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TO: Members of the Maryland State Board of Education
FROM: Jack R. Smith, Ph.D. *JRS/CL*
DATE: December 8, 2015
SUBJECT: 2015 Bridge to Excellence Master Plan Report

PURPOSE:

To provide an overview of the 2015 Bridge to Excellence Comprehensive Master Plan.

BACKGROUND:

In 2002, the Maryland General Assembly enacted the Bridge to Excellence in Public Schools Act (BTE), which restructured Maryland's public school finance system and increased State aid to public schools by an estimated \$1.3 billion between fiscal years 2003 and 2008. As a result of this legislation, Maryland adopted a standards-based approach to public school financing based on the premise that when students have access to rigorous curriculum, highly qualified teachers, and programs that employ proven strategies and methods for student learning, all students, regardless of race, ethnicity, gender, disability, or socioeconomic background, can achieve.

In 2003, Local School Systems (LSSs) were required by BTE to develop a comprehensive Master Plan that outlined strategies for improving student achievement and eliminating achievement gaps. Each year, an update to the plan is submitted to the Department and reviewed to determine if sufficient progress is being made by individual school systems. During the 2004 legislative session, the Maryland General Assembly expanded the scope of the Annual Updates to include a detailed summary of how each local board of education's current year budget and increases in expenditures over the prior year were consistent with the goals, objectives, and strategies detailed in the Master Plan.

In 2015, the Bridge to Excellence in Public Schools Act required local school systems to develop a five-year comprehensive Master Plan to include goals, objectives, major initiatives, and strategies to promote academic excellence among all students, including all subgroups, and specialized populations to eliminate performance gaps. Beginning in 2016, each local school system shall submit an annual update.

EXECUTIVE SUMMARY:

With the 2015 Five Year Comprehensive Master Plan, local school systems conducted and reported on a thorough and detailed data analysis of performance relative to federal and State standards. Due to the transition from MSA to PARCC, local school systems also reported on implementation on performance related to formative local assessments, and standardized research-based assessments.

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The Department, through eight Master Plan review panels and over 80 internal and external reviewers, completed the review of the 2015 Master Plans. All twenty-four Master Plans have met all requirements for approval.

ACTION:

This report is for information purposes only. No action is required.

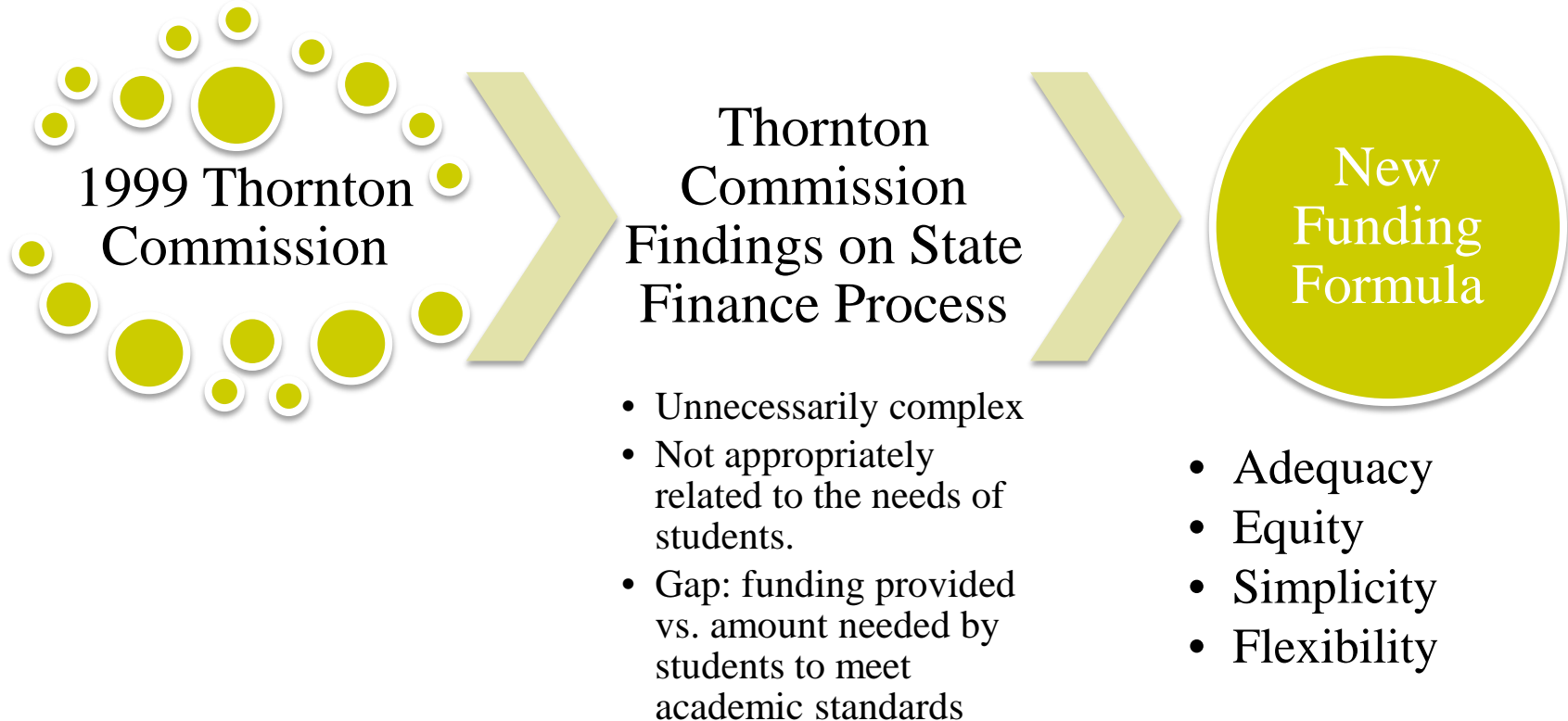
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Attachments - [http://marylandpublicschools.org/msde/programs/Bridge to Excellence/index.html](http://marylandpublicschools.org/msde/programs/Bridge%20to%20Excellence/index.html)

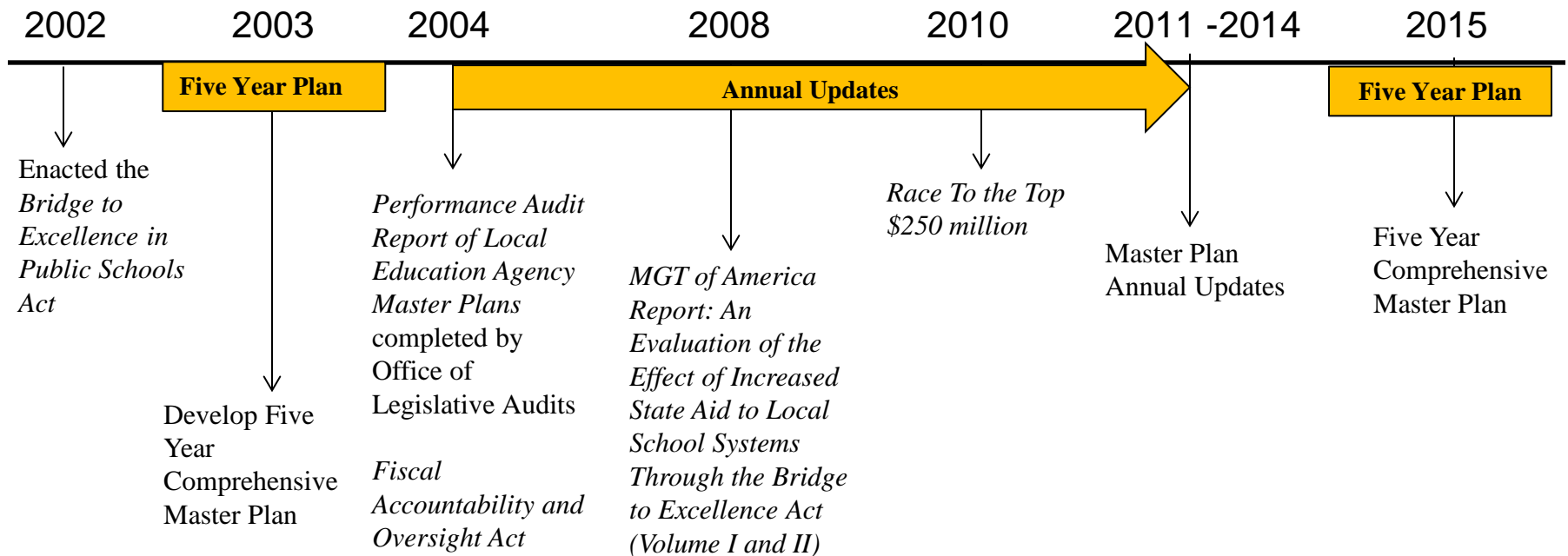
Bridge To Excellence Master Plan 2015

Office of Finance and Administration
&
Division of Student, Family, and School Support
December 8, 2015

Historical Perspective: Purpose



Master Plan: Timeline



Local Master Plans

Comprehensive Master Plans include:

Goals, objectives, and strategies

Alignment with No Child Left Behind Goals & Elementary and Secondary Education Act

Analysis of all students and student subgroup populations

Budget Alignment

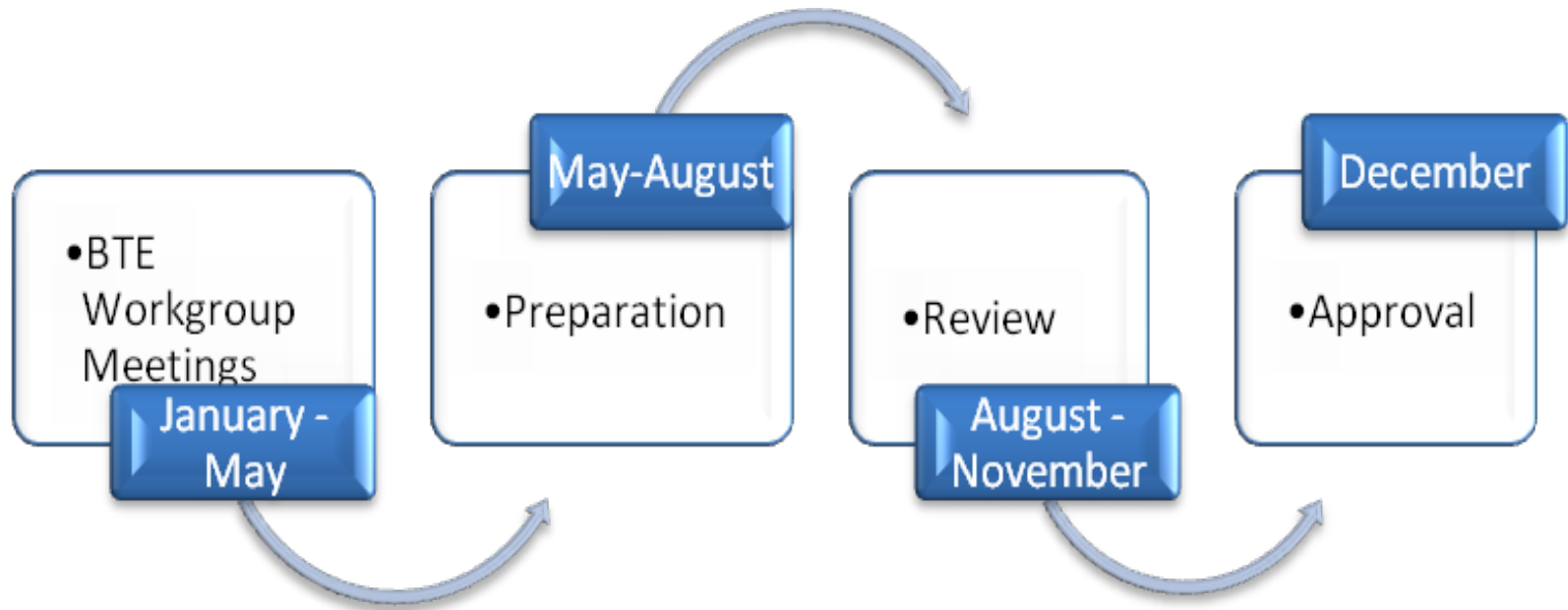
ESEA Titled Programs (e.g. Title I)

Master Plan Purpose

Focus of the Master Plan:

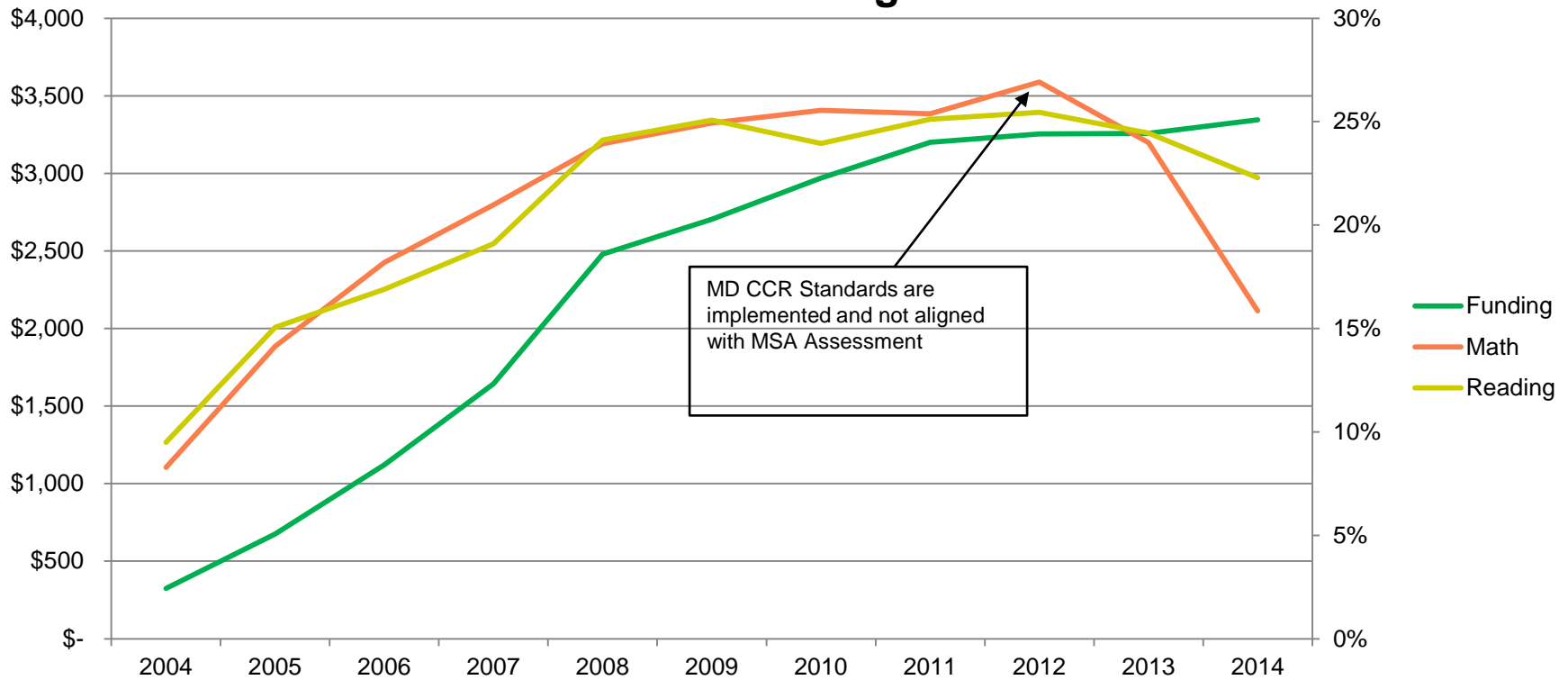
- Consistent with prior years
 - Describe progress toward meeting master plan goals
 - Include strategies to address identified challenges indicated by data
 - Evaluate the alignment of local school system priorities and their annual budgets
- In 2015
 - In the absence of state-level assessment data LSSs were required to review formative local assessments and other local data

Master Plan Process



Bridge to Excellence & Academic Progress: Elementary Schools

Elementary Grades Achievement Growth Tracked with Funding Increases

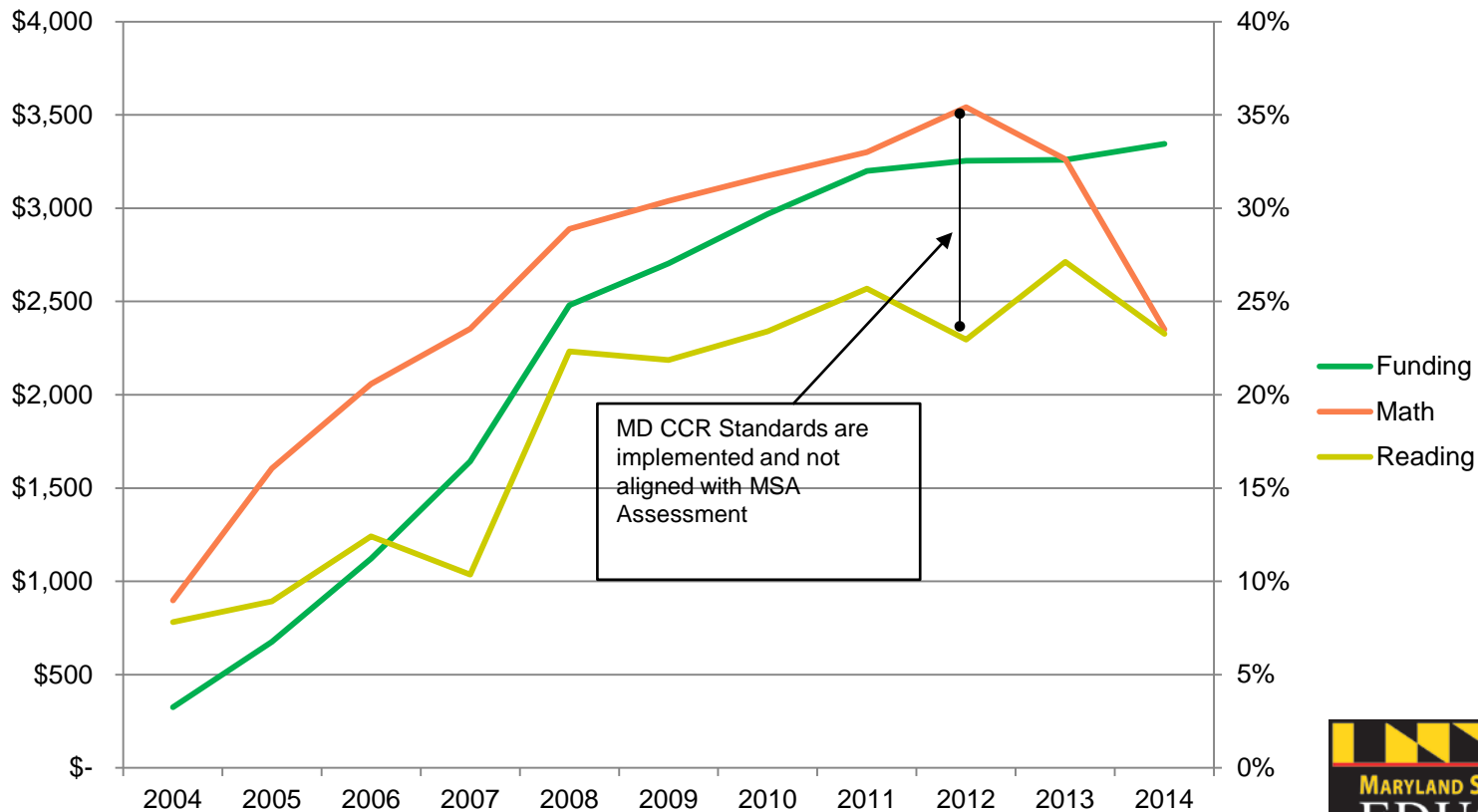


MD CCR Standards are implemented and not aligned with MSA Assessment



Bridge to Excellence & Academic Progress: Middle Schools

Middle Grades Achievement Growth Tracked with Funding Increases



Local School System Progress



Planned vs. Actual Revenue

Revenue Description	FY 16 Planned Budget (in millions)	FY 15 Actual Budget (in millions)	FY 15 Planned Budget (in millions)
Local Appropriation	\$5,838	\$5,714	\$5,752
State Revenue	5,373	5,286	5,262
Federal ARRA Funds	24	31	6
Federal Revenue	355	341	338
Other Federal Funds	197	200	207
Other Local Revenue	154	164	110
Other Resources/Transfers	218	184	219
Total*	\$12,161	\$11,921	\$11,894

Planned Expenditures per Reform Area

FY 2016 Planned Expenditures	Planned Expenditures (in millions)	FTE
Assurance Area 1 - Standards and Assessments Adopting standards and assessments that prepare students to succeed in college and the workplace and to compete in the global economy.	\$1,224	15,516
Assurance Area 2 - Data Systems to support instruction Building data systems that measure student growth and success, and inform teachers and principals about how they can improve instruction.	119	594
Assurance Area 3 - Great Teachers and Leaders Recruiting, developing, rewarding, and retaining effective teachers and principals, especially where they are needed most.	1,687	23,768
Assurance Area 4 - Turning Around the Lowest Achieving Schools	429	4,624
Mandatory Cost of Doing Business	8,645	62,445
Other (items deemed necessary by the local Board of Education)	56	720
Total	\$12,161	107,666



Planned vs. Actual Expenditures

FY15 Change in Expenditures	FY 2015 Planned (in millions)	FY 2015 Actual (in millions)
Assurance Area 1 - Standards and Assessments Adopting standards and assessments that prepare students to succeed in college and the workplace and to compete in the global economy.	\$1,210	\$1,220
Assurance Area 2 - Data Systems to support instruction Building data systems that measure student growth and success, and inform teachers and principals about how they can improve instruction.	142	154
Assurance Area 3 - Great Teachers and Leaders Recruiting, developing, rewarding, and retaining effective teachers and principals, especially where they are needed most	1,596	1,585
Assurance Area 4 - Turning Around the Lowest Achieving Schools	522	526
Mandatory Cost of Doing Business	6,695	6,692
Other (items deemed necessary by the local Board of Education)	1,729	1,744
Total*	\$11,894	\$11,921



Conclusion

- 2015 review of Master Plans revealed that local school systems are:
 - Reviewing data
 - Implementing strategies
 - Using funds to increase student achievement and close achievement gaps
- All twenty-four Master Plans have met Bridge to Excellence requirements

