

# **RACE TO THE TOP APPLICATION**

**Submitted by:**

**Calvert County Public Schools  
1305 Dares Beach Rd  
Prince Frederick, Maryland  
20678**

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**Action Plan: Section A**

**LEA: Calvert County Public Schools**

**Date: November 3, 2010**

**Year of the Grant (circle one)**

**1    2    3    4**

**Goal(s):**

Not Applicable

<b>Section A: State Success Factors</b>	<b>Correlation to State Plan</b>	<b>Project #</b>	<b>Timeline</b>	<b>Key Personnel</b>	<b>Performance Measure</b>	<b>Recurring Expense: Y/N</b>
<i>MOU Requirements: (No)</i>						
<i>Additional Required Activities:</i>						
1. Cooperate with national and statewide evaluation	(A)(2)		12/01/10 – Expiration of Grant			N
<i>Optional Activities:</i>						
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**Section B: Standards and Assessments**

Narrative: The narrative for Section B will address the activities included in the original Memorandum of Understanding (B)(3). 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 B, following the directions provided for Section A

**Action Plan: Section B: Standards and Assessments**

LEA: Calvert County Public Schools

Date: November 3, 2010

Year of the Grant (circle one)

1 2 3 4

**Goal(s):**

- I. Align Calvert County Public Schools curriculum to the New Maryland State Curriculum which includes the State common core standards.**
- II. Implement new curriculum in our classrooms.**
- III. Provide an infrastructure for formative and summative assessments that monitors student progress and provide assessments are aligned to new State curriculum.**
- IV. Continue to implement STEM Programs and integrate STEM concepts into the curriculum.**

<b>Section B: Standards and Assessments</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>	(B)(3)					
1. Review current CCPS curriculum to ensure that it is complete and ready for alignment with new State curriculum.	(B)(3)		2010-2011	Deputy Superintendent for Curriculum Instructional Directors Instructional Supervisors	CCPS curriculum will be reviewed with Superintendent and School Board.	N
2. Align CCPS curriculum to new Maryland State curriculum. Planning	(B)(3)	#3	2011-2013	Deputy Superintendent	New curriculum will be posted on-line.	N

to be determined in readiness and new State documents.				Instructional Directors Instructional Supervisors		
3. Revise the current CCPS formative assessment system and infrastructure to align with the revised curriculum standards.	(B)(3)	#3	January 2012 – June 2013	Deputy Superintendent Instructional Directors Instructional Supervisors	An implementation plan will be developed that includes check points and milestones to ensure timely revision.  Fully revised assessment system.	N
4. Expand current on-line assessment system to enable CCPS to move to full benchmark and on-line administration of the state summative assessments.	(B)(3)		June 2013 – June 2014	Deputy Superintendent Executive Director Instructional Directors Instructional Supervisors IT Supervisors	An implementation plan will be developed to monitor progress and ensure timely expansion.  Full use of on-line summative assessments.	N
5. On-line formative assessment system will be expanded to allow for in-the-moment, individual student assessment and individual and group progress monitoring.	(B)(3)	#3	June 2013 – June 2014	Deputy Superintendent Executive Director Instructional Directors Instructional Supervisors IT Supervisors	A work group will develop an implementation plan that includes checkpoints and needed staff training.  Full use of monitoring system.	N
6. Train teachers and principals in the new system to enable them to administer assessments, monitor student progress and analyze results to inform and improve instruction.	(B)(3)		January 2012 – June 2014	Deputy Superintendent Instructional Directors Instructional Supervisors Director of DIIT IT Supervisors	Track training of staff to ensure all are trained.	N
<i>Optional Activities:</i>						
1. The continued implementation of Project Lead the Way programs in all	B(3)	#5	January 2011 – June 2014	Principals Instructional	Full implementation of all programs.	N

high schools and Gateway to Technology Programs in all middle schools.				Directors		
2. Continue to integrate STEM concepts throughout the elementary and middle school curriculum.	(B)(3)	#5	Currently – June 2014	Deputy Superintendent for Instruction Instructional Directors and Supervisors Principals	Full implementation and review of the on-line curriculum.	N
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**Section C: Data Systems to Support Instruction**

Narrative: The narrative for Section C will address the activities included in the original Memorandum of Understanding (C)(3)(i-iii). 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 C, following the directions provided for Section A.

**Action Plan: Section C: Using Data to Improve Instruction**

LEA: Calvert County Public Schools Date: November 3, 2010 Year of the Grant (circle one)

1 2 3 4

**Goal(s):**

- I. Expand and enhance highly effective student data system.**
- II. Extend and enhance professional development on using data to inform and improve instruction.**
- III. Provide targeted professional development based on analysis of student needs.**
- IV. Monitor and analyze correlation between student results and instructional practices.**

<b>Section C: Data Systems to Support Instruction</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>	(C)(3)(i-iii)					
1. In partnership with data system vendor, expand on-line assessment capacity to enable successful administration of State assessments.	(C)(3)(i)	#4	January 2011- June 2014	Exec. Director of School Operations DIIT Director Deputy Superintendent for Instruction Instructional Directors	System will be expanded and ready to receive data from state assessment and state benchmarks as well as local assessments.	N
2. In partnership with data system vendor, enhance individual on-line assessment system to provide each classroom, in-the-moment, individual assessment with immediate student feedback, teacher summary and	(C)(3)(i)	#4	January 2011- June 2014	Exec. Director of School Operations DIIT Director Deputy Superintendent for Instruction	System will be implemented using a well-formulated plan with checkpoints and target dates for completion.	N

performance analysis.				Instructional Directors		
3. In partnership with data system vendor, provide student data analysis together with best practice research to support differentiated instruction.	(C)(3)(i)	#4	January 2011- June 2014	Exec. Director of School Operations DIIT Director Deputy Superintendent for Instruction Instructional Directors	System will be completely implemented and tested prior to its necessary use with new assessment data.	Y – After R2TT general operation funds will be used.
4. Extend and enhance the current model for data-driven instructional decision-making for all professional educators in the school system.	(C)(3)(ii)	#4	January 2011 – June 2014	Deputy Superintendent for Instruction Director of DIIT	A plan with vendor is being developed that includes checkpoints and benchmarks to ensure timely completion.	N
5. Develop competency-based training requirement on the use of data for instructional decision-making for all non-tenured teachers and teachers new to CCPS.	(C)(3)(ii)		June 2011 – June 2013	Director of DIIT Director of HR Director of Instructional Enhancement	An on-line tracking system will track and compile data on training.	N
6. Use expanded data system to enhance the work of professional learning communities, grade level, subject area, and School Improvement Teams.	(C)(3)(ii)		June 2012 – June 2014	Principals Directors of Instruction Deputy Superintendent for Instruction Executive Director of School Operations	Goal setting and review with Building Administrators and Department of Instruction staff.  On-line tracking system will compile data on use.	N
7. Use the expanded and enhanced data system and new analytic tools to integrate student results with targeted instructional practices to increase student achievement.	(C)(3)(ii)		June 2013 – June 2014	Principals Instructional Directors		N
8. Train administrators to use new analytic tool to ensure teachers receive targeted professional development matched to student performance.	(C)(3)(ii)		June 2012 – June 2014	Director of Instructional Enhancement Principals	Track and compile data concerning training on-line.	N
9. Use expanded data systems to monitor and analyze correlation	(C)(3)(ii)		January 2012 – June 2014	Director of DIIT Instructional	Regular and systematic use in schools, system-wide meetings	N



between student results and instructional practices.				Directors Principals	and board meetings.	
10. Share results of correlation and results across school system, institutions of higher education and research agencies.	(C)(3)(iii)		2014 and on-going	Director of DIIT	Record of all sharing of data will be compiled.	N
<i>Optional Activities:</i>						
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**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: Great Teachers and Leaders**

LEA: Calvert County Public Schools

Date: November 3, 2010

Year of the Grant (circle one)

1 2 3 4

**Goal(s):**

- I. Implement an evaluation system for educators that builds staff capacity to improve student learning in compliance with the state framework.**
- II. Ensure that all students have access to quality teachers and principals.**
- III. Provide high quality professional development and professional growth opportunities to 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. In collaboration with MSDE, CCPS will examine methods for measuring student growth as a component of the evaluation model.	(D)(2)(i)		January 2011 through June 2012	Superintendent and all Administrative Instructional Staff	Teacher and principal evaluations align to the State Framework.	N
2. Train principals on the use of the new teacher evaluation system and explain the new principal evaluation procedures to principals.	(D)(2)(i, ii)		6/2012 9/2012, if available	Deputy Superintendent for Instruction System Committee	Review Observational measures of principals to ensure effective evaluations of teachers and principals.	N
3. Implement the teacher and principal evaluations.	(D)(2)(ii)		9/2012, Ongoing	Superintendent and Senior Staff	Review principals' evaluations of teachers for proper implementation.	N
1. Develop procedures and implement those procedures for	(D)(2)(i-iv)		July 2011 – June 2012	Superintendent Board of Education	Agreed upon set of procedures and developed	N

<p>using evaluations to inform decisions regarding</p> <ul style="list-style-type: none"> <li>- tenure</li> <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>2. Use evaluations to inform professional development activities and systems including a formative system for teachers.</p>	(D) (2) (iv)	#2	January 2011- June 2013	<p>and Senior Staff working in collaboration with community members, employee associations, MSDE and MABE.</p> <p>Superintendent and Senior Staff working in collaboration with the vendor, principals and instructional staff</p>	<p>Addition of policy and procedures to Board of Education's on-line policy manual. Use of policy and procedures by district staff.</p> <p>The existence of the system as part of the comprehensive assessment system that will be in place to support student learning and build teacher and principal capacity.</p>	N
<p>3. Develop a system-wide staff profile that will inform decisions about the placement and assignment of teachers and principals.</p>	(D)(3)(i, ii)		January 2011 – June 2013	Superintendent Senior Staff Employee Associations Human Resources	A fully developed and published system will be shared with principals and teachers during the 2012-2013 school year.	N
<p>4. Assign principals and teachers to schools across the system in a manner that will provide equal access to high-quality instructors in all schools.</p>	(D)(3)(i, ii)		Begin June 2011 On-going	Superintendent Senior Staff Human Resources Principals	Data on teacher evaluation ratings compared across all schools in LEA.	N
<p>5. Provide incentives in conjunction with assigning the most highly qualified and effective teachers and principals to the lowest-achieving schools.</p>	(D)(3)(i)		June 2013 – On-going	Superintendent Senior Staff Human Resources Principals	System will be in place and data concerning use will be tracked.	N
<p>6. Provide incentives for hard-to-staff subjects including STEM</p>	(D)(3)(ii)		June 2013 On-going	Superintendent Senior Staff	System will be in place and data concerning use will be tracked.	

and special education teachers across all schools and, in particular, lowest-achieving schools.				Human Resources Principals		N
7. Train administrators and teachers in the use of the comprehensive assessment system that will be in place to support student learning and build teacher and principal capacity.	(D) (5) (i, ii)	#2	June 2011-June 2013	Deputy Superintendent of Instruction, Executive Directors, Directors, Principals	System will be in place and data concerning use will be tracked.	N
8. Assign central office personnel to work with staff members who attend the Educator Instructional Improvement Academies to implement the collaborative planning process on a weekly basis in the identified schools.	(D)(5)(i, ii)		7/2012, ongoing	Deputy Superintendent for Instruction Instructional Directors	Teachers' instruction reflects the Common Core State Curriculum.  Student benchmarks show student growth on target to reach State goals.	N
<i>Additional Required Activities:</i>						
1. Revise and implement the induction program for new teachers.	(D)(2)(iv)			Deputy Superintendent for Instruction Instructional Directors	Syllabus for the induction program  Written feedback from new teachers regarding effectiveness of the training  New teacher evaluations  New teacher retention data	N
2. Revise the current teacher mentor program and hire additional teachers as mentors.	(D)(2)(iv)		1/2011 – 3/2011 3/2011 – 6/2011	Deputy Superintendent for Instruction Instructional Directors Principals	Develop written procedures that align to COMAR 13A.07.01.  Hire the mentors for the 2011-2012 school year.	Y – from General Operating Funds
3. Have mentors participate in the	(D)(2)(iv)		2011-2013	Deputy	Observe mentors working with	N

Educator Instructional Improvement Academies.			(face-to-face) 2014 (online), ongoing	Superintendent for Instruction Instructional Directors Principals	teachers to determine their understanding of the academy content.  Review new teacher evaluations.	
4. Provide training for mentors.	(D)(2)(iv)		7/2011	Deputy Superintendent for Instruction Instructional Directors Principals	Written feedback from mentors regarding the effectiveness of the training.  Observe mentors working with and providing feedback to teachers to determine their effectiveness in enhancing teachers' performance.	N
5. Assign mentors to work with the new teachers and teachers on a second-class certificate.	(D)(2)(iv)		7/2011, ongoing	Instructional Directors Principals	Observe mentors working with and providing feedback to teachers to determine their effectiveness in enhancing teachers' performance.  Data on status of teachers on 2 <sup>nd</sup> class certificate meeting teacher effectiveness metrics in their evaluation. Data on status of teachers not meeting teacher effectiveness metrics in their evaluation.	N
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)(i, ii)		6/2011, ongoing	Superintendent Senior Staff Directors Principals	Appropriate designated staff will attend all MSDE sessions.	Y – from General Operating Funds
<i>Optional Activities:</i>						
1.						
2.						

**Section E: Turning Around Lowest Achieving Schools**

Narrative: The narrative for Section E will address the activities included in the original Memorandum of Understanding (E)(2). 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 E, following the directions provided for Section A.

**Action Plan: Section E**

LEA: Calvert County Public Schools Date: November 3, 2010

Year of the Grant (circle one)

1 2 3 4

**Goal(s):**

- I. Ensure that CCPS has no low-achieving schools.**

<b>Section E: Turning Around Lowest-Achieving Schools</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>	(E)(2)					
1. Establish criteria for identifying low-achieving or potentially low-achieving schools.	(E)(2)		June 2011 – June 2013	Superintendent Senior Staff Instructional Directors Principals	Criteria will be established and published.	N
2. Establish response system that based on multiple criteria – standard, staff, others, acceleration – to prevent schools from falling below our achievement goals.	(E)(2)		June 2011 – June 2013	Superintendent Senior Staff Instructional Directors Principals	Achievement levels will be analyzed using the response system.	N
3. Monitor response actions and initiatives for ROI (return on investment).	(E)(2)		June 2011 – June 2013	Superintendent Senior Staff Instructional Directors Principals	Data collected and analyzed for effectiveness.	N
4. Extend continuous improvement training for staff and board of education to achieve and maintain	(E)(2)		June 2011 – On- going	Superintendent Senior Staff Instructional	Tracking of training on-line to ensure all are trained regularly.	N

excellence in education.				Directors Principals		
<i>Optional Activities:</i>						
1. Expand the Southern MD CAN Program to lowest-achieving high school students to ensure that the students, beginning in grade 9, have additional support to become fully aware of the meaning of and the need for being college-and career-ready.	(E)(2)	#1	Currently – June 2014	Instructional Director Student Services Director Principals	Tracking of the data concerning the use of the services, examination of the effect of the program through data analysis.	Y – from General Operating Funds
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**Section F: General**

Narrative: The narrative for Section F will describe any optional activities that it wishes to address with its funds from Race to the Top. For the purposes of this Action Plan, activities related to Section F of the State application or any of the “Priorities” may be addressed. *(Maximum of 3 pages of narrative)*

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

**Action Plan: Section F**

LEA: \_\_\_\_\_ Date: \_\_\_\_\_ Year of the Grant (circle one)    **1**    **2**    **3**    **4**

Goal(s):

**Calvert County is not submitting Section F.**

<b>Section F: General</b>	Correlation to State Plan	Project #	Timeline	Key Personnel	Performance Measure	Recurring Expense: Y/N
<i>MOU Requirements: (No)</i>						
<i>Optional Activities:</i>						
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## Signature Page

The signature of the LEA superintendent commits the LEA to the terms and conditions in this Final Scope of Work Plan for Race to the Top funds.

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Signature of LEA Superintendent

Print Name: Jack R. Smith, Ph.D.

Date: November 17, 2010

**Attachment A**  
**Grant Awards by LEA**

**Attachment B**  
**Budget (C-1-25)**

Include all of the budgeting forms and directions they will need  
(C-1-25 forms and Project Level Budget Forms)