



Strategic Plan 2013-2018

Approved January 3, 2018

To: The Education Foundation of Baltimore County Public Schools, Inc.

As the President of The Education Foundation of BCPS I would like to take the opportunity to express my explicit support for the foundation and its focus towards the development and nurturing of partnerships provided to Baltimore County Public Schools, community partners, organizations and individuals.

As a 501 C3 non-profit we, the foundation, provide and facilitate community and corporate funding to support the vision that BCPS will create, sustain, and invest in a culture that aligns with the goal of deliberate excellence for every student, every school, and every community, within Baltimore County Public Schools. Going forward, the foundation will continue to align strategic goals and initiatives as outlined by the superintendent.

Our work provides all BCPS students with the resources, supported by quality instruction and the opportunity to further education, to enable them to graduate globally competitive and that all Baltimore County Public School educators will receive the opportunity to acquire financial support for programs that fall within the priorities of the district.

Sincerely,



Mr. Douglas Eder
President
The Education Foundation of Baltimore County Public Schools, Inc.

**THE EDUCATION FOUNDATION
OF
BALTIMORE COUNTY PUBLIC SCHOOLS, INC.
Strategic Plan
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EXECUTIVE SUMMARY

Baltimore County Public Schools (BCPS), or District is committed to graduating students who are globally competitive. BCPS is the 25th largest school district in the nation, and the 3rd largest in the state, with over 112,139 students enrolled in 173 schools, centers, and programs. BCPS is an urban/suburban school district that surrounds Baltimore City. The diversity of the student population is reflected in the following chart:



Sources:

- ¹ National Center for Education Statistics, 2014
- ² BCPS Adopted Operating Budget, Fiscal Year 2018
- ³ BCPS Office of Strategic Planning, July 2016
- ⁴ BCPS Adopted Operating Budget, Fiscal Year 2018
- ⁵ MSDE, September 30, 2016
- ⁶ MSDE, October 31, 2016
- ⁷ BCPS Office of World Languages, October 2017

Many BCPS students achieve at high levels. There is national and international recognition of students, staff, schools, and the District for fine arts, athletics, academic, technology, and other achievements, and a high number of graduates enroll in post-secondary education and training. BCPS has a bold Theory of Action: “To equip every student with the critical 21st century skills needed to be globally competitive, BCPS must ensure that every school has an equitable, effective digital learning environment, and every student has equitable access to learning and developing proficiency in a second language.” With this Theory of Action in mind, BCPS developed a five-year strategic plan, *Blueprint 2.0*, to raise the bar and eliminate achievement gaps so ALL students will be successful.**

The Education Foundation of Baltimore County Public Schools (EFBCPS), or Foundation, is an independent organization created under Section 501(c) (3) of the Internal Revenue Code to attract and direct public financial contributions to programs and activities of the District in support of quality education for all children. Parents, alumni,

retirees, community members, and businesses are among the groups contributing in support of their local public schools. Since 1992, the EFBCPS has impacted countless students through its scholarships, grants, and other initiatives.

To support the Foundation, in 2012, the newly appointed Superintendent, Dr. S. Dallas Dance, offered the District's assistance and appointed a BCPS employee as the first director of the Foundation. The position is solely funded by the District.

With a clear direction provided by the Theory of Action, EFBCPS is primed to meet the challenge to support key initiatives of the BCPS, which include but is not limited to the instructional digital conversion, increased number of scholarships for graduating seniors, and school-based initiative grants.

As the Foundation strives to have a major impact on BCPS students, outreach must be expanded and revenue increased. Focusing on high-profile fund raising events with a targeted outreach plan to major businesses and philanthropic organization is necessary. Through these concerted efforts, EFBCPS will become integral in the District's efforts to graduate students who are globally competitive. It is imperative to challenge the Baltimore metropolitan area to contribute to the future of its students.

STATEMENT OF PURPOSE

In order to provide the highest quality education in the 21st Century, the Foundation solicits, manages, and distributes supplemental funds to ensure that BCPS graduates globally competitive students. Funding is supplemental and does not replace or alter use of tax-based revenue. Donations are received from individuals, corporations, and other foundations to fund educational programs and projects that are aligned to the District's curriculum and strategic plan, *Blueprint 2.0: Our Way Forward*, fund schools-based initiatives and scholarships, and to create an Endowment Fund. Programs will be funded from donations as well as from a percent of the Endowment Fund.

The Foundations provides, under the federal and state laws, an appropriate method to solicit charitable contributions.

** Blueprint 2.0 is BCPS five-year strategic plan which will require refocus in 2018. EFBCPS will need to include new language to support new five-year strategic plan going forward.

MISSION STATEMENT

To provide and facilitate community and corporate funding to support the Superintendent's vision that Baltimore County Public Schools will create, sustain, and invest in a culture that aligns with the goal of deliberate excellence for every student, every school, and every community within Baltimore County Public Schools.

VISION

All Baltimore County Public School Students will have the resources supported by quality instruction and the opportunity to further education to enable them to graduate globally competitive. All BCPS educators will receive the opportunity to acquire financial support for programs that fall within the priorities of the district.

GOALS

Provide support towards the Superintendent's district wide initiatives which include emphasizing literacy across subject areas to prepare students for college and careers, and providing a positive culture and climate in every school.

Provide scholarship opportunities to BCPS students to attend postsecondary education and attend post-secondary education and obtain the knowledge and skills needed to be globally competitive

Provide schools and offices the opportunity to apply for school-based grants that address one of the 21st Century themes:

- Arts & Culture
- Civic Literacy
- Environmental Literacy
- Financial Economic, Business, and Entrepreneurial Literacy
- Global Awareness
- Health Literacy
- Science, Technology, Engineering and Mathematics (STEM)

CORE VALUES

The Foundation supports BCPS' commitment to graduate globally competitive students. Our core values express our beliefs that:

- BCPS aspires to be a world-class school district
- The foundation is a strategic partner and valued member of Team BCPS
- Equitable access to a world-class curriculum and resources are a right for all BCPS students
- A strong collaborative relationship between the District and community partners is essential to the continued success of BCPS

ORGANIZATIONAL STRUCTURE

The Foundation's organizational structure has been analyzed to determine whether it is structured to meet the previously established mission statement, vision, goals, and statement of purpose. Working collaboratively through this analysis, the Foundation began the 2012-2013 school year with the consulting firm of Krupp, Hooper & Associates. The Foundation's Executive Committee and Board of Directors, under the leadership of the Executive Director, focused on organizational effectiveness and the willingness to change/modify various components in order to strengthen the operation of the Foundation.

The Foundation currently consists of a Board of Directors consisting of twenty-two (22) directors inclusive of two (2) board members from the Baltimore County Public Schools' Board of Education, an Executive Committee consisting of eight (8) officers, and staff consisting of five (5) Baltimore County Public Schools employees.

The Foundation increased the Executive Committee from four (4) members to eight (8) members by adding the chairs of the Advancement Committee, the Finance Committee, Scholarships & Allocations, and the Marketing Committee. The Board of Directors still consists of at least fifteen (15) but not more than twenty-five (25) Directors. In addition, the Superintendent and Executive Director serve as ex-officio Directors.

Changes to the Executive Committee and Board of Directors is intended to help assure the long-term future of the Foundation by bringing additional leadership views and ideas to the table as well as to increase awareness and financial support for the Foundation. The Executive Committee and Board of Directors will serve as ambassadors for public education and all students within BCPS.

COMMITTEE SUPPORT

STRUCTURE: One (1) Executive Committee and four (4) Standing Committees and (2) appointed Committees that support the structure of the Foundation.

IDENTIFIED COMMITTEES:

EXECUTIVE COMMITTEE

ADVANCEMENT COMMITTEE (STANDING COMMITTEE)

COMMUNICATIONS COMMITTEE (STANDING COMMITTEE)

FINANCE COMMITTEE (STANDING COMMITTEE)

SCHOLARSHIPS & ALLOCATIONS COMMITTEE (STANDING COMMITTEE)

GOVERNANCE TASK FORCE COMMITTEE (appointed by the President)

NOMINATING COMMITTEE (appointed by the President)

MEETING(S) SCHEDULE: Every other Month (Pre-Board Meetings or as decided by committee members)

FOCUSED RESPONSIBILITIES:

- Determine long-term goals for the Foundation based on the needs of the District and the interest of the donor community.
- Develop a comprehensive plan unique to committee goals and expectations.
- Report results to the Foundation Board of Directors
- Evaluate strategic plan on a regular basis.
- Utilize framework listed below to create measurable obtainable goals and identify target dates for achievement.
 - Develop strategic initiatives
 - Identify action plans
 - Determine people responsible
 - Identify resources required
 - Target completion dates
 - Evaluate outcomes
 - Define best practices for future applications
 - Solicit revision to annual goals and revise action plans as needed

These identified particular tasks are only the skeleton of the seven (7) identified committee’s jobs. The spirit of each of the committees is to ensure that the Board is doing its job and doing it well, and if not, to come up with suggestions to improve performance.

TARGET MARKET

Major supports of the Foundation are those individuals and businesses with a stake in the success of the District. This public-private partnership is integral to the viability of the Baltimore County Public School system. Corporate and entrepreneurial leaders in the Baltimore area know the importance of cultivating the work force of tomorrow through BCPS.

IDENTIFIED AREAS OF GROWTH

As the Foundation considers future growth and the importance of supporting BCPS’ initiatives, it is important that the Foundation galvanize the partnerships within the community, supporting best practices and initiatives that align with the District. The Foundation realizes its need to increase awareness of the Foundation and acknowledges that emphasis on brand marketing must be ongoing, current, and relative to trends that have a strong communication impact. It is

understood that revenue sources will not be increased without clear messaging of the value of the EFBCPS to BCPS. Funding must be sustained, and all board members must be engaged in new fundraising initiatives. Other focus areas relevant to future growth include BCPS' initiatives and eliciting community members to serve on the Board who are reflective of the diversity within Baltimore County.

The Foundation's Board of Directors should identify a specific number of community partners who will contribute estimated revenues enabling the Foundation to reach an identified monetary goal in order to increase annual revenues, along with networking activities that will support this initiative.

Current accomplishments of the Foundation will be reported as State of the Schools, the Foundation's signature event and in an Annual Report to the Board of Baltimore County Public Schools.

GRANTS, SCHOLARSHIPS AND PROGRAMS

GRANTS

Each year, the Foundation provides schools with the opportunity to apply for grants that support projects during the school year that are aligned with *Blueprint 2.0*. Focus areas of these 21st Century Grants include the following: Arts and Culture, Civic Literacy, Environmental Literacy, BEEF (*Business, Economic, Entrepreneurial and Finance*), Global Awareness, Health Literacy, and STEM (*Science, Technology, Engineering and Math*).

SCHOLARSHIPS

Scholarships are awarded annually, provided from restricted and unrestricted funds. The Foundation awards (2) scholarships to each high school within the District to students who have been identified as achieved accolades within STEM (*Science, Technology, Engineering and Math*) and BEEF (*Business, Economic, Entrepreneurial and Finance*) categories.

PROGRAMS

Many departments, offices and several schools within BCPS have been and continue working with the Foundation to raise funds for specific programs, initiatives and projects.

ASSUMPTIONS

This strategic plan is based on the following assumptions:

- Economic growth will continue in Baltimore County, and business partners will continue to support EFBCPS.
- Economic growth will continue in Baltimore County, and **new** business partners will be willing to support EFBCPS.
- BCPS student enrollment will continue to increase.
- The BCPS Board of Education and the Superintendent support the Foundation.
- The Board Members of the Foundation are actively engaged in the work of the Foundation and support the focus areas and strategies.
- The Board Members of the Foundation are all networking to increase business partnerships and funding.
- The foundation will be able to support current and future staff.