

## Professional Growth Systems

### *Introduction to the Teacher Professional Growth System*

This budget includes funding for the comprehensive Professional Growth System for Teachers (TPGS) that focuses on building the capacity of staff in order to ensure workforce excellence. The TPGS provides the structure, support, and processes to ensure that all teacher-level staff members have the skills, knowledge, strategies, and beliefs to meet the needs of our diverse student population. The TPGS also focuses on effective and efficient processes to accomplish our work. The TPGS is built upon research-based instructional practice and system-wide performance standards evaluation systems and has components that address mentoring, professional development, and performance.

### *Teacher Professional Growth System - Support for New and Underperforming Teachers*

#### Program Description and Alignment with the Strategic Plan

This budget includes funding for the Consulting Teacher Team and the New Teacher Induction Program, both components of the TPGS. The consulting teachers are a key component of the Peer Assistance and Review (PAR) Program for teachers, which focuses on teacher quality through a rigorous evaluation process. The Consulting Teacher Team provides individualized support for novice and underperforming teachers. The Teacher PAR Panel selects and evaluates the consulting teachers. The New Teacher Induction team provides a comprehensive induction into MCPS which includes a New Educator Orientation, mentoring, new teacher workshops, mentor workshops, and courses that assist new teachers in beginning their first year of teaching and successfully completing their first year of instruction.

#### Consulting Teacher Team

The consulting teachers work individually with client-teachers to develop capacity in pedagogy, content, and curriculum in order to improve achievement by all students. In addition, the consulting teachers document client-teachers' performance relative to the Teacher Evaluation Performance Standards to inform employment status recommendations by the Teacher PAR Panel.

#### New Teacher Induction

This program provides training and structured mentoring to both novice and new-to-MCPS teachers and the major functions and activities include the following:

- providing mentors to experienced teachers who are new to MCPS for an entire year;
- offering on-going professional development opportunities to mentors;
- networking, collaborating and sharing research-based best practices;
- providing site-based support for new teachers and mentors from new teacher induction specialists;

## **Professional Growth Systems** (continued)

- providing novice and new-to-MCPS teachers with five days of pre-service orientation; and
- offering novice and new-to-MCPS teachers opportunities for on-going professional development through participation in seminars.

### ***Teacher Professional Growth System - Skillful Teaching and Leading Team***

#### Program Description and Alignment with the Strategic Plan

This budget includes funding for the Skillful Teaching and Leading programs and the use of Title II grant funds. The Skillful Teaching and Leading program includes a series of two courses on Studying Skillful Teaching (SST), a series of two courses on Observing and Analyzing Teaching (OAT), and one course for paraeducators: Studying Skillful Teaching for Paraeducators: Supporting Teaching and Learning (SSTP). Courses examine the extensive research about teaching and its complexity. Through successful completion of the courses, the major functions and activities of the teachers, administrators, and support professionals include the following:

- building a common vocabulary to identify and evaluate quality instruction that positively impacts student achievement;
- examining their beliefs and determining how these beliefs influence teaching and learning;
- receiving individualized feedback based on sound educational theory and practice;
- understanding the impact of motivation and personal relationship-building on student achievement; and
- expanding their repertoires of teaching and supervising strategies in order to meet the needs of the diverse learners at MCPS.

### ***Administrative & Supervisory Professional Growth System***

#### Program Description and Alignment with the Strategic Plan

This budget includes funding for the comprehensive Professional Growth System for Administrators and Supervisors (A&S PGS) which addresses recruiting; mentoring; professional development; evaluation; and recognition. Implementation of the A&S PGS ensures that MCPS is recruiting highly qualified individuals into school and office leadership positions and then supporting them so they can play a positive role in helping the system achieve the targets set in the Strategic Plan. The A&S PGS is responsible for supporting the following projects:

## **Professional Growth Systems** (continued)

- Administrative Training and Development which provides professional development and support for principals, principal interns, assistant school administrators, and central services administrators;
- Professional Learning Communities Institute (PLCI) which provides ongoing professional development for leadership teams from twenty schools. Leadership teams include principals, teachers, support professionals, and parents who participate in structured professional development sessions and receive follow up support from the PLCI staff. In FY 2008, PLCI was expanded to include middle school leadership teams. All Phase I Middle School Reform Initiative schools participated in PLCI during the 2007-2008 school year; and
- Consulting Principals which consists of four consulting principals who provide support to novice and underperforming principals and administrators through observing, coaching, and providing individualized feedback.

### ***Supporting Services Professional Growth System***

#### Program Description and Alignment with the Strategic Plan

This budget includes funding for the comprehensive Professional Growth System for Supporting Services Staff (SSPGS) that addresses mentoring, professional development, and performance.

The major functions and activities of the SSPGS include the following:

- providing access to components of the system, which includes a competency-based evaluation plan, training and development, career ladder opportunities, and a peer assistance program for underperforming staff;
- training staff in critical areas including School Finance Basic Training, Developing a Professional Portfolio, equity and diversity, and technology training;
- piloting English language programs for employees that have limited English proficiency; and
- coordinating a professional development partnership with Montgomery County Government that provides additional professional development opportunities in areas such as leadership development, career planning, and customer service.

The major functions and activities of the SSPGS include the following:

- providing ongoing implementation of a Performance Improvement Process (PIP) to support underperforming employees;
- training MCPS staff in the components of the SSPGS;
- training evaluators on the SSPGS evaluation component;
- providing overview presentations to support professionals;
- providing sustained support to underperforming support professionals; and
- serving on various committees to provide greater understanding of the SSPGS.

## **Professional Growth Systems** (continued)

### ***Staff Development Programs Team***

#### Program Description and Alignment with the Strategic Plan:

This budget includes funding for the university partnerships, tuition reimbursement, and continuing professional development for supporting services, teaching, and administrative and supervisory staff.

#### Higher Education Partnerships

This project represents a collaboration among MCPS and area universities/colleges providing opportunities for staff to increase their knowledge, skills, and certification. Over thirty partnership programs have been developed providing teachers, administrators, and support professionals with opportunities to earn degrees in a number of areas. Implementation of this project helps MCPS to address critical staffing and certification needs and also supports retention of high-quality staff.

#### Tuition Reimbursement

Teachers, administrators, and supporting services staff are reimbursed for certain undergraduate and graduate level courses, and/or Continuing Professional Development (CPD) courses. MCPS will reimburse up to 50 percent of the University of Maryland tuition rate paid by an employee for the satisfactory completion of an eligible course. This support encourages staff members to continually sharpen their skills and knowledge through participation in higher education coursework.

#### Continuing Professional Development (CPD)

CPD courses are approved by the Maryland State Department of Education. These courses are either offered by MCPS or by outside agencies for professional staff. CPD credits count toward salary advancement and certification renewals for professional staff.

In support of the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, the entire Professional Growth System program is aligned with Goal 4: Create a positive work environment in a self-renewing organization and ensuring success for every student through high quality professional development for all staff.

Number of Students Served: Not Applicable

#### Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2009 is \$15,664,927, which includes budgeted funds from the following:

## **Professional Growth Systems** (continued)

- \$121,034 for the Consulting Teacher Team;
- \$1,033,392 for the New Teacher Induction Program;
- \$1,506,926 for the Skillful Teaching and Leading Team;
- \$4,281,349 for Title II Funds;
- \$1,235,977 for the A & S PGS;
- \$1,016,619 for the Professional Learning Communities Institute;
- \$2,084,327 for the Supporting Services PGS;
- \$279,236 for the University Partnerships;
- \$3,537,195 for Tuition Reimbursement;
- \$467,076 for Continuing Professional Development; and
- \$101,796 for Substitute Teacher and Training.

### Program Reductions

There is a reduction in the Skillful Teacher and Leader Project for FY 2009. This consists of a reduction of \$92,592 in staff training stipends. There will be a reduced number of sections offered for stipend salaries or with a substitute. In addition, there is a reduction of a 1.0 instructional specialist position and \$70,512. Responsibilities will be shifted to the remaining staff and there will be restructuring of work assignments.

As a result of final budget action, there is a reduction of 17.0 positions and \$2,426,186 for this program, which includes reductions for 8.0 elementary principal intern positions, 8.0 consulting teacher positions, and 1.0 instructional specialist position. Various reductions were made in professional part-time salaries, supporting services part-time salaries, program supplies, consultants, local travel, travel for staff development, staff training stipends, training support, and building rentals.

### Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about these units and their budgets can be found in the Superintendent's Recommended FY 2009 Operating Budget and Personnel Complement as follows:

Professional Growth System: Page 6-18

Information on the MCPS Strategic Plan strategies and initiatives of these units can be found beginning on Page 23 of the Approved July 2007 *Our Call to Action: Pursuit of Excellence* document.

## PROFESSIONAL GROWTH SYSTEMS

Description	FY 2008 Current	FY 2009 Request	FY 2009 Approved	FY 2009 Change
<b>01 Salaries &amp; Wages</b>				
Total Positions (FTE)	91.000	90.000	<b>73.000</b>	(18.000)
Position Salaries	\$8,191,289	\$9,161,688	<b>\$7,057,273</b>	\$(1,134,016)
<b>Other Salaries</b>				
Supplemental Summer Employment				
Professional Substitutes	275,802	274,517	<b>346,088</b>	70,286
Stipends	1,189,793	1,131,166	<b>994,680</b>	(195,113)
Professional Part Time	908,100	834,510	<b>789,611</b>	(118,489)
Supporting Services Part Time	616,301	560,108	<b>479,786</b>	(136,515)
Other				
Subtotal Other Salaries	2,989,996	2,800,301	<b>2,610,165</b>	(379,831)
<b>Total Salaries &amp; Wages</b>	<b>11,181,285</b>	<b>11,961,989</b>	<b>9,667,438</b>	<b>(1,513,847)</b>
<b>02 Contractual Services</b>				
Consultants	945,314	923,119	<b>804,821</b>	(140,493)
Other Contractual	82,184		<b>100,089</b>	17,905
<b>Total Contractual Services</b>	<b>1,027,498</b>	<b>923,119</b>	<b>904,910</b>	<b>(122,588)</b>
<b>03 Supplies &amp; Materials</b>				
Textbooks				
Media				
Instructional Supplies & Materials	2,735			(2,735)
Office				
Other Supplies & Materials	425,551	321,600	<b>363,456</b>	(62,095)
<b>Total Supplies &amp; Materials</b>	<b>428,286</b>	<b>321,600</b>	<b>363,456</b>	<b>(64,830)</b>
<b>04 Other</b>				
Local Travel	102,268	76,615	<b>73,012</b>	(29,256)
Staff Development	184,441	182,891	<b>114,255</b>	(70,186)
Insurance & Employee Benefits	1,128,300	1,124,477	<b>1,053,012</b>	(75,288)
Utilities				
Miscellaneous	2,613,984	3,488,844	<b>3,488,844</b>	874,860
<b>Total Other</b>	<b>4,028,993</b>	<b>4,872,827</b>	<b>4,729,123</b>	<b>700,130</b>
<b>05 Equipment</b>				
Leased Equipment				
Other Equipment				
<b>Total Equipment</b>				
<b>Grand Total</b>	<b>\$16,666,062</b>	<b>\$18,079,535</b>	<b>\$15,664,927</b>	<b>\$(1,001,135)</b>

## PROFESSIONAL GROWTH SYSTEMS

CAT	DESCRIPTION	10 Mon	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 APPROVED	FY 2009 CHANGE
2	Q Director II		1.000	1.000	1.000	
2	Q Consulting Principal		3.000	4.000	4.000	1.000
2	Q Director II		2.000	1.000	1.000	(1.000)
2	Q Consulting Principal					
2	P Director I		1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	
2	P Director I					
2	P Director I		1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	
2	N Principal Intern		8.000	8.000		(8.000)
3	BD Instructional Specialist		1.000	2.000	1.000	
3	BD Instructional Specialist		2.000	1.000	1.000	(1.000)
3	BD Instructional Specialist		1.500	1.500	1.500	
3	BD Instructional Specialist		12.000	11.000	11.000	(1.000)
3	AD Teacher, Consulting	X	1.000	5.000		(1.000)
3	AD Teacher, Consulting	X	35.000	31.000	28.000	(7.000)
3	24 Coordinator Paraeducator Prog		1.000	1.000	1.000	
2	23 Staff Development Spec		2.000	2.000	2.000	
3	23 Professional Growth Consultant		8.000	8.000	8.000	
2	15 Administrative Secretary II		1.000	1.000	1.000	
2	15 Data Systems Operator II		1.000	1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	1.000	
2	14 Administrative Secretary I					
2	14 Administrative Secretary I		1.000	1.000	1.000	
2	14 Administrative Secretary I		2.000	2.000	2.000	
2	14 Administrative Secretary I		1.000	1.000	1.000	
2	13 Fiscal Assistant I		1.000	1.000	1.000	
2	12 Secretary		.500	.500	.500	
2	10 Office Assistant III		1.000	1.000	1.000	
	<b>Total Positions</b>		<b>91.000</b>	<b>90.000</b>	<b>73.000</b>	<b>(18.000)</b>

## **Teacher Professional Growth System: Staff Development Teachers**

### Program Description and Alignment with the Strategic Plan

This budget includes funding for the Staff Development Teacher (SDT) program which places a position in each school that is focused on the building the capacity of all staff. This position, which is sometimes shared among several individuals at secondary schools, works with the schools' instructional staff to perform the following major functions and activities:

- keeping teachers informed and involved in effective teaching skills, practices, and other efforts to improve student achievement;
- providing a consistent focus on instructional strategies and objectives for student achievement;
- guiding staff to focus on school needs, system goals, and priorities;
- using data to improve instruction;
- establishing a collegial culture in support of quality teaching;
- creating individual professional development plans that link improved teaching to improved student learning; and
- managing the comprehensive professional development program in the school, including monitoring for implementation and impact.

In practice, Staff Development Teachers use a variety of strategies to teach classroom teachers research-based planning and instructional practices. The staff development teacher serves as a catalyst for change, coach, consultant, facilitator, program manager, resource provider, and trainer. The staff and projects within the Staff Development Teachers program also play an important role in the implementation of school system reform efforts. Staff development teachers engage in their own extensive training and development program. Staff development specialists work with the staff development teachers, other teachers, and administrators to ensure the effective development, monitoring, and maintenance of staff development activities.

### School Leadership Teams Institute (SLTI)

The SLTI offers school leadership teams the opportunity to participate in high quality professional development on effective team collaboration and empowerment. Each workshop is designed so that leadership teams have time to apply the new strategies, skills and processes to their specific, real-time needs and interests.

The purpose of the SLTI is to support school leadership teams in their school improvement process. Institute workshops will build the capacity of the leadership team, and thereby contribute to improved school performance and student achievement. Current workshops developed by the Institute include the following:

**Teacher Professional Growth System:  
Staff Development Teachers**  
(continued)

- Shared Leadership - A Team Examination of Collaboration and Empowerment;
- Effective School Leadership Teams;
- Facilitation of Effective Meetings; and
- Skillful Team Collaboration.

In support of the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, the staff development teacher project is aligned with Goal 4: Create a positive work environment in a self-renewing organization and ensuring success for every student through high quality professional development for all staff.

Number of Students Served: Not Applicable

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2009 is \$20,342,665. This amount includes funds for all staff development teachers from the K-12 budget and special education programs.

Program Reductions

There is a reduction of 7.0 instructional specialist positions at a savings of \$493,584 in the Staff Development Specialist Team. These positions provide support to staff development teachers; however the staff development program will be able to effectively continue without the same level of support that it operated with in its early stages.

There is a reduction of a 1.0 staff development teacher at a savings of \$95,965 as a result of the phase-out of the Mark Twain School in June 2008.

As a result of final budget action, there are various reductions of \$84,222 from staff training, local travel, and travel for staff development in this program.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this unit and its budget can be found in the Superintendent's Recommended FY 2009 Operating Budget and Personnel Complement as follows:

Department of Staff Development Initiatives: Page 6-11

Information on the MCPS Strategic Plan strategies and initiatives of these units can be found beginning on Page 23 of the Approved July 2007 *Our Call to Action: Pursuit of Excellence* document.

## STAFF DEVELOPMENT TEACHERS

Description	FY 2008 Current	FY 2009 Request	FY 2009 Approved	FY 2009 Change
<b>01 Salaries &amp; Wages</b>				
Total Positions (FTE)	216,000	208,000	<b>208,000</b>	(8,000)
Position Salaries	\$19,913,373	\$19,953,179	<b>\$19,954,010</b>	\$40,637
<b>Other Salaries</b>				
Supplemental Summer Employment				
Professional Substitutes	148,109	193,090	<b>193,090</b>	44,981
Stipends	181,788	142,212	<b>76,325</b>	(105,463)
Professional Part Time				
Supporting Services Part Time	945			(945)
Other				
Subtotal Other Salaries	<u>330,842</u>	<u>335,302</u>	<b><u>269,415</u></b>	<u>(61,427)</u>
<b>Total Salaries &amp; Wages</b>	20,244,215	20,288,481	<b>20,223,425</b>	(20,790)
<b>02 Contractual Services</b>				
Consultants	61,314	47,000	<b>47,000</b>	(14,314)
Other Contractual	<u>30,282</u>		<b><u>29,100</u></b>	<u>(1,182)</u>
<b>Total Contractual Services</b>	91,596	47,000	<b>76,100</b>	(15,496)
<b>03 Supplies &amp; Materials</b>				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	<u>67,715</u>	<u>40,975</u>	<b><u>41,625</u></b>	<u>(26,090)</u>
<b>Total Supplies &amp; Materials</b>	67,715	40,975	<b>41,625</b>	(26,090)
<b>04 Other</b>				
Local Travel	12,000	10,000	<b>1,515</b>	(10,485)
Staff Development	13,000	15,000		(13,000)
Insurance & Employee Benefits				
Utilities				
Miscellaneous				
<b>Total Other</b>	<u>25,000</u>	<u>25,000</u>	<b><u>1,515</u></b>	<u>(23,485)</u>
<b>05 Equipment</b>				
Leased Equipment				
Other Equipment				
<b>Total Equipment</b>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<b>Grand Total</b>	<u><u>\$20,428,526</u></u>	<u><u>\$20,401,456</u></u>	<u><u>\$20,342,665</u></u>	<u><u>\$(85,861)</u></u>

## STAFF DEVELOPMENT TEACHERS

CAT	DESCRIPTION	10 Mon	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 APPROVED	FY 2009 CHANGE
2	P Director I		1.000	1.000	1.000	
3	BD Instructional Specialist		13.000	6.000	6.000	(7.000)
3	AD Teacher, Staff Development	X	130.000	130.000	130.000	
3	AD Teacher, Staff Development	X	38.000	38.000	38.000	
3	AD Teacher, Staff Development	X	26.000	26.000	26.000	
6	AD Teacher, Staff Development	X	1.000	1.000	1.000	
6	AD Teacher, Staff Development	X	1.000			(1.000)
6	AD Teacher, Staff Development	X	1.000	1.000	1.000	
6	AD Teacher, Staff Development	X	.500	.500	.500	
6	AD Teacher, Staff Development	X	1.000	1.000	1.000	
6	AD Teacher, Staff Development	X	.500	.500	.500	
6	AD Teacher, Staff Development	X	1.000	1.000	1.000	
3	AD Teacher, Staff Development	X	1.000	1.000	1.000	
2	11 Office Assistant IV		1.000	1.000	1.000	
<b>Total Positions</b>			<b>216.000</b>	<b>208.000</b>	<b>208.000</b>	<b>(8.000)</b>

## **Teacher Professional Growth System: Support for Professional Development**

### Program Description and Alignment with the Strategic Plan

This budget includes funding for the Staff Development Substitute Teacher Project; Substitute Teacher Training; Student and Family Services; the Executive Leadership Project; Office of Organizational Development Office; Office of Shared Accountability Testing Preparation; and Technology Consulting programs.

The major projects of this program include the following:

#### Staff Development Substitute Teacher (SDST) Project

This project allocates a specific amount of substitute time to each MCPS school for teachers to pursue professional development activities during the day. SDST allocations allow schools to provide ongoing, job-embedded professional development for teams of teachers. Frequently, the school's staff development teacher, reading specialist, or resource teacher will meet with teams during SDST time to support review of student data, implementation of curriculum, and achievement planning for students. Therefore, a substitute familiar with both the students and school ensures continuous learning for students when the teacher is away from the classroom.

#### Substitute Teacher Project

This project provides training for all MCPS substitute teachers. This focused training helps ensure that all MCPS substitutes are kept up to date with research-based strategies and system initiatives and expectations.

#### Student and Family Services Project

This project involves training for Office of Special Education and Student Services (OSESS) staff, including pupil personnel workers (PPWs), school psychologists, school counselors, and school teams.

#### Leadership Project

This project provides training and development activities for MCPS executive staff.

#### OOD Office Project

This project consists of operating funds for the office, travel funds for OOD staff, and the budget for Facilitative Leadership Training, which helps all participants to develop their facilitation, collaboration, and leadership skills.

#### Office of Shared Accountability Testing Preparation Project

This project consists of training activities for all MCPS staff involved in administering summative assessments.

## **Teacher Professional Growth System: Support for Professional Development** (continued)

### Technology Consulting Project

This project allows the MCPS' Technology Consulting Team to administer this project, which supports technology integration into professional development activities.

The Office of Organizational Development provides a single point of focus for all professional development activities throughout the system. This focus is the infrastructure needed to ensure that MCPS provides a comprehensive professional development program that addresses the needs of staff to ensure workforce excellence. Professional development is designed and implemented through a collaborative planning approach involving all MCPS offices and key stakeholder groups. In order to ensure that professional development programs are coordinated throughout the system and aligned to system goals, a team-based approach is used to manage and support training programs throughout the system. Throughout planning, implementation, and evaluation of programs, stakeholders provide input and suggestions to ensure alignment.

In support of the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, the support for professional development project is aligned with Goal 4: Create a positive work environment in a self-renewing organization and ensuring success for every student through high quality professional development for all staff.

Number of Students Served: Not Applicable

### Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2009 is \$2,859,977.

### Program Reductions

There is a reduction to the Online Learning Program for FY 2009. This consists of a reduction of \$100,000 in contractual services. Outside vendors will no longer develop online modules. In addition, there is a reduction of a 1.0 instructional specialist position for a savings of \$70,512. Responsibilities will be shifted to the remaining staff and there will be restructuring of work assignments.

As a result of final budget action, there are reductions of \$690,000 for elementary school staff development substitutes, \$230,000 for middle school staff development substitutes, and \$230,000 for high school staff development substitutes for this program.

**Teacher Professional Growth System:  
Support for Professional Development**  
(continued)

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about these units and their budgets can be found in the Superintendent's Recommended FY 2009 Operating Budget and Personnel Complement as follows:

Office of Organizational Development: Page 6-4

Information on the MCPS Strategic Plan strategies and initiatives of these units can be found beginning on Page 23 of the Approved July 2007 *Our Call to Action: Pursuit of Excellence* document.

## SUPPORT FOR PROFESSIONAL DEV.

Description	FY 2008 Current	FY 2009 Request	FY 2009 Approved	FY 2009 Change
<b>01 Salaries &amp; Wages</b>				
Total Positions (FTE)	12,500	10,500	10,500	(2,000)
Position Salaries	\$1,095,181	\$948,523	\$948,519	\$(146,662)
<b>Other Salaries</b>				
Supplemental Summer Employment				
Professional Substitutes	2,533,186	2,503,312	1,353,312	(1,179,874)
Stipends	67,200	148,820	148,820	81,620
Professional Part Time	46,760	30,560	30,560	(16,200)
Supporting Services Part Time	9,717	2,710	2,710	(7,007)
Other				
Subtotal Other Salaries	2,656,863	2,685,402	1,535,402	(1,121,461)
<b>Total Salaries &amp; Wages</b>	3,752,044	3,633,925	2,483,921	(1,268,123)
<b>02 Contractual Services</b>				
Consultants	221,000	36,000	36,000	(185,000)
Other Contractual	89,626		56,614	(33,012)
<b>Total Contractual Services</b>	310,626	36,000	92,614	(218,012)
<b>03 Supplies &amp; Materials</b>				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	153,190	124,811	124,811	(28,379)
<b>Total Supplies &amp; Materials</b>	153,190	124,811	124,811	(28,379)
<b>04 Other</b>				
Local Travel	62,414	48,293	48,293	(14,121)
Staff Development	44,000	38,000	70,700	26,700
Insurance & Employee Benefits				
Utilities				
Miscellaneous	8,000			(8,000)
<b>Total Other</b>	114,414	86,293	118,993	4,579
<b>05 Equipment</b>				
Leased Equipment	8,000	11,000	11,000	3,000
Other Equipment	28,638	28,638	28,638	
<b>Total Equipment</b>	36,638	39,638	39,638	3,000
<b>Grand Total</b>	<u>\$4,366,912</u>	<u>\$3,920,667</u>	<u>\$2,859,977</u>	<u>\$(1,506,935)</u>

## SUPPORT FOR PROFESSIONAL DEV.

CAT	DESCRIPTION	10 Mon	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 APPROVED	FY 2009 CHANGE
2	Associate Superintendent		1.000	1.000	<b>1.000</b>	
2	O Supervisor		1.000			(1.000)
2	N Asst. to Assoc Supt		1.000	1.000	<b>1.000</b>	
3	BD Instructional Specialist		3.500	2.500	<b>2.500</b>	(1.000)
2	23 Fiscal/Logistics Assistant		1.000	1.000	<b>1.000</b>	
2	17 Admin Services Manager I		1.000	1.000	<b>1.000</b>	
2	14 Administrative Secretary I		1.000	1.000	<b>1.000</b>	
2	13 Fiscal Assistant I		1.000	1.000	<b>1.000</b>	
2	12 Secretary		1.000	1.000	<b>1.000</b>	
2	11 Office Assistant IV		1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>12.500</b>	<b>10.500</b>	<b>10.500</b>	<b>(2.000)</b>

## Curriculum Training

### Program Description and Alignment with the Strategic Plan

This budget includes funding for the Curriculum Training and Development program which provides professional development opportunities for teachers, teacher leaders, and administrators that support the effective implementation of rigorous PreK-12 curricula and the *Framework for Improving Teaching and Learning*. Curriculum, assessment, planning, expectations, and instruction serve as the primary foci for the work of this team. The team works collaboratively within and among MCPS offices to develop and implement training aligned with *Our Call to Action: Pursuit of Excellence* and selected system initiatives. The specialists provide on-going system-wide training and development and on-going, job-embedded support and follow-up. The staff development content specialists collaborate with the Office of Curriculum and Instructional Programs and the Office of Special Education and Student Services to facilitate the design and delivery of curriculum training and development that prepares teachers to meet the diverse needs of all students. In addition, the content specialists design the curriculum training for New Educator Orientation and participate in school walkthroughs providing feedback on the fidelity of the curriculum implementation. The professional development experiences are designed to be audience-specific and based on the effective implementation of the curriculum.

The Curriculum Training and Development program implements the following seven staff development projects:

- Early Childhood Project;
- Elementary Curriculum Project;
- Secondary Curriculum, Assessment, and Instruction Project;
- Office of Curriculum and Instructional Programs Elementary School Project;
- Office of Curriculum and Instructional Programs Middle School Project;
- Office of Curriculum and Instructional Programs High School Project; and
- Department of Curriculum and Instruction Project.

Specifically, the team designs training and professional development experiences for classroom teachers and school teams that include principals, staff development teachers, reading specialists, math content coaches, literacy coaches, Algebra lead teachers, Accelerated and Enriched Instruction (AEI) literacy coaches, AEI math content specialists, resource teachers, interdisciplinary resource teachers and central office staff. In order to support system goals and priorities the work of the team will continue to focus on middle schools. To that end, they will provide monthly professional development for the AEI literacy coaches and math content specialists. Elementary staff development content specialists will continue to provide ongoing monthly training for math content coaches and the 0.5 gifted/talented teachers as a part of Title I. In addition, they provide Lenses on Learning, a professional development model focused on building the mathematics content knowledge of elementary principals to enhance their skills as

## **Curriculum Training** (continued)

instructional leaders. Moreover, they have developed a special Lenses on Learning session for staff development teachers. Finally,

paraeducators are offered training which complements the Elementary Reading/Language Arts and Mathematics curriculum training and development for teachers of grades 1-5.

In support of the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, the support for the professional development project is aligned with Goal 4: Create a positive work environment in a self-renewing organization and ensuring success for every student through high quality professional development for all staff.

Number of Students Served: Not Applicable

### Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2009 is \$4,495,255.

### Program Improvements

An additional \$15,607 has been added to this program's budget for FY 2009 to support the Students Engaged in Pathways to Achievement (SEPA) initiative. The Department of Instructional Programs will partner with the Office of Organizational Development in this initiative.

### Program Reductions

There is a reduction of a 1.0 instructional specialist position at a savings of \$70,512 on the Curriculum Training and Development Team. In addition, there is a reduction of \$237,998 in stipends for elementary school curriculum training resulting from a simplification of the training model and a reduction of \$192,000 in stipends for other curriculum training.

As a result of final budget action, there are various reductions in the amount of \$203,494 from staff training, substitutes, supporting services part-time salaries, consultants, local travel, and travel for staff development in this program.

### Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the Superintendent's Recommended FY 2009 Operating Budget and Personnel Complement as follows:

Department of Staff Development Initiatives: Page 6-11

## **Curriculum Training**

(continued)

Information on the MCPS Strategic Plan strategies and initiatives of these units can be found beginning on Page 23 of the Approved July 2007 *Our Call to Action: Pursuit of Excellence* document.

## CURRICULUM TRAINING

Description	FY 2008 Current	FY 2009 Request	FY 2009 Approved	FY 2009 Change
<b>01 Salaries &amp; Wages</b>				
Total Positions (FTE)	27.000	26.000	<b>26.000</b>	(1.000)
Position Salaries	\$2,600,144	\$2,694,591	<b>\$2,694,591</b>	\$94,447
<b>Other Salaries</b>				
Supplemental Summer Employment				
Professional Substitutes	69,118	108,701	<b>86,869</b>	17,751
Stipends	1,200,572	1,597,051	<b>1,439,958</b>	239,386
Professional Part Time	33,750	35,442	<b>45,442</b>	11,692
Supporting Services Part Time	82,231	58,800	<b>16,000</b>	(66,231)
Other				
Subtotal Other Salaries	1,385,671	1,799,994	<b>1,588,269</b>	202,598
<b>Total Salaries &amp; Wages</b>	3,985,815	4,494,585	<b>4,282,860</b>	297,045
<b>02 Contractual Services</b>				
Consultants	288,250	51,050	<b>43,750</b>	(244,500)
Other Contractual	26,690		<b>33,640</b>	6,950
<b>Total Contractual Services</b>	314,940	51,050	<b>77,390</b>	(237,550)
<b>03 Supplies &amp; Materials</b>				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	135,987	84,705	<b>131,975</b>	(4,012)
<b>Total Supplies &amp; Materials</b>	135,987	84,705	<b>131,975</b>	(4,012)
<b>04 Other</b>				
Local Travel	12,000	18,069	<b>3,030</b>	(8,970)
Staff Development	26,500	21,500		(26,500)
Insurance & Employee Benefits				
Utilities				
Miscellaneous				
<b>Total Other</b>	38,500	39,569	<b>3,030</b>	(35,470)
<b>05 Equipment</b>				
Leased Equipment				
Other Equipment				
<b>Total Equipment</b>				
<b>Grand Total</b>	<u>\$4,475,242</u>	<u>\$4,669,909</u>	<u><b>\$4,495,255</b></u>	<u>\$20,013</u>

## CURRICULUM TRAINING

CAT	DESCRIPTION	10 Mon	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 APPROVED	FY 2009 CHANGE
2	Q Director II		1.000	1.000	<b>1.000</b>	
2	P Director I					
2	P Director I					
2	P Director I		1.000	1.000	<b>1.000</b>	
2	P Director I					
3	BD Instructional Specialist		21.000	20.000	<b>20.000</b>	(1.000)
3	BD Instructional Specialist					
2	15 Administrative Secretary II		1.000	1.000	<b>1.000</b>	
2	14 Administrative Secretary I					
2	12 Secretary		2.000	2.000	<b>2.000</b>	
2	11 Office Assistant IV		1.000	1.000	<b>1.000</b>	
2	11 Office Assistant IV					
<b>Total Positions</b>			<b>27.000</b>	<b>26.000</b>	<b>26.000</b>	<b>(1.000)</b>

## Equity Training and Development

### Program Description and Alignment with the Strategic Plan

This budget includes funding for the Equity Training and Development Program which focuses on building the capacity of staff to meet the challenges of, and benefit from, the ever-increasing diversity in schools and includes funding from the IDEA grant. MCPS is using the research related to racial and ethnic diversity and equitable education to include equity training in all programs and projects. Direct training focuses on building professional learning communities that engage teachers in study and discussion, experimentation and practice, and thoughtful reflection and promotion of high expectations for students that are the foundation of excellence and equity in teaching and learning. The systematic and explicit infusion of equity into all staff development related to curriculum, instruction, and assessment will support the ability of teachers to refine and modify instruction to ensure all students meet rigorous standards.

Specific components of the Equity Training and Development Program include the following:

- equity awareness training and support for all MCPS staff by maintaining the equity website, providing in-service courses on cultural responsiveness, and providing technology-based training through the use of media materials;
- ongoing equity training for all Office of Organizational Development (OOD) staff and MCPS leadership, as well as collaboration with all OOD teams to incorporate equity training into other professional development activities;
- long-term equity support and development for a limited number of identified schools as well as consultation and resource identification and provision for other schools requesting support; and
- equity training to select MCPS offices and their primary client groups to support efforts to eliminate existing inequities in teaching and learning.

In support of the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, the Equity Training and Development Program is aligned with Goal 4: Create a positive work environment in a self-renewing organization and ensuring success for every student through high quality professional development for all staff.

Number of Students Served: Not Applicable

### Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2009 is \$1,106,756. There are no significant program changes for FY 2009.

## **Equity Training and Development**

(continued)

### Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about these units and their budgets can be found in the Superintendent's Recommended FY 2009 Operating Budget and Personnel Complement as follows:

Office of the Organizational Development: Page 6- 4

Information on the MCPS Strategic Plan strategies and initiatives of these units can be found beginning on Page 23 of the Approved July 2007 *Our Call to Action: Pursuit of Excellence* document.

## EQUITY TRAINING & DEVELOPMENT

Description	FY 2008 Current	FY 2009 Request	FY 2009 Approved	FY 2009 Change
<b>01 Salaries &amp; Wages</b>				
Total Positions (FTE)	3.000	5.000	5.000	2.000
Position Salaries	\$304,422	\$562,140	\$562,140	\$257,718
<b>Other Salaries</b>				
Supplemental Summer Employment				
Professional Substitutes		68,460	68,460	68,460
Stipends	199,200	280,153	256,153	56,953
Professional Part Time	8,000	10,000	34,000	26,000
Supporting Services Part Time	4,099	5,250	5,250	1,151
Other				
Subtotal Other Salaries	211,299	363,863	363,863	152,564
<b>Total Salaries &amp; Wages</b>	515,721	926,003	926,003	410,282
<b>02 Contractual Services</b>				
Consultants	205,329	104,500	104,500	(100,829)
Other Contractual	3,000		13,500	10,500
<b>Total Contractual Services</b>	208,329	104,500	118,000	(90,329)
<b>03 Supplies &amp; Materials</b>				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	93,334	41,436	41,436	(51,898)
<b>Total Supplies &amp; Materials</b>	93,334	41,436	41,436	(51,898)
<b>04 Other</b>				
Local Travel				
Staff Development	10,000	10,000	10,000	
Insurance & Employee Benefits	16,904	11,317	11,317	(5,587)
Utilities				
Miscellaneous	4,500			(4,500)
<b>Total Other</b>	31,404	21,317	21,317	(10,087)
<b>05 Equipment</b>				
Leased Equipment				
Other Equipment				
<b>Total Equipment</b>				
<b>Grand Total</b>	<u>\$848,788</u>	<u>\$1,093,256</u>	<u>\$1,106,756</u>	<u>\$257,968</u>

## EQUITY TRAINING & DEVELOPMENT

CAT	DESCRIPTION	10 Mon	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 APPROVED	FY 2009 CHANGE
2	O Supervisor			1.000	<b>1.000</b>	1.000
3	BD Instructional Specialist		3.000	4.000	<b>4.000</b>	1.000
	<b>Total Positions</b>		<b>3.000</b>	<b>5.000</b>	<b>5.000</b>	<b>2.000</b>

## **Technology Professional Development**

### Program Description and Alignment with the Strategic Plan

This budget includes the funding for programs, functions, and activities of the Technology Consulting and Communications Systems Team in the Office of Organizational Development. In support of the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, the team serves as a point of contact for administrators, teachers, and supporting services staff while providing technology consultation and professional development.

Major functions and activities of this program include the following:

- providing technology consultation services to school leadership;
- conducting staff training on technology use on system-wide applications to support teaching and learning;
- supporting school improvement plans with proven technologies;
- collecting feedback on systems and providing it to the appropriate department and/or division;
- providing leadership and program management for the implementation of the Technology for Curriculum Mastery (TCM);
- managing the Center for Technology Innovation; and
- supporting the educational technology policy in all schools and the Technology Modernization Program.

### Major Program Components

The major program components are consultation, support, and staff development. Technology professional development is accomplished by consulting with principals to identify how technology can support school improvement plans and by providing the staff development required to support the key technology programs offered by the school system. This includes the following services:

- providing staff development for major system-wide technology applications that support teaching and learning such as Performance Matters and Promethean interactive white board;
- providing staff development for major system-wide technology applications that support workforce excellence such as Encore and the Financial Management System;
- supporting school improvement plans with proven technologies;
- collecting feedback on systems and providing it to the appropriate department and/or division;
- collaborating with MCPS offices and schools to identify needs for which technology solutions can be applied;

## **Technology Professional Development** (continued)

- reviewing and purchasing software and online services; and
- developing, distributing, and supporting interactive distance learning.

Technology professional development services are provided using on-site, centralized, and Web-based training to school and office staff. Specific areas of staff development include skills and strategies needed for data-driven decision-making, integrating technology into instructional and management practices, communications applications, work force excellence technologies, curriculum and course management platforms, and instructional applications and electronic resources. Technology professional development staff members meet with specific user groups to assure technologies are aligned with instructional and business practices and to identify areas where technologies need to be developed.

The TCM initiative combines curriculum, instruction, and assessment with effective technology to increase the achievement of all students as measured by the Maryland School Assessment. TCM provides tools and processes to improve, support, and streamline the work of teachers and principals in the delivery of instruction, the administration of assessment, and monitoring of student progress. Specific TCM technologies this department manages include the following:

- Reading 3D (K-2 primary reading assessment);
- MAP-R (3-10 adaptive reading assessment);
- Achievement Series (6-12 automated scoring and reporting of formative and summative assessments);
- UnitedStreaming (K-12 digital teaching and learning resources); and
- OnDemand (development platform for online learning).

Number of Students Served: Not Applicable

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2009 is \$3,204,991.

Program Reductions

There is a reduction of 2.0 instructional specialist positions and \$141,024. Responsibilities will be shifted to remaining staff and there will be a restructuring of work assignments.

As a result of final budget action, there are various reductions in the amount of \$288,413 from office supplies, staff training, and stipends in this program.

## **Technology Professional Development** (continued)

### Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about these units and their budgets can be found in the Superintendent's Recommended FY 2009 Operating Budget and Personnel Complement as follows:

Department of Technology Consulting and Communications Systems: Page 6-31

Information on the MCPS Strategic Plan strategies and initiatives of these units can be found beginning on Page 23 of the Approved July 2007 *Our Call to Action: Pursuit of Excellence* document.

## TECHNOLOGY PROF DEVELOPMENT

Description	FY 2008 Current	FY 2009 Request	FY 2009 Approved	FY 2009 Change
<b>01 Salaries &amp; Wages</b>				
Total Positions (FTE)	26.000	21.000	24.000	(2.000)
Position Salaries	\$2,618,078	\$2,319,373	\$2,642,345	\$24,267
<b>Other Salaries</b>				
Supplemental Summer Employment				
Professional Substitutes		8,227	17,115	17,115
Stipends	700,511	20,875	402,302	(298,209)
Professional Part Time	2,820			(2,820)
Supporting Services Part Time	32,833		22,500	(10,333)
Other				
Subtotal Other Salaries	736,164	29,102	441,917	(294,247)
<b>Total Salaries &amp; Wages</b>	3,354,242	2,348,475	3,084,262	(269,980)
<b>02 Contractual Services</b>				
Consultants				
Other Contractual	5,952		15,028	9,076
<b>Total Contractual Services</b>	5,952		15,028	9,076
<b>03 Supplies &amp; Materials</b>				
Textbooks				
Media				
Instructional Supplies & Materials	17,548		53,230	35,682
Office	24,560	28,408		(24,560)
Other Supplies & Materials	850		18,731	17,881
<b>Total Supplies &amp; Materials</b>	42,958	28,408	71,961	29,003
<b>04 Other</b>				
Local Travel	23,540		23,540	
Staff Development	13,200			(13,200)
Insurance & Employee Benefits				
Utilities				
Miscellaneous				
<b>Total Other</b>	36,740		23,540	(13,200)
<b>05 Equipment</b>				
Leased Equipment				
Other Equipment	10,000		10,200	200
<b>Total Equipment</b>	10,000		10,200	200
<b>Grand Total</b>	<u>\$3,449,892</u>	<u>\$2,376,883</u>	<u>\$3,204,991</u>	<u>\$(244,901)</u>

## TECHNOLOGY PROF DEVELOPMENT

CAT	DESCRIPTION	10 Mon	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 APPROVED	FY 2009 CHANGE
1	Q Director II		1.000		1.000	
1	O Supervisor		1.000	1.000	1.000	
1	M Specialist		1.000		1.000	
3	BD Instructional Specialist		21.000	19.000	19.000	(2.000)
1	15 Administrative Secretary II		1.000		1.000	
1	14 Administrative Secretary I		1.000	1.000	1.000	
2	14 Administrative Secretary I					
<b>Total Positions</b>			<b>26.000</b>	<b>21.000</b>	<b>24.000</b>	<b>(2.000)</b>