INTRODUCTION

In August 2018, Cecil County Public Schools began working on a strategic plan. By constructing a new strategic plan as a community, we were charged to set the priorities for CCPS for the next five years. This process allowed us to reflect on our past successes and challenges while strategically planning for our future goals, ensuring that our vision continues to align with our system’s guiding principles.

Goals for the Strategic Planning process were:
- To create an actionable 5-year strategic plan
- To build a shared understanding of the vision, values, and priorities of CCPS
- To align our resources, programs, and initiatives to our priorities with a focus on student achievement
- To incorporate input from multiple stakeholders – both internal and external

This process was guided by the Coordination Team which represented each stakeholder group. I would like to thank each of them for their commitment to this process and for the many hours of work that went into creating this document. A significant portion of these processes included gathering stakeholder feedback through surveys and numerous meetings with stakeholder focus groups. I would like to thank everyone who participated and provided feedback. As a school system, we are not just a public entity, but a community partner, and it is important that the values of the community which we serve be reflected in our direction forward.

This document will be the pinnacle and reference point for the decisions made in our system over the next five years. I continue to welcome feedback from all of our stakeholders. Our students deserve the best and in my experience, the most effective way to provide that for them is to work together. Thank you for your continued support of Cecil County Public Schools.

Sincerely,

Jeffrey A. Lawson, Ed.D.
Superintendent of Schools
**Vision**
To educate and empower every Cecil County learner through equitable opportunities to build and strengthen our community.

**Mission**
CCPS serves equitably through positive relationships as a safe, collaborative community. We will ensure all learners acquire the knowledge, skills and qualities to be responsible, caring, and ethical citizens.

**Our Values**

- **Equity**
  We promote fairness, access, opportunity, and inclusion.

- **Collaboration**
  We work together to strengthen our communities.

- **Integrity**
  We practice honesty, trust, and transparency.

- **Whole Learner**
  We address the academic, behavioral and social-emotional needs for each learner.

- **High Standards**
  We meet each learner with expectations for growth and accountability.
Safe Schools
We will provide a safe, secure learning environment. Safety addresses not only physical well-being through facilities and emergency preparedness, but also affective aspects of safety, including mental health, drug and alcohol awareness, and social-emotional well-being.

We will know we are successful by attending to the following indicators:
1. Structural, staff, and student physical well-being
2. Staff and student mental health wellness
3. Student climate information
4. Emergency preparedness

Equitable Rigorous Learning Opportunities
A rigorous, relevant and culturally responsive curriculum will be in place, continually reviewed, and implemented by quality educators. We will challenge and support every learner to excel to high standards through equitable opportunities.

We will know we are successful by attending to the following indicators:
1. Rigorous, relevant and culturally responsive curriculum
2. Equitable student opportunity in all areas of school function
3. High Expectations
4. Diverse workforce

Communication and Trust
We will model and foster transparency throughout the organization to promote a culture founded in mutual respect. Internal and external communication plans will encourage dialogue and show value for everyone’s voice and role in the system.

We will know we are successful by attending to the following indicators:
1. Consistent communication processes
2. Ongoing two-way communication with all learners
3. Communicating a clear rationale for initiatives
4. Including multiple perspectives during decision-making
Recruitment and Retention of a High-Quality Workforce

A high quality workforce will be recruited and retained to support the diverse needs of every learner. They will be supported through timely and relevant professional development. We will attend to the mental, physical and social-emotional well-being of all employees.

We will know we are successful by attending to the following indicators:
1. Strategic planning for all areas of workforce needs
2. Excellent professional culture and staff climate
3. Professional development for all employees
4. Employees feel supported as a person
5. Establish and maintain regionally competitive wages

Community Engagement

We will create networks of support throughout our community. We will expand and enhance mutually beneficial and purposeful partnerships, engaging our community about opportunities and decisions.

We will know we are successful by attending to the following indicators:
1. Community outreach to internal and external stakeholders
2. Community partnerships
3. Social media outreach
4. Community advocacy
CONCLUSION

In a school system with more than 15,000 students and more than 2,500 employees, establishing a path forward that is reflective of the values of our community is crucial in providing our students with a world-class education. Coordinating services and resources in alignment with the system’s goals requires tremendous communication and trust among stakeholders; it will be successful only if there is a united effort to move forward towards a common goal.

CCPS is dedicated to fostering strong and effective partnerships with all stakeholders. This document is a product of those partnerships and will guide CCPS over the next five years.

A special thanks to the following individuals who served on the Strategic Plan Coordination Team:

Dr. Jeffrey Lawson, Superintendent of Schools
Ms. Dawn Branch, Past President, Board of Education of Cecil County
Mr. William Malesh, President, Board of Education of Cecil County
Dr. Carolyn Teigland, Associate Superintendent for Education Services
Dr. Joseph Buckley, Associate Superintendent for Administrative Services
Ms. Lisa Lowe, Principal, North East Elementary School
Ms. Erin Lewan, Teacher, Perryville High School
Mr. Ryan North, Parent, Elkton Area Feeder
Mr. Michael McSheehan, Consultant

For questions for comments regarding the CCPS Strategic Plan, contact the Public Information Office at 410-996-5474 or pio@ccps.org.