

Teacher Professional Growth System: Support for Professional Development

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.

Through building the capacity of teachers, administrators, and support professionals to promote equity in classrooms and the workplace, the Professional Growth Systems Program supports several goals in the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, including Goal 1: Ensure success for every student, Goal 2: Provide an effective instructional program, and Goal 4: Create a positive work environment in a self-renewing organization

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

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, which is part of the negotiated agreement with the Montgomery County Educators Association, helps ensure that all MCPS substitutes are kept up to date with research-based strategies and system initiatives and expectations.

Teacher Professional Growth System: Support for Professional Development

(continued)

- Student and Family Services Project: This project involves training for Office of Special Education and Student Services staff, including pupil personnel workers, 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.

Number of Students Served: Not Applicable

Program Funding

For FY 2010 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2010 is \$2,948,377. There are reductions in the OOD Office Project of \$55,000 for travel for staff development and \$28,638 for furniture and equipment.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program can be found in the Superintendent's Recommended FY 2010 Operating Budget and Personnel Complement as follows:

Office of Organizational Development: Page 6-4

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2008-2013 *Our Call to Action: Pursuit of Excellence* document.

SUPPORT FOR PROFESSIONAL DEV.

Description	FY 2009 Current	FY 2010 Request	FY 2010 Approved	FY 2010 Change
01 Salaries & Wages				
Total Positions (FTE)	9.500	11.800	9.800	.300
Position Salaries	\$892,433	\$1,133,144	\$888,246	\$(4,187)
Other Salaries				
Supplemental Summer Employment				
Professional Substitutes	1,353,312	1,353,233	1,353,233	(79)
Stipends	88,820	23,820	30,360	(58,460)
Professional Part Time	30,560	63,237	63,237	32,677
Supporting Services Part Time	2,710	2,710	2,710	
Other				
Subtotal Other Salaries	1,475,402	1,443,000	1,449,540	(25,862)
Total Salaries & Wages	2,367,835	2,576,144	2,337,786	(30,049)
02 Contractual Services				
Consultants	36,000	36,000	28,000	(8,000)
Other Contractual	52,564	196,896	191,560	138,996
Total Contractual Services	88,564	232,896	219,560	130,996
03 Supplies & Materials				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	123,211	111,067	119,067	(4,144)
Total Supplies & Materials	123,211	111,067	119,067	(4,144)
04 Other				
Local Travel	48,293	48,293	35,264	(13,029)
Staff Development	70,700	15,700	15,700	(55,000)
Insurance & Employee Benefits				
Utilities				
Miscellaneous				
Total Other	118,993	63,993	50,964	(68,029)
05 Equipment				
Leased Equipment	11,000	11,000	11,000	
Other Equipment	28,638	60,000	210,000	181,362
Total Equipment	39,638	71,000	221,000	181,362
Grand Total	\$2,738,241	\$3,055,100	\$2,948,377	\$210,136

SUPPORT FOR PROFESSIONAL DEV.

CAT	DESCRIPTION	10 Mon	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 APPROVED	FY 2010 CHANGE
2	Associate Superintendent		1.000	1.000	1.000	
2	O Supervisor					
3	O Supervisor			1.000		
2	N Asst. to Assoc Supt		1.000	1.000	1.000	
3	BD Instructional Specialist		2.500	.800	.800	(1.700)
3	BD Instructional Specialist			3.000	2.000	2.000
2	23 Fiscal/Logistics Assistant		1.000	1.000	1.000	
2	17 Admin Services Manager I		1.000	1.000	1.000	
2	14 Administrative Secretary I				1.000	1.000
2	13 Fiscal Assistant I		1.000	1.000	1.000	
2	12 Secretary		1.000	1.000		(1.000)
2	11 Office Assistant IV		1.000	1.000	1.000	
	Total Positions		9.500	11.800	9.800	.300

Equity Training and Development

Program Description and Alignment with the Strategic Plan

The mission of the Equity Training and Development Program is to build the capacity of MCPS instructional leaders to close the achievement gap according to race and ethnicity. This budget includes funding for the Equity Training and Development Program and funding from the Individual Disabilities Education Act 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. The systematic and explicit infusion of equity into all staff development related to leadership development, curriculum, instruction, and assessment will support the ability of administrators and teachers to organize, 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.

Through building the capacity of teachers, administrators, and support professionals to promote equity in classrooms and the workplace, the Equity Training and Development Team supports several goals in the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, including Goal 1: Ensure success for every student, Goal 2: Provide an effective instructional program, and Goal 4: Create a positive work environment in a self-renewing organization.

Number of Students Served: Not Applicable

Program Funding

For FY 2010 it is projected that program will be funded by local funds in the amount of \$783,338 and by federal grant funds in the amount of \$286,990.

Equity Training and Development (continued)

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2010 is \$1,070,328. There are reductions in the Equity Training and Development Program of \$262,036 for stipends and \$10,500 for staff development.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program can be found in the Superintendent's Recommended FY 2010 Operating Budget and Personnel Complement as follows:

Office of the Organizational Development: Page 6-4

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2008-2013 *Our Call to Action: Pursuit of Excellence* document.

EQUITY TRAINING & DEVELOPMENT

Description	FY 2009 Current	FY 2010 Request	FY 2010 Approved	FY 2010 Change
01 Salaries & Wages				
Total Positions (FTE)	6.000	7.000	6.000	
Position Salaries	\$618,226	\$763,755	\$652,984	\$34,758
Other Salaries				
Supplemental Summer Employment				
Professional Substitutes	68,460	165,501	165,501	97,041
Stipends	268,836	6,800	6,800	(262,036)
Professional Part Time	10,000	12,000	12,000	2,000
Supporting Services Part Time	5,250			(5,250)
Other				
Subtotal Other Salaries	352,546	184,301	184,301	(168,245)
Total Salaries & Wages	970,772	948,056	837,285	(133,487)
02 Contractual Services				
Consultants	104,500	140,500	140,500	36,000
Other Contractual	3,000	4,000	4,000	1,000
Total Contractual Services	107,500	144,500	144,500	37,000
03 Supplies & Materials				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	52,753	74,373	74,373	21,620
Total Supplies & Materials	52,753	74,373	74,373	21,620
04 Other				
Local Travel				
Staff Development	20,500	10,000	10,000	(10,500)
Insurance & Employee Benefits	11,317	4,170	4,170	(7,147)
Utilities				
Miscellaneous				
Total Other	31,817	14,170	14,170	(17,647)
05 Equipment				
Leased Equipment				
Other Equipment				
Total Equipment				
Grand Total	<u>\$1,162,842</u>	<u>\$1,181,099</u>	<u>\$1,070,328</u>	<u>\$(92,514)</u>

EQUITY TRAINING & DEVELOPMENT

CAT	DESCRIPTION	10 Mon	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 APPROVED	FY 2010 CHANGE
2	P Director I		1.000	1.000	1.000	
2	O Supervisor					
3	BD Instructional Specialist		4.000	5.000	4.000	
2	14 Administrative Secretary I		1.000	1.000	1.000	
	Total Positions		6.000	7.000	6.000	

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, administrators, and support professionals that support the effective implementation of rigorous PreK-12 curricula and system initiatives, including Middle School Reform. 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. Curriculum training is designed to support student achievement of critical data points from Kindergarten through Grade 12. For example, one critical benchmark in the MCPS Strategic Plan is to have students engaged in text reading by the end of their Kindergarten experience. In order to support achievement of this goal, the Curriculum training and Development Team led efforts to provide professional

Curriculum Training (continued)

development for all elementary reading specialists and staff development teachers in summer 2008, so that these teacher leaders would be empowered to build the capacity of the teachers in their schools as the Kindergarten reading benchmark is raised from text level to 3 (2007) to text level 4 (2008). In addition, all Kindergarten teachers were given the opportunity to attend paid training during the summer. In middle schools, the focus of the Curriculum training and Development Team is to provide supports for middle school educators to provide a rigorous, content-rich instructional program and an equitable classroom environment for all students. 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 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.

Through building the capacity of teachers, administrators, and support professionals to implement high-quality curriculum and academic rigor in classrooms throughout the system, the Curriculum Training and Development Team supports several goals in the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, including Goal 1: Ensure success for every student, Goal 2: Provide an effective instructional program, and Goal 4: Create a positive work environment in a self-renewing organization.

Number of Students Served: Not Applicable

Program Funding

For FY 2010 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2010 is \$3,323,364. Reductions in the Curriculum Training and Development Program are as follows:

- 2.0 instructional specialist positions – (\$186,833)
- Supporting services part-time salaries – (\$8,000)
- Substitutes – (\$5,525)
- Stipends – (\$553,382)
- Program supplies – (\$25,000)

Curriculum Training

(continued)

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program can be found in the Superintendent's Recommended FY 2010 Operating Budget and Personnel Complement as follows:

Department of Staff Development Initiatives: Page 6-12

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2008-2013 *Our Call to Action: Pursuit of Excellence* document.

CURRICULUM TRAINING

Description	FY 2009 Current	FY 2010 Request	FY 2010 Approved	FY 2010 Change
01 Salaries & Wages				
Total Positions (FTE)	25,000	16,000	20,000	(5,000)
Position Salaries	\$2,583,985	\$1,753,353	\$2,219,744	\$(364,241)
Other Salaries				
Supplemental Summer Employment				
Professional Substitutes	86,869	91,122	81,344	(5,525)
Stipends	1,439,958	789,870	886,576	(553,382)
Professional Part Time	45,442	30,442	45,442	
Supporting Services Part Time	16,000	16,000	8,000	(8,000)
Other				
Subtotal Other Salaries	1,588,269	927,434	1,021,362	(566,907)
Total Salaries & Wages	4,172,254	2,680,787	3,241,106	(931,148)
02 Contractual Services				
Consultants	43,750	22,250	22,250	(21,500)
Other Contractual	33,640	6,000	6,000	(27,640)
Total Contractual Services	77,390	28,250	28,250	(49,140)
03 Supplies & Materials				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	131,975	25,345	38,555	(93,420)
Total Supplies & Materials	131,975	25,345	38,555	(93,420)
04 Other				
Local Travel	3,030	9,090	15,453	12,423
Staff Development				
Insurance & Employee Benefits				
Utilities				
Miscellaneous				
Total Other	3,030	9,090	15,453	12,423
05 Equipment				
Leased Equipment				
Other Equipment				
Total Equipment				
Grand Total	<u>\$4,384,649</u>	<u>\$2,743,472</u>	<u>\$3,323,364</u>	<u>\$(1,061,285)</u>

CURRICULUM TRAINING

CAT	DESCRIPTION	10 Mon	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 APPROVED	FY 2010 CHANGE
2	Q Director II		1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	
3	BD Instructional Specialist		19.000	10.000	14.000	(5.000)
2	16 Administrative Secretary III				1.000	1.000
2	15 Administrative Secretary II		1.000	1.000		(1.000)
2	12 Secretary		2.000	2.000	2.000	
2	11 Office Assistant IV		1.000	1.000	1.000	
	Total Positions		25.000	16.000	20.000	(5.000)

Teacher Professional Growth System: Staff Development Teachers and Staff Development Specialists

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, SDTs use a variety of strategies to teach classroom teachers research-based planning and instructional practices. The SDT serves as a catalyst for change, coach, consultant, facilitator, program manager, resource provider, and trainer. The staff and projects within the SDT Program also play an important role in the implementation of school system reform efforts. SDTs engage in their own extensive training and development program.

The primary central office support for the staff development teachers in the schools is the Staff Development Specialist Team. This team was created in FY 2000 to ensure that all staff development teachers are provided the training and support they need to support learning in schools and so that all schools are hearing a consistent message regarding professional development. In addition to providing individualized support to the staff development teachers in 1999 schools, the staff development specialists also play a critical role in system-wide training. This is most evident in their work with dozens of schools on race and equity issues, their support of systemic grading and reporting training, their development and delivery of middle school reform professional development, and their implementation of the School Leadership Team Institute.

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

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

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:

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

To date, over 80 MCPS schools have participated in at least one SLTI workshop.

From FY 2008 to FY 2009, the number of staff development specialists was reduced from 14 to seven. In response, the Staff Development Specialists team has modified its approach to working with schools and is working to provide the greatest level of support to schools with new staff development teachers, schools with new leadership teams, and schools that are struggling to achieve Adequate Yearly Progress on summative assessments.

Through building the capacity of teachers and teams to implement highly effective instructional programs for students and promote equity in classrooms and the workplace, the Staff Development Teacher Project Team supports several goals in the MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, including Goal 1: Ensure success for every student, Goal 2: Provide an effective instructional program, and Goal 4: Create a positive work environment in a self-renewing organization.

Number of Students Served: Not Applicable

Program Funding

For FY 2010 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2010 is \$18,651,012. This amount includes funds for all staff development teachers from the K-12 budget and special education programs. There is a reduction of \$48,449 for stipends in the Staff Development Teacher Project. In addition, there are reductions of 11.0 staff development teacher positions at a savings of

**Teacher Professional Growth System:
Staff Development Teachers and Staff Development Specialists**

(continued)

\$549,945 in elementary schools and 11.0 teacher support positions at a savings of \$549,945 in middle schools.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program can be found in the Superintendent's Recommended FY 2010 Operating Budget and Personnel Complement as follows:

Department of Staff Development Initiatives: Page 6-12

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2008-2013 *Our Call to Action: Pursuit of Excellence* document.

STAFF DEVELOPMENT TEACHERS

Description	FY 2009 Current	FY 2010 Request	FY 2010 Approved	FY 2010 Change
01 Salaries & Wages				
Total Positions (FTE)	208.000	198.000	198.000	(10.000)
Position Salaries	\$19,954,010	\$18,440,671	\$18,440,671	\$(1,513,339)
Other Salaries				
Supplemental Summer Employment				
Professional Substitutes	193,090	100,296	70,207	(122,883)
Stipends	76,325	77,885	86,085	9,760
Professional Part Time				
Supporting Services Part Time				
Other				
Subtotal Other Salaries	269,415	177,981	156,292	(113,123)
Total Salaries & Wages	20,223,425	18,618,652	18,596,963	(1,626,462)
02 Contractual Services				
Consultants	47,000	2,000	2,000	(45,000)
Other Contractual	29,100	8,100	30,100	1,000
Total Contractual Services	76,100	10,100	32,100	(44,000)
03 Supplies & Materials				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	41,625	18,624	14,878	(26,747)
Total Supplies & Materials	41,625	18,624	14,878	(26,747)
04 Other				
Local Travel	1,515	3,636	7,071	5,556
Staff Development				
Insurance & Employee Benefits				
Utilities				
Miscellaneous				
Total Other	1,515	3,636	7,071	5,556
05 Equipment				
Leased Equipment				
Other Equipment				
Total Equipment				
Grand Total	<u>\$20,342,665</u>	<u>\$18,651,012</u>	<u>\$18,651,012</u>	<u>\$(1,691,653)</u>

STAFF DEVELOPMENT TEACHERS

CAT	DESCRIPTION	10 Mon	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 APPROVED	FY 2010 CHANGE
2	P Director I		1.000	1.000	1.000	
3	BD Instructional Specialist		6.000	6.000	6.000	
3	AD Teacher, Staff Development	X	130.000	131.000	131.000	1.000
3	AD Teacher, Staff Development	X	38.000	27.000	27.000	(11.000)
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				
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	
Total Positions			208.000	198.000	198.000	(10.000)

Professional Growth System

The budget for the Office of Organizational Development includes supports for the comprehensive Professional Growth System (PGS) that Montgomery County Public Schools (MCPS) has developed for teachers (TPGS), administrators (A&S PGS), and support professionals (SS PGS). Each of the professional growth systems was developed collaboratively with the appropriate employee organization. Each professional growth system is continually monitored by an implementation team that includes representatives of the MCPS executive staff and the appropriate employee organization. The professional growth systems are the foundation for expectations about the performance of every employee within MCPS.

Introduction to the Teacher Professional Growth System

This budget includes funding for the comprehensive TPGS that focuses on building the capacity of teaching 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 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 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 and content 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.

Professional Growth System

(continued)

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;
- 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.

Administrative & Supervisory Professional Growth System

Program Description and Alignment with the Strategic Plan

This budget includes funding for the comprehensive Professional Growth System for 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 students achieve the targets set in the strategic plan. The A&S PGS is responsible for supporting the following projects:

- Leadership Development Program which provides professional development and support for principals, principal interns, assistant school administrators, and central services administrators;
- Professional Learning Communities Institute (PLCI) which each year provides ongoing professional development for leadership teams from approximately 25 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 and Phase II Middle School Reform Initiative schools will participate in PLCI during the 2008–2009 school year; and

Professional Growth System

(continued)

- Consulting Principals consist 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 SS PGS that addresses mentoring, professional development, and performance.

The major functions and activities of the SS PGS 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.
- providing ongoing implementation of a Performance Improvement Process to support underperforming employees;
- training MCPS staff in the components of the SS PGS;
- training evaluators on the SS PGS 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 SS PGS.

Professional Growth System

(continued)

Staff Development Programs Team

Program Description and Alignment with the Strategic Plan

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

Higher Education Partnerships

This project represents collaboration among MCPS and area universities/colleges providing opportunities for staff to increase their knowledge, skills, and certification. Over 30 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.

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.

Professional Growth System

(continued)

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, a series of two courses on Observing and Analyzing Teaching, and one course for paraeducators: Studying Skillful Teaching for Paraeducators: Supporting Teaching and Learning. 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—

- 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.

Number of Students Served: Not Applicable

Program Funding

For FY 2010 it is projected that this program will be funded by local funds in the amount of \$11,490,384 and by federal grant funds in the amount of \$4,277,521.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2010 is \$15,767,905, which includes budgeted funds from the following:

- \$905,851 for the New Teacher Induction Program;
- \$1,259,590 for the Skillful Teaching and Leading Team;
- \$4,277,521 for Title II Funds;
- \$287,630 for Elementary Leadership Development;
- \$325,614 for Secondary Leadership Development;
- \$924,614 for the A & S PGS;
- \$406,172 for the Teacher PGS
- \$2,105,080 for the Supporting Services PGS;

Professional Growth System (continued)

- \$572,241 for the Professional Learning Communities Institute;
- \$218,357 for the Higher Education Partnerships;
- \$3,939,103 for Tuition Reimbursement;
- \$482,688 for Continuing Professional Development; and
- \$63,444 for Substitute Teacher and Training.

Program Reductions in the Professional Growth System are as follows:

Elementary Leadership Development Project – (\$33,000)

There is a reduction in the Elementary Leadership Development Project of \$33,000 for professional part-time salaries.

Secondary Leadership Development Project – (\$33,000)

There is a reduction in the Secondary Leadership Development Project of \$33,000 for professional part-time salaries.

Administrative and Supervisory Professional Growth System – (\$100,000)

There are reductions in the Administrative and Supervisory Professional Growth System of \$70,000 for professional part-time salaries, \$5,000 for program supplies and \$25,000 for consultants.

New Teacher Induction Project – (\$31,375)

There are reductions in the New Teacher Induction Project of \$3,000 for professional part-time salaries, \$23,000 for program supplies, \$4,000 for building rental costs and \$1,375 for travel for staff development.

Supporting Services Professional Growth System – (\$145,000)

There are reductions in the Supporting Services Professional Growth System of \$35,000 for professional part-time salaries, \$100,000 for supporting services part-time salaries and \$10,000 for program supplies.

Continuing Professional Development Project – (\$400)

There is a reduction in the Continuing Professional Development Project of \$400 for building rental costs.

Higher Education Partnerships Project – (\$38,951)

There are reductions in the Higher Education Partnerships Project of a 0.5 instructional specialist position and \$34,063 and \$4,888 for travel for staff development.

Local Skillful Teaching and Leading Project – (\$220,273)

There is a reduction in the Local Skillful Teaching and Leading Project of 3.2 instructional specialist positions and \$220,273.

Professional Growth System

(continued)

Teacher Professional Growth System – (\$420,000)

There is a reduction in the Teacher Professional Growth System of 6.0 consulting teacher positions and \$420,000; offsetting the positions that were previously added due to rising enrollment projections.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program can be found in the Superintendent's Recommended FY 2010 Operating Budget and Personnel Complement as follows:

Professional Growth System: Page 6-19

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2008-2013 *Our Call to Action: Pursuit of Excellence* document.

PROFESSIONAL GROWTH SYSTEM

Description	FY 2009 Current	FY 2010 Request	FY 2010 Approved	FY 2010 Change
01 Salaries & Wages				
Total Positions (FTE)	74.000	71.000	70.200	(3,800)
Position Salaries	\$7,167,879	\$7,439,785	\$7,342,661	\$174,782
Other Salaries				
Supplemental Summer Employment				
Professional Substitutes	346,088	381,972	382,505	36,417
Stipends	994,680	820,132	812,132	(182,548)
Professional Part Time	789,611	795,671	753,424	(36,187)
Supporting Services Part Time	479,786	490,410	484,410	4,624
Other				
Subtotal Other Salaries	2,610,165	2,488,185	2,432,471	(177,694)
Total Salaries & Wages	9,778,044	9,927,970	9,775,132	(2,912)
02 Contractual Services				
Consultants	804,821	636,348	598,016	(206,805)
Other Contractual	100,089	37,515	49,447	(50,642)
Total Contractual Services	904,910	673,863	647,463	(257,447)
03 Supplies & Materials				
Textbooks				
Media				
Instructional Supplies & Materials				
Office				
Other Supplies & Materials	363,456	318,416	312,538	(50,918)
Total Supplies & Materials	363,456	318,416	312,538	(50,918)
04 Other				
Local Travel	73,012	52,256	72,417	(595)
Staff Development	114,255	109,205	109,205	(5,050)
Insurance & Employee Benefits	1,053,012	962,306	962,306	(90,706)
Utilities				
Miscellaneous	3,488,844	3,888,844	3,888,844	400,000
Total Other	4,729,123	5,012,611	5,032,772	303,649
05 Equipment				
Leased Equipment				
Other Equipment				
Total Equipment				
Grand Total	\$15,775,533	\$15,932,860	\$15,767,905	\$(7,628)

PROFESSIONAL GROWTH SYSTEM

CAT	DESCRIPTION	10 Mon	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 APPROVED	FY 2010 CHANGE
2	Q Director II		1.000	1.000	1.000	
2	Q Consulting Principal		4.000			(4.000)
2	Q Director II		1.000	1.000	1.000	
2	Q Consulting Principal			4.000	4.000	4.000
2	P Director I		1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	
2	N Principal Intern					
3	BD Instructional Specialist		2.000	3.000	2.000	
3	BD Instructional Specialist		1.000	1.000	1.000	
3	BD Instructional Specialist		1.500	1.000	1.000	(.500)
3	BD Instructional Specialist		11.000	7.500	7.500	(3.500)
3	AD Teacher, Consulting	X		3.000	3.000	3.000
3	AD Teacher				.200	.200
3	AD Teacher, Consulting	X	28.000	25.000	25.000	(3.000)
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	16 Administrative Secretary III				1.000	1.000
2	15 Administrative Secretary II				1.000	1.000
2	15 Administrative Secretary II		1.000	1.000		(1.000)
2	15 Administrative Secretary II				1.000	1.000
2	15 Administrative Secretary II				1.000	1.000
2	15 Data Systems Operator II		1.000	1.000	1.000	
2	15 Administrative Secretary II				1.000	1.000
2	14 Administrative Secretary I		1.000	1.000		(1.000)
2	14 Administrative Secretary I		1.000	1.000		(1.000)
2	14 Administrative Secretary I		2.000	2.000	1.000	(1.000)
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	11 Office Assistant IV				1.000	1.000
2	10 Office Assistant III		1.000	1.000		(1.000)
Total Positions			74.000	71.000	70.200	(3.800)

Technology Professional Development: Technology Consultants

Program Description and Alignment with the Strategic Plan

This budget includes the funding for programs, functions, and activities of the Technology Consulting 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;
- providing leadership and program management for the implementation of the Technology for Curriculum Mastery (TCM);
- collecting feedback on systems and providing it to the appropriate department and/or division;
- 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 21st Century Activ Classrooms (Promethean boards);
- 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;
- reviewing and purchasing software and online services; and

Technology Professional Development: Technology Consultants (continued)

- 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 consultants 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);
- Performance Matters;
- Achievement Series (6-12 automated scoring and reporting of formative and summative assessments);
- United Streaming (K-12 digital teaching and learning resources); and
- OnDemand (development platform for online learning).

Number of Students Served: Not Applicable

Program Funding

For FY 2010 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2010 is \$2,579,646. Reductions in the Department of Technology Consulting are as follows:

- 1.0 specialist positions – (\$119,390)
- 2.0 instructional specialist position – (\$210,974)
- Instructional materials – (\$13,119)
- Contractual maintenance – (\$7,028)
- Travel for staff development – (\$7,632)

**Technology Professional Development:
Technology Consultants**
(continued)

- Furniture and equipment – (\$10,200)

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program can be found in the Superintendent's Recommended FY 2010 Operating Budget and Personnel Complement as follows:

Department of Technology Consulting: Page 6-32

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2008-2013 *Our Call to Action: Pursuit of Excellence* document.

TECHNOLOGY PROF DEVELOPMENT

Description	FY 2009 Current	FY 2010 Request	FY 2010 Approved	FY 2010 Change
01 Salaries & Wages				
Total Positions (FTE)	24.000	21.000	21.000	(3.000)
Position Salaries	\$2,642,345	\$2,311,981	\$2,311,981	\$(330,364)
Other Salaries				
Supplemental Summer Employment				
Professional Substitutes	17,115	37,611	37,611	20,496
Stipends	402,302	324,494	135,975	(266,327)
Professional Part Time			7,560	7,560
Supporting Services Part Time	22,500	22,500	22,500	
Other				
Subtotal Other Salaries	441,917	384,605	203,646	(238,271)
Total Salaries & Wages	3,084,262	2,696,586	2,515,627	(568,635)
02 Contractual Services				
Consultants				
Other Contractual	15,028	8,000	8,000	(7,028)
Total Contractual Services	15,028	8,000	8,000	(7,028)
03 Supplies & Materials				
Textbooks				
Media				
Instructional Supplies & Materials	53,230	39,900	40,111	(13,119)
Office				
Other Supplies & Materials	18,731	11,305		(18,731)
Total Supplies & Materials	71,961	51,205	40,111	(31,850)
04 Other				
Local Travel	23,540	21,298	15,908	(7,632)
Staff Development				
Insurance & Employee Benefits				
Utilities				
Miscellaneous				
Total Other	23,540	21,298	15,908	(7,632)
05 Equipment				
Leased Equipment				
Other Equipment	10,200			(10,200)
Total Equipment	10,200			(10,200)
Grand Total	<u>\$3,204,991</u>	<u>\$2,777,089</u>	<u>\$2,579,646</u>	<u>\$(625,345)</u>

TECHNOLOGY PROF DEVELOPMENT

CAT	DESCRIPTION	10 Mon	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 APPROVED	FY 2010 CHANGE
1	Q Director II		1.000	1.000	1.000	
1	O Supervisor		1.000	1.000	1.000	
1	M Specialist		1.000			(1.000)
3	BD Instructional Specialist		19.000	17.000	17.000	(2.000)
1	16 Administrative Secretary III				1.000	1.000
1	15 Administrative Secretary II		1.000	1.000		(1.000)
1	14 Administrative Secretary I		1.000	1.000	1.000	
	Total Positions		24.000	21.000	21.000	(3.000)