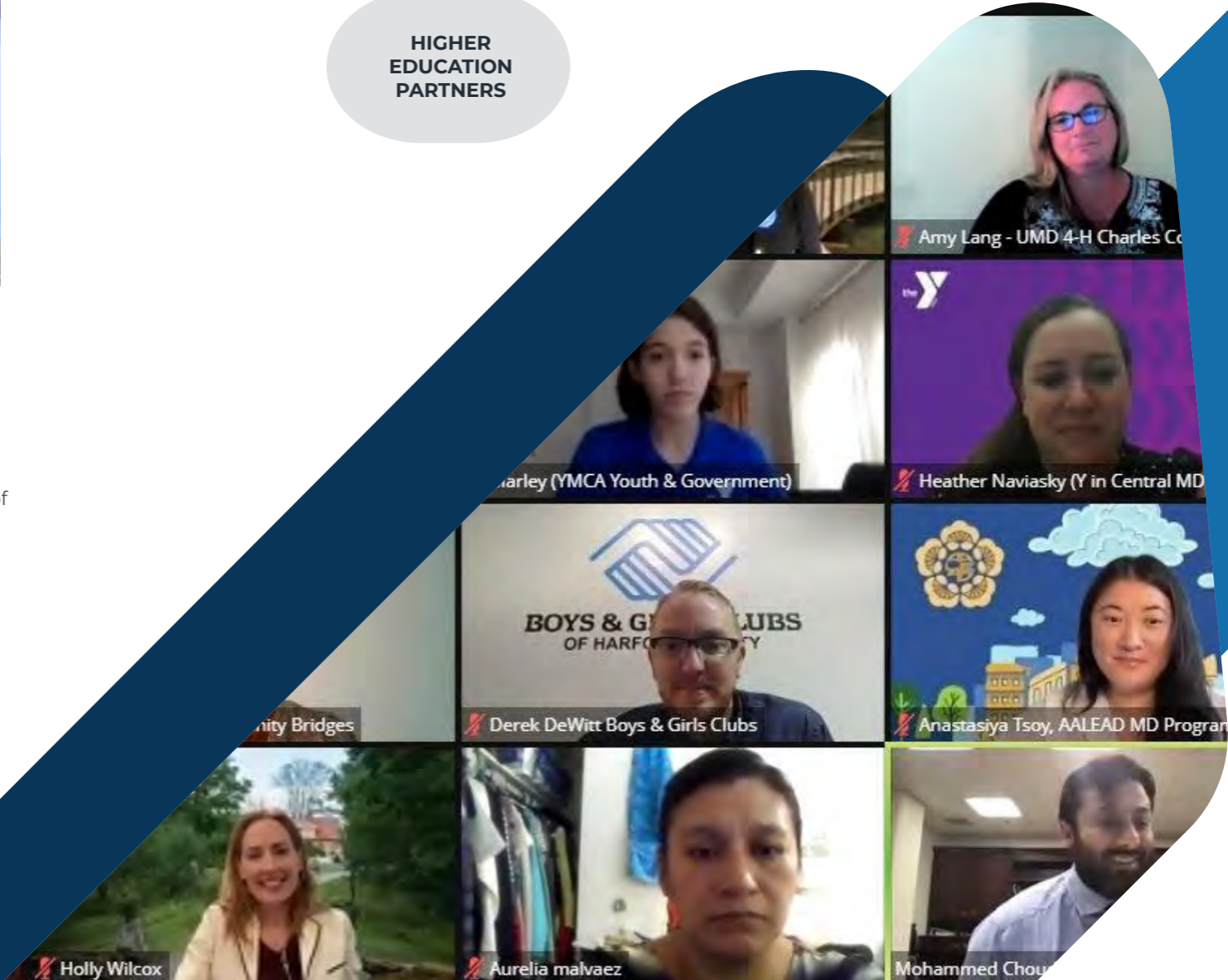
**25** listening sessions attended **1,600+** participants surveyed



**24** local education agencies engaged across the state

# STAKEHOLDER GROUPS

The primary aim of engagement for the first phase of the strategic planning process was to gain input from a wide range of stakeholders that represented the diversity of the state. Stakeholders included groups such as: students, families, educators and school/district staff, community organizations, advocates and experts, business community, and higher education partners. More than 34,000 connections were made through virtual and in-person touchpoints.



# STRATEGIC PLAN PRIORITIES & ENABLERS

The Strategic Plan priorities encapsulate the comprehensive stakeholder feedback received through multiple methods during Phase 1. Organized into a coherent sequence, the priorities trace the full journey and key milestones that a Maryland student needs to achieve from early childhood through K-12th grade to become successful in college, career, and life. The priorities and enablers introduced in this section provide the framework for the development of measurable goals and specific strategies to transform public education in Maryland into a world-class educational system. With discreet, evidence-based markers, the priorities map out what a successful educational progression looks like for a Maryland student. The enablers detail the necessary structural conditions that need to be met for every student in the state to support them in successfully reaching their full potential.



PRIORITY

01

All Maryland students are prepared socially, emotionally, and academically for success in kindergarten.

PRIORITY

02

All Maryland students are proficient in reading by the end of third grade, and those who are not have the necessary supports to become proficient.

PRIORITY

03

All Maryland students enter high school on track to meet the college and career readiness standard by the end of 10th grade, and are engaged socially, emotionally, and academically to succeed in progressively challenging and advanced level coursework aligned to college and career pathways.

PRIORITY

04

All Maryland students graduate from high school college and career ready, and with an individualized plan to succeed in college, career, and life.

ENABLERS

01

Maryland is supporting our schools, local education agencies, families, and decision makers by producing relevant, timely, and high-quality data and reporting, and enabling educators to make the best use of their resources to meet the needs of our students and accelerate student achievement.

02

Maryland's classrooms challenge, support, and inspire students. Therefore, our schools will be equipped with high-quality curricula, lessons, assessments, and systems for intervention and acceleration.

03

- Maryland is elevating the stature of the teaching profession by:
- intentionally working to attract, recruit, and retain a highly qualified and diverse workforce;
  - setting rigorous standards for educator preparation programs and induction; and
  - implementing a career ladder system focused on development and growth opportunities for all educators.

04

- Maryland is ensuring student success by:
- supporting our students' social-emotional learning, health and wellness, and safety;
  - enhancing school culture and climate;
  - scaling high-quality wraparound supports and partnerships; and
  - strengthening family and community engagement.

# PRIORITY 01: READY FOR KINDERGARTEN

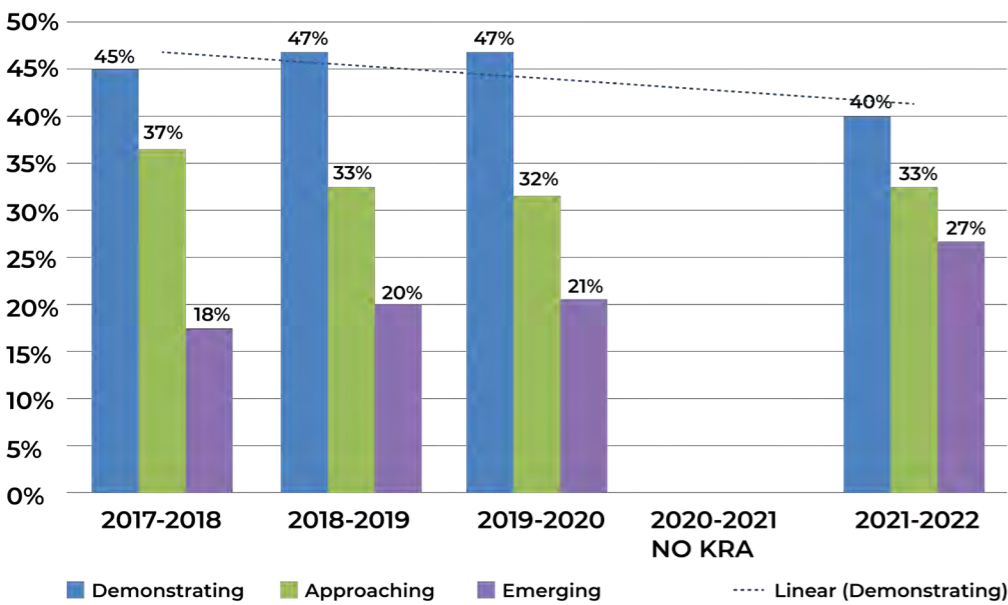
*All Maryland students are prepared socially, emotionally, and academically for success in kindergarten.*

Children’s brains develop at an extraordinary rate during the first few years of their lives. Ninety-percent of brain development occurs in the first five years of life, and what children experience in these early years shapes their brains. There is mounting evidence on the significant income gap in children’s social and academic skills at kindergarten entry, along with research showing that children’s skills at the beginning of kindergarten strongly predict their achievement throughout their schooling.

Recognizing that the early years are the most critical period for brain development and set the foundation for lifelong learning and achievement, the Blueprint for Maryland’s Future emphasizes equitable early education opportunities that prepare all children for school and success through a mixed-delivery system comprised of public/private Pre-K partnerships that will expand family options.

Readiness is not only a matter of a child’s level of social and academic preparedness. Maryland teachers and schools must be ready to meet children’s needs wherever they come in. Providing all Maryland children opportunities to develop social and cognitive skills in high-quality educational settings before kindergarten is critically important and makes a difference in academic success.

### MARYLAND STATEWIDE KINDERGARTEN READINESS OVER TIME



Maryland state results show a decrease in the percent of kindergarteners demonstrating readiness from 47% in Fall 2019 to 40% in Fall 2021.



*Did you know that children that attend Pre-K earn higher incomes as adults?*

A strong start to early childhood is more critical than ever. Children that attend Pre-K learn to socialize with their peers, manage their emotions, and get the foundational academic skills to boost their lifetime learning potential. Studies show that kids who attend Pre-K are:

3.5X MORE LIKELY TO BE READY FOR KINDERGARTEN

MORE LIKELY TO SUCCEED IN SCHOOL

MORE LIKELY TO GO TO COLLEGE

LESS LIKELY TO DROP OUT

LESS LIKELY TO BECOME A TEEN PARENT

LESS LIKELY TO BE ARRESTED FOR A VIOLENT CRIME

# PRIORITY 02: READY TO READ

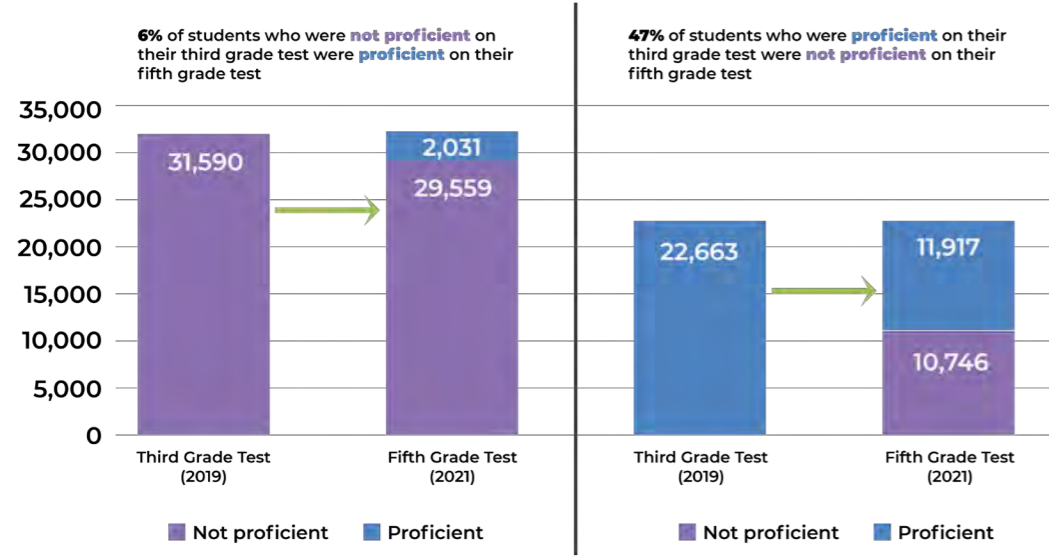
*All Maryland students are proficient in reading by the end of third grade, and those who are not have the necessary supports to become proficient.*

Research shows that the development and mastery of early literacy skills are a strong predictor of later school reading and math achievement. It is crucial that all Maryland students are able to successfully transition from learning to read to reading to learn. Reading proficiently is more and more important after third grade, and students that are behind are at higher risk of not finishing high school ready for college and career.

Thousands of Maryland children reach fourth grade without learning to read proficiently. The shortfall is especially pronounced among low-income children. Failure to read proficiently is linked to higher rates of school dropout, which limits individual earning potential as well as Maryland's competitiveness and productivity. Reading proficiently by the end third grade is a crucial marker for every Maryland child's educational development.

Fortunately, much is already known about the science of how children learn to read and how to teach and develop reading skills. The problem is that policies are too fragmented, practices too segmented by children's age and grade, and key preparation and intervention programs too limited to realize positive results at scale.

## MARYLAND ENGLISH LANGUAGE ARTS GRADE 3 OUTCOME TWO YEARS LATER COHORT ANALYSIS: 2019 GRADE 3 TO 2021 GRADE 5



Of the students that were not proficient in grade 3 in 2019 (31,590), only 6% were proficient in grade 5 in 2021. For students that were proficient in grade 3 in 2019 (22,663), 47% were not proficient in grade 5 in 2021. Today, more than half of Maryland students are not proficient in reading by the end of grade 3.



*“If all U.S. adults were able to move up (literacy proficiency levels), it would generate an additional \$2.2 trillion in annual income for the country, equal to 10% of the gross domestic product.”*

Assessing the Economic Gains of Eradicating Illiteracy and Nationally in the United States – Gallup

According to the U.S. Department of Education, 54% of U.S. adults 16 to 74 years old - about 130 million people - lack proficiency in literacy, reading below the equivalent of a sixth-grade level. This is an alarming number for several reasons, and its implications are enormous because research has shown that literacy is correlated with several important outcomes:

PERSONAL INCOME

EMPLOYMENT LEVELS

HEALTH

ECONOMIC GROWTH

# PRIORITY 03: READY FOR HIGH SCHOOL

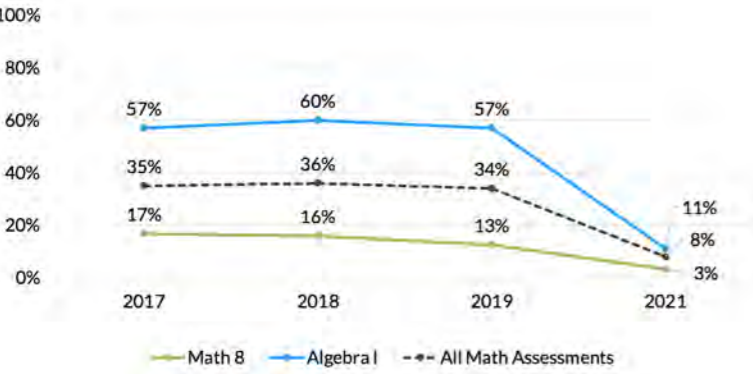
*All Maryland students enter high school on track to meet the college and career readiness standard by the end of 10th grade, and are engaged socially, emotionally, and academically to succeed in progressively challenging and advanced level coursework aligned to college and career pathways.*

Scientists have long known that the human brain develops more rapidly in the first five years of life. But recent advances in brain imaging have revealed that a second spurt occurs in early adolescence, a phase generally defined as spanning ages 11 to 14. A growing body of research indicates that the middle grades are the "make it or break it" years when many students begin to disengage from school, increasing the likelihood of dropping out of high school.

A Maryland student's learning experiences in the middle grades is a selection of classes they go through in a day. If they experience inconsistent expectations across those classes, they and the school will struggle to achieve high outcomes.

A strong research base for effective instructional practices in the middle grades does exist. Providing research-based instruction that enhances learning in the middle grades is critical for Maryland students' success in high school and beyond.

### MATH PERCENT PROFICIENCY: GRADE 8 STUDENTS



Note: Assessments for 2021 (school year 2020-2021) were shortened tests and were administered in Fall 2021. The category 'All Math Assessments' includes Math 8, Algebra I, and Geometry

In Maryland grade 8 students taking the grade 8 math test have been trending down over time. Students taking a high school math test in middle school, although consistent before the pandemic, also declined in 2021.

ASSESSMENT TAKEN IN GRADE 8	2017 TESTED COUNT	2018 TESTED COUNT	2019 TESTED COUNT	2021 TESTED COUNT
MATH 8	37,868	37,471	36,356	31,127
ALGEBRA I	21,156	22,364	21,606	15,676
ALL MATH ASSESSMENTS	63,425	64,264	64,461	52,909



*“Because adolescents comprise nearly one-fourth of the entire U.S. population, the nation needs policies and practices that will better leverage these developmental opportunities to harness the promise of adolescence – rather than focusing myopically on containing its risks.”*

The Promise of Adolescence:  
Realizing Opportunity for All Youth  
– National Academies of Sciences, Engineering, and Medicine

Research shows that students at risk of dropping out can be identified as early as sixth grade. In fact, sixth graders who display just one of the following off-track indicators have only a 15% - 25% chance of graduating on time:

A FAILING GRADE IN MATHEMATICS OR ENGLISH LANGUAGE ARTS

AN ATTENDANCE RATE OF LESS THAN 85%

ONE UNSATISFACTORY BEHAVIOR MARK IN A CORE COURSE

## PRIORITY 04: READY FOR COLLEGE AND CAREER

*All Maryland students graduate from high school college and career ready, and with an individualized plan to succeed in college, career, and life.*

The Blueprint for Maryland's Future has the central goal of ensuring that all Maryland students are college and career ready before graduation, thus signifying an ability to transition successfully to postsecondary coursework at a two- or four-year institution of higher education and/or to the workforce. Maryland is developing new college and career readiness standards, with the goal of having students assessed and meeting the standards by the end of 10th grade.

Students meeting the college and career readiness standards will be prepared to succeed in multiple, rigorous college and career pathways at no cost to students. These pathways will enable students to develop in-depth knowledge of a subject area(s); earn post-secondary credits and/or in demand industry-recognized credentials; participate in registered apprenticeships that meet workforce needs and/or in rigorous college preparation programs.

All instruction and assessments in public schools will work toward this goal of preparing students to be ready for college and career. Each student in Maryland public schools, regardless of the student's race, ethnicity, gender, zip code, socioeconomic status, abilities, or language spoken at home, will be supported to meet the college and career readiness standards before graduation.



*Student achievement, graduation rate, and postsecondary enrollment data for Maryland students, especially for underserved student populations, signal the need to rethink how we prepare our students for college, career, and life.*

### THE BLUEPRINT'S APPRENTICESHIP AND INDUSTRY CREDENTIAL GOAL

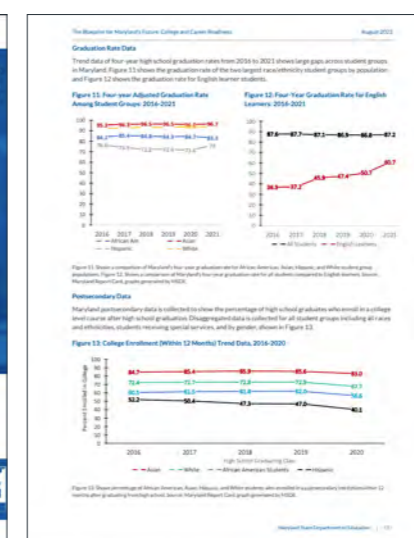
(a)(1) On or before December 1, 2022, the Career and Technical Education Committee shall establish, for each school year between the 2023-2024 school year and the 2030-2031 school year, inclusive, statewide goals that reach **45% by the 2030-2031 school year, for the percentage of high school students who, prior to graduation, complete the high school level of a registered apprenticeship or an industry-recognized occupational credential.**

(2) To the extent practicable, the Career and Technical Education Committee shall ensure that the **largest number of students achieve the requirement of this subsection by completing a high school level of a registered apprenticeship program** approved by the Division of Workforce Development and Adult Learning within the Maryland Department of Labor. (Education §21-204)

In 2021, Maryland had **57,423 graduates.**

To meet the 45% goal, 25,840 of these graduates would have needed to complete an apprenticeship or industry credential.

**In 2021, about 7% of graduates met these criteria.**



The Maryland State Department of Education's **College and Career Readiness Roadmap to Implementation** report tracks the preparation necessary for implementing pillar 3: College and Career Readiness, which reimagines what today's students must know and be able to do by the end of the 10th grade.

# WHAT IS COMING NEXT

02

FEBRUARY 2023

## Refine Phase 1 Release Goals and Metrics

Between October 2022 and February 2023, the State Board and the Maryland State Department of Education will continue to engage with our communities to refine the Phase 1 elements of the Strategic Plan, and develop the goals and metrics linked to each of the priorities outlined in Phase 1. Engagement will take the form of regional data conversations with stakeholders, ongoing student shadows, and a new series of round tables and listening sessions. The goals and metrics will be released in February 2023.

03

JUNE 2023

## Finalize Phase 1 & 2 Identify Flagship Programs, Initiatives, and Strategies

Between February and June 2023, we will engage with stakeholders to identify flagship strategies, initiatives, and programs to achieve the goals and metrics developed in Phase 2. This work will be informed by best-in-class research and involve in-depth conversations with education experts, practitioners, and decision makers from early childhood to K-12 education and from the business community to institutions of higher education. The complete Strategic Plan will be released in June 2023, and will anchor the vision, mission, values, priorities, enablers, goals, and flagship programs, initiatives, and strategies to the Blueprint's promise of an excellent and equitable education for every child.

NOVEMBER 2021

INITIAL ENGAGEMENT  
& DATA GATHERING

OCTOBER 2022

Initial Release  
Mission, Vision, Values,  
Priorities and EnablersPHASE  
01PHASE  
02

FEBRUARY 2023

Refine Phase 1  
Release Goals and MetricsPHASE  
03

JUNE 2023

Finalize Phase 1 & 2  
Identify Flagship Programs,  
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JULY 2023 &amp; BEYOND

IMPLEMENTATION &  
CONTINUOUS IMPROVEMENT

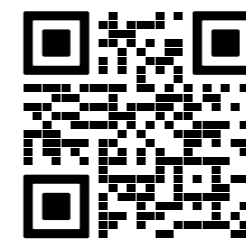
ONGOING COMMUNITY  
STAKEHOLDER ENGAGEMENT

BLUEPRINT IMPLEMENTATION

EVERY VOICE COUNTS  
CADA VOZ CUENTA

Help shape the future of Maryland education!

¡Ayúdenos a formar el futuro de las escuelas públicas de Maryland!



SCAN ME

## WE WANT TO HEAR FROM YOU!

We want to hear from all Maryland residents as we enhance educational opportunities for every Maryland child. The Maryland State Board of Education and the Maryland State Department of Education invite you to participate in their strategic planning survey to help define the future of public school education.

# CONTACT US

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