

**Section D: Great Teachers and Leaders**

Narrative: The narrative for Section D will address the activities included in the original Memorandum of Understanding (D)(2)(i-iv); (D)(3)(i-ii); and (D)(5)(i-ii). It will commit to participation in the Educator Instructional Improvement Academies and the Induction Academies. It will also describe any optional activities that it wishes to address with its funds from Race to the Top. *(Maximum of 3 pages of narrative)*

Action Plan: After the narrative, the LEA will complete the below action plan for Section D, following the directions provided for Section A.

**Action Plan: Section D**

LEA: Sample School District      Date: October 7, 2010      Year of the Grant (circle one)    **1**    **2**    **3**    **4**

**Goal(s):**

- Implement an evaluation system that complies with the State Framework
- Implement a mentoring system that complies with regulations of the Comprehensive Teacher Induction Program
- Provide an incentive for Highly Effective staff to work in a low-achieving school
- Provide effective professional development for teachers and principals

<b>Section D: Great Teachers and Leaders</b>	Correlation to State Plan	Project #	Timeline	Key Personnel	Performance Measure	Recurring Expense: Y/N
<i>MOU Requirements: (Yes) Activities to Implement MOU Requirements</i>	(D)(2)(i – iv) (D)(3)(i - ii) (D)(5)(i - ii)					
1. Using the State Framework revise teacher and principal evaluations or adopt the State model	(D)(2)		1/2011-6/2012	Pat Clark, Assistant Superintendent  Joe Perkins, Director of	Teacher and principal evaluations align to the State Framework	N

				Human Resources		
2. Train principals on the use of the new teacher evaluation and explain the new principal evaluation procedures to principals	(D)(2)		7/2012 9/2012	Mary Jones, Executive Director of Elementary Education  Tom Smith, Executive Director of Secondary Education	Observational measures of principals demonstrating effective evaluations of principals	N
3. Implement the teacher and principal evaluations	(D)(2)		9/2012, ongoing	Mary Jones, Executive Director of Elementary Education  Tom Smith, Executive Director of Secretary Education  Pat Clark, Assistant Superintendent	Review principals' evaluations of teachers for proper implementation  Review executive officers' evaluations of principals for proper implementation	N
4. Develop procedures and implement those procedures for using evaluations to inform decisions regarding <ul style="list-style-type: none"> <li>• tenure</li> </ul>	(D)(2)		7/2011- 6/2012 (develop)	Pat Clark, Assistant Superintendent  Joe Perkins,	Agreed upon set of procedures and developed  Use of procedures by	N

<ul style="list-style-type: none"> <li>• placement</li> <li>• individual professional development plans</li> <li>• promotion</li> <li>• removal</li> <li>• differentiated compensation to Effective or Highly Effective teachers and principals working in our lowest-achieving schools</li> <li>• assigning teachers and principals to the lowest-achieving schools</li> </ul>				<p>Director of Human Resources</p> <p>Mary Jones, Executive Director of Elementary Education</p> <p>Tom Smith, Executive Director of Secondary Education</p>	<p>district staff</p>	
<p>5. Develop procedures and use those procedures to assign principals and teachers who have been rated Satisfactory/Effective or Highly Effective in our five lowest achieving schools</p>	<p>(D)(3)</p>		<p>10/2011-1/2012 (develop)</p> <p>3/2011, ongoing (implement)</p>	<p>Pat Clark, Assistant Superintendent</p> <p>Joe Perkins, Director of Human Resources</p> <p>Mary Jones, Executive Director of Elementary Education</p>	<p>Data on teacher evaluation ratings compared across all schools in LEA</p>	<p>N</p>
<p>6. Identify the lowest-achieving elementary and middle schools to participate in the collaborative planning process</p>	<p>(D)(5)</p>		<p>3/2012-5/2012</p>	<p>Betty Green, Director of Accountability and Assessment</p>	<p>List of Schools</p>	<p>N</p>

				<p>Mary Jones, Executive Director of Elementary Education</p> <p>Tom Smith, Executive Director of Secondary Education</p>		
<p>7. Assign central office personnel to work with 4 staff members who attend the Educator Instructional Improvement Academies to implement the collaborative planning process on a weekly basis in the identified schools</p>	(D)(5)		<p>7/2012, ongoing</p>	<p>Mary Jones, Executive Director of Elementary Education</p> <p>Tom Smith, Executive Director of Secondary Education</p> <p>Principals</p>	<p>Teachers' instruction reflects the Common Core State Curriculum.</p> <p>Student benchmarks show student growth on target to reach State goals</p>	
<i>Additional Required Activities:</i>						
<p>1. Revise and implement the induction program for new teachers</p>	(D)(2)		<p>9/2012- 5/2011</p> <p>8/2011, ongoing</p>	<p>Sue Smith, Director of Professional Development</p>	<p>Syllabus for the induction program</p> <p>Written feedback from new teachers regarding the effectiveness of the training</p>	

					New teacher evaluations	
					New teacher retention data	
2. Revise the current teacher mentor program and hire three additional teachers as mentors, one of which is funded through Race to the Top	(D)(2)	10	1/2011-3/2011	Joe Perkins, Director of Human Resources	Develop written procedures that align to COMAR 13A.07.01	Y
			3/2011-6/2011	Sue Smith, Director of Professional Development	Hire the mentors for the 2011-2012 school year	
3. Have mentors participate in the Educator Instructional Improvement Academies	(D)(2)		2011-2013 (face-to-face)	Joe Perkins, Director of Human Resources	Observe mentors working with teachers to determine their understanding of the academy content	N
			2014 (online), ongoing	Sue Smith, Director of Professional Development	Review new teacher evaluations	
4. Provide monthly training for mentors	(D)(2)		7/2011	Sue Smith, Director of Professional Development	Written feedback from mentors regarding the effectiveness of the training	N
				Principals	Observe mentors working with and providing feedback to teachers to determine their effectiveness in enhancing teachers' performance	
5. Assign mentors to work with the new teachers and teachers on a second-class certificate	(D)(2)		7/2011, ongoing	Sue Smith, Director of Professional	Observe mentors working with and providing feedback to teachers to	N

				Development Joe Perkins, Director of Human Resources  Principals	determine their effectiveness in enhancing teachers' performance  Data on teachers on 2 <sup>nd</sup> class certificate meeting teacher effectiveness metrics in their evaluation	
6. Participate in MSDE's Educator Instructional Improvement and Induction Academies for teachers, Priority Schools and Maryland Principals' Academies for appropriate principals, Aspiring Leaders' Academy, and Executive Officer professional development opportunities	(D)(5)	11	7/2011, ongoing	Pat Clark, Assistant Superintendent Sue Smith, Director of Professional Development	Appropriate designated staff will attend all MSDE sessions	Y
<i>Optional Activities:</i>						
1. Select a low-achieving school with a Highly Effective principal  Select a Highly Effective cadre of staff (assistant principal, Highly Effective literacy and mathematics facilitators, and up to five Highly Effective classroom teachers to transfer to that school)	(D)(3)		1/2012-5/2012	Betty Green, Director of Accountability and Assessment  Joe Perkins, Director of Human Resources	Identify the school and transfer the cadre of staff to the school	N
2. Provide monthly professional	(D)(3)		7/2012,	Sue Smith,	Written feedback from	N

<p>development to the above selected staff with the content explicitly aligned to the Educator Instructional Improvement Academies.</p>			<p>ongoing</p>	<p>Director of Professional Development</p>	<p>principals regarding the effectiveness of the training</p>	
<p>3. Require the cadre to provide support to teachers in the school (with the content explicitly aligned to the Educator Instructional Improvement Academies) to enhance their instruction and increase student learning</p>	<p>(D)(3)</p>		<p>7/2012, ongoing</p>	<p>Pat Clark, Assistant Superintendent  Mary Jones, Executive Director of Elementary Education  Tom Smith, Executive Director of Secondary Education</p>	<p>Observe the teachers' instruction  Analyze student achievement data</p>	<p>N</p>