

Focus Areas: *What do we want our next CEO to do?*

Based on the Community's feedback during the CEO Search Process, the Board will be directing our next CEO to focus their transition efforts on several key areas. The following Focus Areas and Values will help guide the collaboration between the board and the superintendent and strengthen our organizational culture to ensure transparent and rigorous conversations, based on data and community feedback. Over the next year, the board and superintendent will collaborate to draft new Board Goals, based on these focus areas, and ultimately create a new strategic plan. The Board Goals will also be the primary portion of the CEO's evaluation.

Focus Area 1: Students with Diverse Learning Needs

Improve services and outcomes for students with disabilities and diverse learning needs.

What are the considerations for:

- Students with IEPs/504s?
- Gifted and Advanced Learning (GAL)?
- Multilingual Learners (ML)?
- Homeless and Foster Care Youth?
- Specific Demographic/ Social Groups?

How are we promoting:

- Early identification
- Intensive Interventions
- Inclusion
- Fidelity of services
- Family Communication and Engagement

Focus Area 2: School Portfolio Strategy

Evaluate and revise our School Portfolio Strategy to ensure meaningful, high-quality options that are the preferred choice for Baltimore students and families.

What are the considerations for:

- Traditional or neighborhood schools?
- Charter schools?
- Selection criteria for schools?
- Career and Technical Education (CTE) programs?
- Specialized and citywide programs?

Focus Area 3:

School Climate and Student Well-being

Cultivate school environments that are safe, promote belonging, and nurture the whole child

What are the considerations for:

- School culture and climate?
- Extra-curricular programming?
- Culturally responsive curriculum?
- School safety and bullying concerns?

Focus Area 4:

More High-Performing Schools

Increase the number of Baltimore schools that are consistently performing at a high level and delivering high-quality academic outcomes.

What are the considerations for:

- High Schools?
- Math instructions?
- Leadership and staff development pathways?

Community Values: *HOW* do we want the next CEO to approach their work?

For City Schools to accomplish our goals in these Focus Areas, students, families, staff, the board, elected officials, and community members must collaborate. Throughout the CEO Search Community Engagement process, there were several resounding themes. The Community Values are the beliefs and behaviors Baltimore expects from City Schools and the Board:

1. Value Student Perspectives

Student opinions are taken into consideration when making all school and district decisions.

2. Pursue Operational Excellence

Operations and systems run smoothly, so that staff and the community can focus on student outcomes and success. This includes all areas of our work, especially human capital, procurement, and facilities.

3. **Communicate Clearly and Transparently**

Decision-making processes are clearly and publicly explained. The CEO, the Board, and staff take time to publicly examine the rationale and impact of City School's actions, and answer questions.

4. **Seek-out Staff Expertise**

The perspectives of staff at all levels of the organization help inform decision-making to improve policies and practices.

5. **Budget Resources Equitably**

The annual budget and financial decisions are public processes, with sufficient time for board goals and community values to be reflected. City Schools actively advocate for sufficient funding from the state and city to mitigate historic and systemic disinvestment.

Timeline for the New Focus Areas for the work with the future CEO:

The new CEO is slated to officially begin on July 1, 2026. As Baltimore prepares for their arrival and establishes habits of collaborative decision-making, here are some additional milestones:

March- April 2026 Community feedback on proposed Focus Areas and Values.

May 2026 Final Focus Areas and Values, draft progress monitoring calendars, and possible outcome measures.

May- June 2026 Final Presentation on previous Board Goals in preparation for the new Board Goals.

Summer- Early Fall 2026 CEO arrives and engages in a community listening tour.

Fall 2026 CEO and Board share final Board Goals, which are part of the CEO Evaluation, and progress monitoring calendars.

Winter- Spring 2027 The CEO and Board will work together to craft the New Strategic Plan.

Late Spring 2027 The New Strategic Plan is released by the CEO and approved by the Board.