

Queen Anne's County

Public Schools

Preparing World-Class Students Through Everyday Excellence



CORE VALUES

Focus on Results and **C**reating Value

Managing for Inn **O**vation

Learning-Cente **R**ed Education

Systems P **E**rspective

Visionary Leadership

Agility

Organizational and Persona **L** Learning

Valuing Fac **U**lty, Staff, and Students

Managem **E**nt by Fact

Social Respon **S**ibility

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(Aligned with Baldrige and Middle States Strategic Planning Models)

CORE VALUES

The following core values are the beliefs that provide the underlying basis for the culture of Everyday Excellence in Queen Anne's County Public Schools. The core values are the "best practices" required of our school system and our schools that are focused on continuous improvement and performance excellence. Integrating these core values into the daily actions of all levels of Queen Anne's County Public Schools is essential for achieving Everyday Excellence.

- ◆ **Learning-Centered Education:** Learning-Centered Education places the focus of all district activities on the real needs of schools, classrooms, and students. A learning-centered district sets high expectations for all students and staff, and is committed to system redesign that supports performance excellence for all students. The emphasis is on all students taking active responsibility for their learning and all support staff taking responsibility to support student learning.
- ◆ **Visionary Leadership:** Queen Anne's County Public Schools' senior leaders should set directions and create a student-focused, learning-oriented climate, clear and visible values and high expectations. The directions, values and expectations should balance the needs of all stakeholders. All leaders should ensure the creation of strategies, systems, and methods for achieving performance excellence, stimulating innovation, building knowledge and capabilities and ensuring organizational sustainability.
- ◆ **Organizational and Personal Learning:** We believe that achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both of existing approaches and significant change, leading to new goals and approaches. Improvement in education requires a strong emphasis on effective design of educational programs, curricula, and learning environments. The Board of Education, faculty and staff are given opportunities for personal learning and practicing new skills that add value to the system through education, training and other opportunities for continuing growth and development.
- ◆ **Valuing Faculty, Staff, and Students:** Queen Anne's County Public School's success in improving performance depends on the diverse backgrounds, knowledge, skills, creativity and motivation of all its faculty, staff and partners. Employee success depends on having meaningful opportunities to learn and practice new skills. Queen Anne's County Public Schools recognizes that an investment in the on-going development of knowledge, capabilities, skills, morale, and motivation of all faculty, staff, and students is essential for performance excellence. There must be a focus on training, education, teamwork, recognition, and overall career development in order to increase capacity at all levels of the organization. Successful internal and external partnerships develop longer term objectives, thereby creating a basis for mutual respect.

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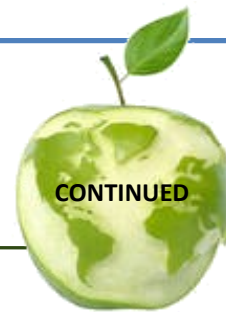


- ◆ **Agility:** A faster and more flexible response to faculty, staff, students, and other stakeholders is a priority for the Queen Anne's County School System. The explicit focus on and measurement of response time to the needs and requirements of faculty, staff, and students improve organizational effectiveness and student learning.
- ◆ **Managing for Innovation:** The Queen Anne's County School System places a focus on innovation in order to make meaningful change to improve programs, services, processes and operations and to create new value for all stakeholders. The school system should be led and managed so that innovation becomes part of the learning and operating culture. Innovation should be integrated into daily work and should be supported by the Queen Anne's County Public Schools Strategic Improvement Plan.
- ◆ **Focus on the Future:** Queen Anne's County Public Schools will create a sustainable organization that requires an understanding of the present (short-term) and future (longer-term) factors that affect the requirements of the organization. The district is responsible for creating learning systems that prepares all students for future success. A focus on the future includes developing faculty and staff, ensuring effective succession planning, creating opportunities for innovation, accessing technology and anticipating stakeholder needs.
- ◆ **Management by Fact:** We understand that the pursuit of quality and operational performance goals of the organization requires that process management be based on reliable information, data and analysis. Queen Anne's County Public Schools is committed to building an information system that will provide the kind of data analysis that reveals trends, projections and cause and effect information to support fact-based decision making. Basing all decisions on fact reduces "random acts of improvement" and creates a focus on break-through performance. A major consideration in performance improvement and change management involves the selection and use of performance measures and indicators. The measures or indicators selected should best represent the factors that lead to improved student, operations, financial and ethical performance.
- ◆ **Focus on Results and Creating Value:** Queen Anne's County Schools' performance focus on key results. Results are used to create and balance value for students and key stakeholders – the community, parents, employers, faculty and staff, suppliers, partners, and the public. Queen Anne's County Public Schools contributes to improving overall education performance and builds loyalty. To meet the sometimes conflicting and changing aims that balancing value implies Queen Anne's County Public Schools' strategy explicitly includes key stakeholder requirements.

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- ◆ **Systems Perspective:** The Continuous Improvement Criteria provide a systems perspective for managing the organization and its key processes to achieve results. The Core Values form the building blocks and the integrating mechanism for the system. Senior leaders focus on strategic directions, goals and organizational performance results. Successful management of overall performance requires organization-specific synthesis, alignment and integration. Emphasis is placed on effective development of instructional programs, approaches, curricula, classroom learning environments and support services to improve student learning.

- ◆ **Social Responsibility:** Leadership at all levels stresses the importance of public responsibility, ethical behavior and the practice of good citizenship. Leaders serve as role models in focusing on ethics and protection of public health, safety and the environment. Meeting all local, state, federal laws and regulatory requirements are treated as opportunities for improvement “beyond mere compliance”. Highly ethical conduct is a requirement of the Queen Anne’s County School System. Leaders also promote practicing good citizenship by influencing other organizations, private and public, to form partnerships that help improve education in our community, environmental excellence, resource conservation, community service, and the sharing of quality-related information.