



YEAR 1 PRIORITIES

1. In collaboration with the State Board, exert executive leadership with the Board and local school systems to mitigate and navigate the pandemic with little disruption to returning at Maryland students to in-person instruction and keeping schools open during SY 2021-2022.
2. Assess MSDE's capacity to execute its new, transformative mission; develop and execute a plan to hire the right key people; ensure that the right key people are in the right assignments; and restructure MSDE's organizational structure, processes, and technology infrastructure by July 2022.
3. In collaboration with the State Board, lead the development of a comprehensive strategic planning process with the goal of creating a five-year Maryland State Education Department (MSDE) Strategic Plan that anchors the department's work to implement the Blueprint for Maryland's Future legislation to be published by the end of October 2022.
4. In collaboration with the State Board, create and lead a key stakeholder outreach strategy that enables MSDE to identify its key state level policymakers and stakeholders and engage them in the most impactful ways to help achieve MSDE's mission by the end of October 2022.
5. In consultation with the State Board, proactively engage with the Accountability and Implementation Board (AIB) to clarify roles and responsibilities and establish effective communications pathways that enable MSDE and AIB to achieve Blueprint success, leveraging the strengths and resources of both organizations within 100 days of the AIB's launch.
6. Survey and conduct a comprehensive assessment of current Maryland State Department of Education accountability plans, policies, and regulations, and reporting processes, and develop a multiyear process for reviewing and revamping.

¹ Based on the August 27, 2021 Maryland State Board of Education/Superintendent Planning Workshop facilitated by Robert Hull, CEO of the National Association of State Boards of Education.