

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

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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.

In response, the Staff Development Specialists team 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 2011 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 2011 is \$20,425,259. This amount includes funds for all staff development teachers from the K-12 budget and special education programs. There are no significant program changes for FY 2011.

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Staff Development Teachers and Staff Development Specialists**
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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 2011 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 2009-2014 *Our Call to Action: Pursuit of Excellence* document.

STAFF DEVELOPMENT TEACHERS

Description	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages			
Total Positions (FTE)	198,000	198,000	
Position Salaries	\$18,440,671	\$19,533,499	\$1,092,828
Other Salaries			
Supplemental Summer Employment			
Professional Substitutes	70,207	230,926	160,719
Stipends	86,085	611,274	525,189
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries	<u>156,292</u>	<u>842,200</u>	<u>685,908</u>
Total Salaries & Wages	<u>18,596,963</u>	<u>20,375,699</u>	<u>1,778,736</u>
02 Contractual Services			
Consultants	2,000		(2,000)
Other Contractual	30,100		(30,100)
Total Contractual Services	<u>32,100</u>		<u>(32,100)</u>
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	14,878	34,300	19,422
Total Supplies & Materials	<u>14,878</u>	<u>34,300</u>	<u>19,422</u>
04 Other			
Local Travel	7,071	15,260	8,189
Staff Development			
Insurance & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	<u>7,071</u>	<u>15,260</u>	<u>8,189</u>
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u><u>\$18,651,012</u></u>	<u><u>\$20,425,259</u></u>	<u><u>\$1,774,247</u></u>

STAFF DEVELOPMENT TEACHERS

CAT	DESCRIPTION	10 Mon	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
2	P Director I		1.000	1.000	
3	BD Instructional Specialist		6.000	6.000	
3	AD Teacher, Staff Development	X	131.000	131.000	
3	AD Teacher, Staff Development	X	27.000	27.000	
3	AD Teacher, Staff Development	X	26.000	26.000	
6	AD Teacher, Staff Development	X	1.000	1.000	
6	AD Teacher, Staff Development	X	1.000	1.000	
6	AD Teacher, Staff Development	X	.500	.500	
6	AD Teacher, Staff Development	X	1.000	1.000	
6	AD Teacher, Staff Development	X	.500	.500	
6	AD Teacher, Staff Development	X	1.000	1.000	
3	AD Teacher, Staff Development	X	1.000	1.000	
2	11 Office Assistant IV		1.000	1.000	
Total Positions			198.000	198.000	

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 (T PGS), 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 T PGS that focuses on building the capacity of teaching staff in order to ensure workforce excellence. The T PGS 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 T PGS also focuses on effective and efficient processes to accomplish our work. The T PGS 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 T PGS. 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—

- 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 21 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; and
- Consulting Principals consist of four consulting principals who provide support to novice and underperforming principals and administrators through observing, coaching, and providing individualized feedback.

Professional Growth System

(continued)

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:

- 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.

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

Professional Growth System (continued)

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.

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;

Professional Growth System (continued)

- 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 2011 it is projected that this program will be funded by local funds in the amount of \$11,454,801 and by federal grant funds in the amount of \$4,283,034.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2011 is \$15,737,835. There are no significant program changes for FY 2011.

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 2011 Operating Budget and Personnel Complement as follows:

Professional Growth System: Page 6-18

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2009-2014 *Our Call to Action: Pursuit of Excellence* document.

PROFESSIONAL GROWTH SYSTEM

Description	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages			
Total Positions (FTE)	70.200	70.200	
Position Salaries	\$7,342,661	\$7,087,025	(\$255,636)
Other Salaries			
Supplemental Summer Employment			
Professional Substitutes	382,505	422,826	40,321
Stipends	812,132	890,318	78,186
Professional Part Time	753,424	762,588	9,164
Supporting Services Part Time	484,410	466,145	(18,265)
Other			
Subtotal Other Salaries	<u>2,432,471</u>	<u>2,541,877</u>	109,406
Total Salaries & Wages	9,775,132	9,628,902	(146,230)
02 Contractual Services			
Consultants	598,016	552,179	(45,837)
Other Contractual	49,447	39,579	(9,868)
Total Contractual Services	<u>647,463</u>	<u>591,758</u>	(55,705)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	312,538	277,003	(35,535)
Total Supplies & Materials	<u>312,538</u>	<u>277,003</u>	(35,535)
04 Other			
Local Travel	72,417	71,037	(1,380)
Staff Development	109,205	110,605	1,400
Insurance & Employee Benefits	968,819	969,686	867
Utilities			
Miscellaneous	3,888,844	4,088,844	200,000
Total Other	<u>5,039,285</u>	<u>5,240,172</u>	200,887
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$15,774,418</u>	<u>\$15,737,835</u>	(36,583)

PROFESSIONAL GROWTH SYSTEM

CAT	DESCRIPTION	10 Mon	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
2	Q Director II		1.000	1.000	
2	Q Consulting Principal				
2	Q Director II		1.000	1.000	
2	Q Consulting Principal		4.000	4.000	
2	P Director I		1.000	1.000	
2	P Director I		1.000	1.000	
2	P Director I		1.000	1.000	
2	P Director I		1.000	1.000	
3	BD Instructional Specialist		2.000	2.000	
3	BD Instructional Specialist		1.000	1.000	
3	BD Instructional Specialist		1.000	1.000	
3	BD Instructional Specialist		7.500	7.500	
3	AD Teacher, Consulting	X	3.000	3.000	
3	AD Teacher		.200	.200	
3	AD Teacher, Consulting	X	25.000	25.000	
3	24 Coordinator Paraeducator Prog		1.000	1.000	
2	23 Staff Development Spec		2.000	2.000	
3	23 Professional Growth Consultant		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				
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	
2	15 Administrative Secretary II		1.000	1.000	
2	14 Administrative Secretary I				
2	14 Administrative Secretary I				
2	14 Administrative Secretary I		1.000	1.000	
2	14 Administrative Secretary I				
2	13 Fiscal Assistant I		1.000	1.000	
2	12 Secretary		.500	.500	
2	11 Office Assistant IV		1.000	1.000	
2	10 Office Assistant III				
	Total Positions		70.200	70.200	

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:

- 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:

- 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—

- 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 2011 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 2011 is \$2,396,746. There is a realignment of a 1.0 instructional specialist position and \$73,477 from this program to the Support for Professional Development program.

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 2011 Operating Budget and Personnel Complement as follows:

**Technology Professional Development:
Technology Consultants**
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Department of Technology Consulting: Page 6-30

Information on the MCPS Strategic Plan strategies and initiatives related to this program can be found beginning on Page 22 of the 2009-2014 *Our Call to Action: Pursuit of Excellence* document.

TECHNOLOGY PROF DEVELOPMENT

Description	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages			
Total Positions (FTE)	20,000	19,000	(1,000)
Position Salaries	\$2,188,846	\$2,055,604	(\$133,242)
Other Salaries			
Supplemental Summer Employment			
Professional Substitutes	37,611	43,988	6,377
Stipends	135,975	229,839	93,864
Professional Part Time	7,560		(7,560)
Supporting Services Part Time	22,500	22,500	
Other			
Subtotal Other Salaries	203,646	296,327	92,681
Total Salaries & Wages	2,392,492	2,351,931	(40,561)
02 Contractual Services			
Consultants			
Other Contractual	8,000	8,000	
Total Contractual Services	8,000	8,000	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials	40,111	6,537	(33,574)
Office			
Other Supplies & Materials		21,188	21,188
Total Supplies & Materials	40,111	27,725	(12,386)
04 Other			
Local Travel	15,908	9,090	(6,818)
Staff Development			
Insurance & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	15,908	9,090	(6,818)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$2,456,511</u>	<u>\$2,396,746</u>	<u>(\$59,765)</u>

TECHNOLOGY PROF DEVELOPMENT

CAT	DESCRIPTION	10 Mon	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	Q Director II		1.000	1.000	
1	O Supervisor				
1	M Specialist				
3	BD Instructional Specialist		17.000	16.000	(1.000)
1	16 Administrative Secretary III		1.000	1.000	
1	15 Administrative Secretary II				
1	14 Administrative Secretary I		1.000	1.000	
	Total Positions		20.000	19.000	(1.000)