

Curriculum, Instruction, and Assessment Summary

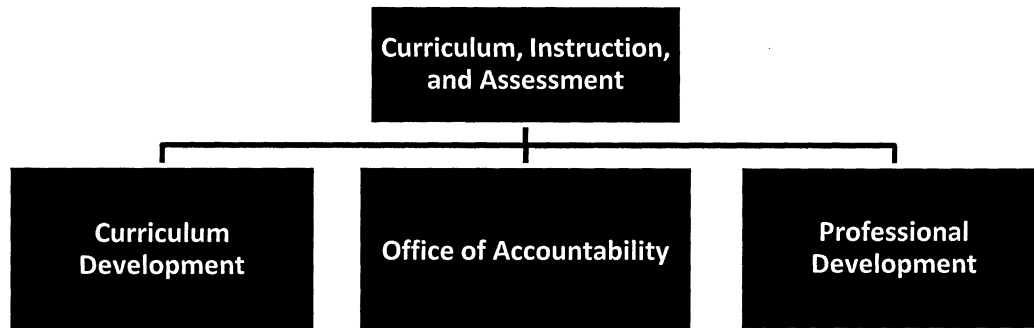
Program Overview

The Division of Curriculum, Instruction, and Assessment is comprised of instructional supervisory offices representing: art education, business education, English/Language Arts and reading, Family and Consumer Sciences, gifted education, health, library/media, mathematics, music, physical education, science, social studies, and technology education, and world language.

In addition to the instructional offices, Professional Development and the Office of Accountability comprise the Division of Curriculum, Instruction and Assessment of Harford County Public Schools. The Coordinator of School Improvement and Intervention provides assistance and support for the development, implementation, and evaluation of system-wide intervention and school improvement initiatives.

The Division of Curriculum, Instruction, and Assessment provides support and assistance for all instructionally related aspects of the educational program offered by Harford County Public Schools. All the instructional supervisors and coordinators within the division provide direct assistance and leadership in the development, implementation, evaluation, and coordination of curriculum and instruction, Pre-K through Grade 12.

PROGRAM COMPONENT ORGANIZATION



| | FY 2014 Actual | FY 2015 Actual | FY 2016 Actual | FY 2016 Budget | FY 2017 Budget | Change |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------|
| Curriculum and Instruction | \$ 4,770,320 | \$ 5,792,305 | \$ 5,749,068 | \$ 6,038,773 | \$ 6,060,234 | \$ 21,461 |
| Curriculum Dev and Implementation | 3,137,254 | 3,948,686 | 3,985,415 | 4,143,500 | 4,232,524 | 89,024 |
| Office of Accountability | 771,196 | 849,460 | 774,517 | 788,897 | 751,814 | (37,083) |
| Professional Development | 861,870 | 994,159 | 989,136 | 1,106,376 | 1,075,896 | (30,480) |

Summary Report

Curriculum and Instruction

| By Object Code | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---------------------|--------------------|--------------------|--------------------|--------------------|-----------------|--------------------|
| Salaries | \$4,172,647 | \$5,184,346 | \$5,211,873 | \$5,452,652 | \$76,461 | \$5,529,113 |
| Contracted Services | \$343,003 | \$329,019 | \$268,248 | \$288,449 | (\$36,000) | \$252,449 |
| Supplies | \$145,821 | \$127,221 | \$116,002 | \$126,933 | (\$29,500) | \$97,433 |
| Other Charges | \$84,968 | \$130,722 | \$128,149 | \$146,630 | \$500 | \$147,130 |
| Equipment | \$23,880 | \$20,997 | \$24,795 | \$24,109 | \$10,000 | \$34,109 |
| Total: | \$4,770,319 | \$5,792,305 | \$5,749,068 | \$6,038,773 | \$21,461 | \$6,060,234 |

Budgeted Full Time Equivalent Positions

| | FY14 | FY15 | FY16 | 16-17 | FY17 |
|--------------------------|-------------|-------------|-------------|------------|-------------|
| Administrator | 3.0 | 3.0 | 4.0 | 0.0 | 4.0 |
| Assistant Superintendent | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Assistant Supervisor | 5.8 | 6.8 | 6.0 | 0.0 | 6.0 |
| Clerical 12 Month | 16.5 | 17.5 | 17.5 | 0.0 | 17.5 |
| Director | 1.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Specialist 12 Month | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Supervisor | 11.0 | 11.0 | 11.0 | 0.0 | 11.0 |
| Teacher/Counselor | 2.0 | 10.0 | 10.0 | 0.0 | 10.0 |
| | 39.3 | 50.3 | 50.5 | 0.0 | 50.5 |

| By State Category | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget | FY17 FTE |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------|
| ADMINISTRATIVE SERVICES | | | | | | | |
| Contracted Services | \$12,985 | \$13,890 | \$12,985 | \$21,425 | \$(6,000) | \$15,425 | |
| Equipment | \$8,946 | \$892 | \$2,160 | \$4,119 | \$0 | \$4,119 | |
| Other Charges | \$9,171 | \$6,822 | \$9,920 | \$5,577 | \$0 | \$5,577 | |
| Salaries | \$390,446 | \$486,496 | \$468,016 | \$476,103 | \$19,917 | \$496,020 | |
| Supplies | \$21,843 | \$9,265 | \$10,990 | \$14,000 | \$(2,000) | \$12,000 | |
| TOTAL: | \$443,391 | \$517,365 | \$504,070 | \$521,224 | \$11,917 | \$533,141 | 6.0 |
| MID-LEVEL ADMINISTRATION | | | | | | | |
| Contracted Services | \$73,066 | \$56,726 | \$44,221 | \$57,000 | \$(5,000) | \$52,000 | |
| Equipment | \$14,934 | \$20,105 | \$22,635 | \$19,990 | \$10,000 | \$29,990 | |
| Other Charges | \$68,431 | \$88,193 | \$82,927 | \$107,453 | \$500 | \$107,953 | |
| Salaries | \$2,624,386 | \$3,376,575 | \$3,405,303 | \$3,470,982 | \$116,750 | \$3,587,732 | |
| Supplies | \$44,450 | \$38,182 | \$40,006 | \$47,284 | \$(500) | \$46,784 | |
| TOTAL: | \$2,825,267 | \$3,579,781 | \$3,595,091 | \$3,702,709 | \$121,750 | \$3,824,459 | 44.5 |
| INSTRUCTIONAL SALARIES | | | | | | | |
| Salaries | \$1,157,816 | \$1,321,276 | \$1,338,555 | \$1,505,567 | \$(60,206) | \$1,445,361 | |
| TOTAL: | \$1,157,816 | \$1,321,276 | \$1,338,555 | \$1,505,567 | \$(60,206) | \$1,445,361 | 0.0 |
| TEXTBOOKS AND CLASS SUPPLIES | | | | | | | |
| Supplies | \$79,529 | \$79,773 | \$65,007 | \$65,649 | \$(27,000) | \$38,649 | |
| TOTAL: | \$79,529 | \$79,773 | \$65,007 | \$65,649 | \$(27,000) | \$38,649 | 0.0 |
| OTHER INSTRUCTIONAL COSTS | | | | | | | |
| Contracted Services | \$256,951 | \$258,403 | \$211,042 | \$210,024 | \$(25,000) | \$185,024 | |

| By State Category | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget | FY17 FTE |
|--------------------------|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|---------------------|
| Other Charges | \$7,366 | \$35,708 | \$35,303 | \$33,600 | \$0 | \$33,600 | |
| TOTAL: | \$264,317 | \$294,111 | \$246,345 | \$243,624 | \$(25,000) | \$218,624 | 0.0 |
| Grand Total: | \$4,770,319 | \$5,792,305 | \$5,749,068 | \$6,038,773 | \$21,461 | \$6,060,234 | 50.5 |

Curriculum Development and Implementation

The primary functions of this division include the on-going development and implementation of curriculum at all grade levels and for all courses of study aligned with national, state, and local mandates, as well as direct support for continued instructional improvement.

Program Overview- Accelerated Learning Programs

The Office of Accelerated Learning and Intervention coordinates gifted and talented programs and oversees the implementation of the Advanced Placement (AP), SAT, and PSAT testing and preparation programs.

Accomplishments- FY 2015

- Provided professional development to Gifted and Talented Specialists in the areas of technology, coding, and crafting inquiry-based mathematics instruction. (Board Goal 3)
- Published and disseminated *A Parent's Guide to Gifted and Talented Education* to the HCPS website, as well as to elementary schools. (Board Goal 2)
- Provided a week-long Gifted and Talented summer center where 42 students investigated interest-based environmental problems and proposed solutions. (Board Goals 1 and 2)
- Increased the overall Harford County Public Schools (HCPS) SAT performance by 7 points in mathematics, 2 points in reading, and 6 points in writing. (Board Goal 1)
- Increased enrollment in AP courses during the 2014-2015 school year by 391 students. (Board Goal 1)
- Sent three HCPS Destination Imagination Teams to the Destination Imagination Global Competition in Tennessee. (Board Goals 1 and 2)

Program Overview – Business

The Office of Business Education provides a program of study to focus on financial services (Academy of Finance), accounting, marketing, business management, business administrative support services, and computer programming. These programs include options for students to earn industry certifications and college credit toward advanced study in the career field.

Accomplishments – FY 2015

- Continued partnership with APG Federal Credit Union to train Academy of Finance students to operate HCPS student-run credit union at Edgewood High School. (Board Goals 1 and 2)
- Served on Maryland State Department of Education (MSDE) Business Education State Advisory Group to revamp the Business Education Business, Management and Finance Career Cluster and Pathways. (Board Goal 1)
- Began to make plans for the implementation with HCPS teachers to increase the rigor and value added to business courses. (Board Goal 1)
- Observed and evaluated teachers with principals and administrative teams in all nine comprehensive high schools. (Board Goal 3)
- Provided high school leadership for the after school clubs of Future Business Leaders of America (FBLA) and Distributive Education Clubs of America (DECA), students participated in local, state, and national competitions with Bel Air High School, North Harford High School (FBLA) and Patterson Mill High School (DECA) having state winners. (Board Goal 1)
- Ensured each class has the needed materials of instruction, computers, and an effective teacher to implement the business curricula. (Board Goals 1 and 3)
- Began the approval process for the new MSDE Business, Management, and Finance Career Cluster and Pathway courses. (Board Goal 1)
- Provided professional development for staff to align their coursework with the Maryland College and Career Ready Standards (MCCRS). (Board Goal 3)
- Encouraged, supported, and assisted more teachers to get students to take the Microsoft Office Specialist industry certification. (Board Goal 1)
- Provided support to instructional staff with the transition to Office 365. (Board Goal 3)
- Afforded seven Business Management and Finance teachers the opportunity to attend a MSDE professional development course on the new Business Capstone option for students. (Board Goal 3)
- Supported a student at Patterson Mill High School to campaign, and ultimately be elected, as the Region 4 VP for DECA. (Board Goal 1)

Curriculum Development and Implementation

The following is a list of accomplishments for the Academy of Finance (AOF) at Edgewood High School in Harford County Maryland for the 2015 school year.

- Held Monthly Business Advisory Board Meetings throughout the 2014-15 school year. (Board Goal 2)
- Appointed a senior from the AOF is assigned as a permanent member of the AOF Advisory Board. (Board Goal 1)
- Appointed a parent volunteer to serve as a representative on the AOF Advisory Board. (Board Goal 1)
- Began the Academy of Finance on-line College Course-Introduction to Business-through Harford Community College for seniors. (Board Goal 1)
- New National Academy of Foundation certified curriculum was integrated into current classroom instruction. (Board Goal 1)
- Continued the Student Branch of Aberdeen Proving Ground Federal Credit Union inside Edgewood High. APGFCU RAM Branch Credit Union is run by the juniors and seniors in the Academy of Finance at Edgewood High School. (Board Goals 1 and 2)
- Conducted interviews by various members of the Advisory Board to hire qualified tellers for the in school APGFCU RAM Branch. (Board Goals 1, 2 and 3)
- Held a job shadowing with approximately 55 AOF Students with 15+ local AOF Business Advisory Board members and AOF Business Partners. (Board Goals 1 and 2)
- Provided a professional development day for all AOF Students; students received professional advice in proper business lunch etiquette and visited 3 training sessions on topics such as networking and interviewing. (Board Goals 1 and 3)
- Conducted Business Members of AOF Advisory Board HR Directors interviews with juniors for a paid summer internship through the AOF. (Board Goals 1 and 2)
- Held AOF Appreciation Breakfast to honor and thank AOF Business Partners for their support and participation; presentation of three \$750 AOF College Scholarships. (Board Goals 1 and 2)
- Collaborated with local businesses and AOF Advisory Board Members to provide nine paid summer internships. (Board Goals 1 and 2)
- Achieved "Model Status" recognition from the National Academy Foundation for the second time in the 17 year history of the program. (Board Goals 1 and 3)
- Continued planning and preparation to fund and integrate International Baccalaureate Career Related Certification (IBCC) into AOF in the 2015-16 Fiscal Year. (Board Goal 1)
- Continued planning and preparation to fund and integrate Student Certification Assessment System (SCAS) into position for the 2015-16 fiscal year. (Board Goals 1 and 2)

Program Overview – Early Childhood (Prekindergarten and Kindergarten)

The overall goal of Early Childhood is to provide the foundational skills for young children which will enable them to become successful in school. Whether the child's first experience is prekindergarten or kindergarten, children should experience a positive, supportive environment to begin their educational career.

The purpose for prekindergarten is to prepare at-risk children for kindergarten. Through a structured educational program that consists of instruction in language arts and mathematics, theme-related project work, self-directed activities in learning centers, literature and outdoor play, children acquire the work habits, academic knowledge and social skills needed for kindergarten readiness.

Kindergarten is a highly structured academic setting for children to begin formal education. The full day program includes all academic subjects such as language arts, mathematics, science and social studies, as well as special area subjects of art, music, media center, and physical education. Children enter school and are assessed throughout the year to monitor growth and skills to be ready for first grade. A variety of resources are available to kindergarten children from intervention to enrichment to meet the child's needs throughout the year.

The Office of Early Childhood also performs testing for children applying for early entrance to kindergarten and advanced placement to first grade. In the past year the number of children tested was approximately 42.

Curriculum Development and Implementation

Accomplishments – FY 2015

- Ensured that all early childhood communication efforts are proactive and systematic. (Board Goal 2)
- Continued to promote, collaborate, and support HCPS early childhood programs within the system and the community. (Board Goal 2)
- Provided and monitored high-quality professional development for teachers and staff throughout the system. (Board Goals 1, 2, and 3)
- Continued to implement Fountas and Pinnell Benchmark Reading Assessment for kindergarten. (Board Goals 1 and 2)
- Continued to provide professional professional development for kindergarten teachers and reading specialists for Fountas and Pinnell and data-decision making. (Board Goal 3)
- Began implementation of the Kindergarten Readiness Assessment for kindergarten. (Board Goals 1,2,3)
- Reviewed, revised, aligned, and submitted report card for kindergarten and prekindergarten. (Board Goals 1, 2, and 3)
- Began curriculum work on social studies and science to integrate into lessons for Thematic Unit Blocks (TUB). (Board Goals 1, 2, and 3)
- Developed informational brochure for co-taught Prekindergarten-Special Education classes. (Board Goals 1, 2, 3 and 4)
- Created a Prekindergarten Handbook to serve as a programmatic guide for prekindergarten teachers. (Board Goals 1, 2, and 4)
- Secured Federal Prekindergarten Expansion grant for Deerfield Elementary and William Paca/Old Post Road Elementary School. (Board Goals 1, 2, 3, and 4)
- Sustained a steering committee for the Judy Center at Magnolia Elementary School. (Board Goals 1, 2, 3, and 4)
- Participated in various county-wide committees to represent HCPS early childhood such as Child Care Providers Director's Group, Judy Center Steering Committee, Early Childhood Advisory Council, and Local Interagency Coordinating Council. (Board Goals 1, 2, and 4)

Program Overview- Fine Arts

The Office of Fine Arts provides well-articulated and comprehensive program of study for grades Pre-K through 12 in art, dance, drama, and music aligned with state and national standards related to: perceiving, performing, and responding-aesthetic education; historical, cultural, and social contexts; creative expression and production; and aesthetics and criticism. The Fine Arts provide opportunities for students to develop abilities that foster expression, a sensitivity to cultural diversity, and the capacity to embrace the sensory stimuli of everyday life. The primary purpose of the Fine Arts curriculum is to establish a foundation for a life-long relationship with the arts for every student. The Fine Arts office is continuing to develop a system-wide program in Music Technology labs at all high schools.

Accomplishments – FY 2015

- Showcased student art work in three state exhibits, three local exhibits, and in the Harford County Public Schools Student Education Planning Guide, Annual Financial Report, and Parent-Student Handbook Calendar. (Board Goals 1 and 2)
- Showcased student dance performances in three high schools. (Board Goals 1 and 2)
- Hosted an AP Portfolio Critique Workshop for 31 AP Studio Art students. (Board Goal 1)
- Provided comprehensive professional development to Fine Arts teachers to support effective teaching practices. (Board Goal 3)
- Provided 43 Fine Arts workshop offerings at the November Professional Learning Conference which enabled teachers to design an individualized learning plan for their professional growth. (Board Goal 3)
- Sent two high school art teachers to AP training for AP Art History and AP Studio Art. (Board Goal 3)
- Purchased equipment and instructional materials for the Fine Arts program. (Board Goal 1)
- Collaborated with administrative teams in the teacher observation and evaluation process. (Board Goal 3)
- Collaborated with the Office of Human Resources on hiring professional Fine Arts staff. (Board Goal 3)
- Acquired funding and implemented the Fine Arts Initiative Grant to support Fine Arts programs. (Board Goals 1 and 2)
- Completed over 500 instrument repairs throughout the county. (Board Goal 1)
- Supported over 500 music performance trips for the community, throughout the state, and beyond. (Board Goal 2)
- Assisted teachers in writing and modifying their personal and school Student Learning Objectives (SLO). (Board Goal 3)

Curriculum Development and Implementation

- Entered 15th year of a partnership with Jason's Music of Pasadena, Maryland where \$100,000 to \$150,000 of pianos are loaned each year to HCPS schools free of charge. (Board Goal 2)
- Completed 8 All-County Performance events, serving over 600 students, which include Band, Orchestra, Chorus, High School Jazz Band, and High School Jazz Choir. (Board Goal 1)
- Held the annual Solo and Ensemble Festival at Southampton Middle School with nearly 1000 students participating. (Board Goal 1)
- Revised and updated Music Technology I and Elementary General Music Curriculum Guides. (Board Goal 1)
- Successful completion of spring performance assessments for all secondary schools for Band, Orchestra and Chorus. (Board Goal 1)
- Supported the "Band Together" charitable organization which serves the needs of at-risk students in Harford County Public Schools. They supplied more than 300 students with instruments during the 2014-15 school year. (Board Goal 2)
- Conducted a successful "Music at the Glen" summer music camp for over 100 students in grades 5-8. (Board Goal 1)
- Supported the Upper Chesapeake Summer Center for the Arts, for students in middle and high school. This marks the center's 17th, eight day residential camp at Washington College in Chestertown, Maryland. The camp is a continuing partnership between Cecil, Harford and Kent County Public Schools. (Board Goal 1)

Program Overview – Health Education

The Office of Elementary and Physical Education and Health oversees a comprehensive health education program in mental and emotional health, alcohol, tobacco and other drugs, personal and consumer health, family life and human sexuality, safety and injury prevention, nutrition and fitness, and disease prevention and control.

Accomplishments – FY 2015

- Established partnerships with the Harford County Office of Drug Control and the Harford County Health Department to provide professional development for teachers, as well as classroom instruction for middle school students. (Board Goals 2 and 3)
- Analyzed assessment data for courses to make adjustments in curriculum. (Board Goal 1)
- Completed curriculum for grades 5-9 for Family Life and Human Development. (Board Goal 1)
- Achieved full implementation of the elementary health curriculum. (Board Goal 1)

Program Overview – Mathematics

The Office of Mathematics provides a well-articulated and comprehensive program of mathematics study that is aligned with state and national standards. The Office is responsible for communicating information regarding mathematics education to the stakeholders of the Harford County Public Schools, including parents, the Board of Education, the Superintendent and Leadership, Central Office and School-based Administrators, teachers, and students.

Accomplishments – FY 2015

- Implemented the Maryland College and Career-Ready Standards for mathematics for Grades 1 through Algebra II. (Board Goal 1)
- Developed unit guides for elementary grades 1-5 to support Maryland College and Career-Ready Standards. (Board Goal 1)
- Developed exploration and supplemental lessons in all middle school mathematics courses to support Maryland College and Career-Ready Standards. (Board Goal 1)
- Implemented Grade 8 Introduction to Algebra course to support Maryland College and Career-Ready Standards. (Board Goal 1)
- Collaborated with Harford Community College and MSDE to support the transitional studies mathematics courses. (Board Goal 1)
- Revised, published, and implemented unit assessments for Grades 1-5. (Board Goal 1)
- Developed, published, and implemented unit assessments for Math 6, Math 7, PreAlgebra, Introduction to Algebra, Algebra I, Geometry, and Algebra II. (Board Goal 1)
- Revised, published, and implemented end-of-year benchmark assessments for Introduction to Algebra, Algebra I, Geometry, Algebra II, Trigonometry, and Precalculus. (Board Goal 1)
- Conducted AP Calculus and AP Statistics simulations for over 250 high school students. (Board Goals 1 and 3)
- Increased mathematics achievement as measured by SAT and AP standardized assessments. (Board Goal 1)
- Conducted professional development on Maryland College and Career-Ready Standards of Mathematics for middle school and high school teachers. (Board Goal 1)

Curriculum Development and Implementation

- Collaborated with the Office of Technology and Office of Leadership and Professional Development to provide professional development for teachers to integrate technology into mathematics lessons PreK-12. (Board Goal 3)
- Provided professional development to newly-hired and special education teachers of mathematics. (Board Goal 3)
- Provided comprehensive professional development for Middle and High School Department chairs in support of the Danielson's Framework for Teaching. (Board Goal 3)
- Hosted STEM and Beyond Nights at three regional locales. (Board Goal 2)
- Collaborated with Office of Grants to acquire funding and implement STEM, DoDEA, and MSDE Assessment grants. (Board Goals 1 and 2)
- Identified critical content for each course Pre-Kindergarten to Algebra II to support teachers in developing SLOs. (Board Goal 3)
- Conducted candidate interviews and hired new mathematics teachers for Middle and High School. (Board Goal 3)

Program Overview – Physical Education - Elementary and Middle

The Office of Elementary and Middle Physical Education and Health oversees the implementation of a comprehensive and rigorous course of study in motor skills and patterns, development of health enhancing fitness, and an understanding of movement concepts, principles, strategies and tactics.

Accomplishments – FY 2015

- Initiated third phase of the iPad project with professional development throughout the year. Fitnessgram application provided teachers with a simplified tool to collecting data and significantly minimized teacher time for data entry. (Board Goal 1)
- Utilized and maintained data binders aligned to Danielson's Framework for Teaching to drive instruction and provide post-observation reflection. Data and evidence of their instruction and student learning aligned with one of the four domains and placed in data binders. (Board Goal 1)
- Created a graphic of the Danielson Framework for Physical Education and provided professional development. (Board Goal 1)
- Provided instructional materials and professional development to support every student responses and assessment. (Board Goals 1 and 3)
- Supported sharing sessions outside of the duty day for teachers who chose to utilize these resources. (Board Goal 3)
- Completed data analysis of all assessments with results driving curriculum changes and additions, as well as assessments. (Board Goal 3)
- Completed and acquired General Curriculum Committee approval for new Elementary and Middle School Curriculum Guides aligned to new national standards. (Board Goals 1 and 3)
- Adapted Physical Education department provided a countywide professional development for physical education on autism and preschool education. (Board Goal 3)

Program Overview – Physical Education - High

The Office of High School Physical Education and Athletics implements a comprehensive and rigorous course of study in motor skills and patterns, development of health enhancing fitness, and an understanding of movement concepts, principles, strategies and tactics.

Accomplishments – FY 2015

- Purchased and distributed two iPads for each high school Physical Education Department. (Board Goal 1)
- Provided professional development on applications that could be used in a physical education instruction. (Board Goal 3)
- Collaborated with the Office of Human Resources with hiring professional staff. (Board Goal 3)
- Revised quarterly assessments for all Physical Education courses. (Board Goal 1)
- Assisted school administrators in observing and evaluating Physical Education staff. (Board Goal 3)
- Supported schools financially in purchasing extra equipment. (Board Goals 1 and 4)

Curriculum Development and Implementation

Program Overview- Reading, English and Language Arts

The Office of Reading, English and Language Arts implements a comprehensive program of study for students in grades 1-12 in the broad disciplines comprising the literacy/language arts (reading, writing, listening, speaking) by monitoring national and state developments, evaluating instructional trends, and making recommendations regarding content and pedagogical practices. The Office is responsible for communicating information regarding language arts education to the stakeholders of the Harford County Public Schools, including parents, the Board of Education, the Superintendent and Senior Staff, Central Office and School-Based Administrators, teachers, and students.

Accomplishments – FY 2015

- Implemented the Maryland College and Career-Ready Standards for English/Language Arts for Grades 1 through 12. (Board Goal 1)
- Increased English achievement as measured by SAT and AP standardized assessments. (Board Goal 1)
- Provided professional development for 125 middle school Language Arts teachers and 120 high school English teachers on MCCRS and RELA curriculum in August. (Board Goal 3)
- Uploaded all reading data to Performance Matters Assessment System in order to keep teachers and parents informed about student achievement in reading. (Board Goal 2)
- Conducted quarterly secondary English department chair meetings in order to continue content validation and professional development. (Board Goal 3)
- Conducted quarterly elementary reading specialist meetings in order to provide training on transitioning to the MCCRS. (Board Goal 3)
- Worked collaboratively with the Office of Human Resources to conduct candidate interviews for prospective hires for English/Language Arts positions. (Board Goal 3)
- Supported implementation of reading intervention programs in grades 1-10. (Board Goal 1)
- Piloted Making Meaning intervention program in grade 3 in five elementary schools. (Board Goal 1)
- Piloted a new Language Arts program for 8th grade in four middle schools that incorporates technology and aligns to the MCCRS. (Board Goal 1)
- Utilized the Middle School Teacher Specialists for English in order to support content validation and the instructional observation process. (Board Goal 1)
- Conducted an on-line book study with middle school Language Arts teachers in order to focus on rigorous instruction to meet the demands of the Maryland College and Career Ready Standards. (Board Goal 3)
- Implemented the Fountas and Pinnell Benchmark Reading Assessment in all elementary schools. (Board Goal 1)
- Administered the Scholastic Reading Inventory Assessment to all elementary and middle schools. (Board Goal 1)
- Revised thematic units for all grades 1-12. (Board Goal 1)
- Created English 10 units in the itslearning platform for implementation. (Board Goal 1)
- Provided school-based professional development to grade level teams at elementary and middle schools. (Board Goal 1)
- Collaborated with Office of Technology to provide professional development to all curriculum writers for English to support Digital Curriculum Initiative. (Board Goals 1 and 2)
- Collaborated with the Office of Technology and Office of Leadership and Professional Development to provide professional development for teachers to integrate technology into English/Language Arts lessons PreK-12. (Board Goal 3)
- Attended department meetings at all secondary schools to support school-based professional development. (Board Goal 1)
- Supported the professional development of new teachers by providing after-hour voluntary sessions, school-based visitations, and grade level planning sessions. (Board Goal 1)

Curriculum Development and Implementation

Program Overview – Science

The Office of Science implements a comprehensive program of study for students in the broad disciplines comprising the natural sciences (Earth Science, Biology, Chemistry, Environmental Science, and Physics) by monitoring national and state developments, evaluating instructional trends, and making recommendations regarding content and pedagogical practices. The Office of Science also provides instructional services through the Harford Glen Environmental Education Center and school-based planetariums located at Aberdeen High School, Bel Air Middle School, and Southampton Middle School.

Accomplishments – FY 2015

- Received approval to pilot GeoHazards Engineering curriculum through itslearning. (Board Goal 1)
- Provided a variety of forms of job-embedded professional development to teachers and administrators to address science instruction and student performance. (Board Goals 1 and 3)
- Conducted classroom walkthroughs at each secondary school, in conjunction with Department Chairs, with the purpose of building capacity regarding high quality instructional practices. (Board Goals 1, 3, and 4)
- Participated in a variety of grants designed to enhance curriculum development and program implementation (e.g., MSDE STEM and the MD Environmental Literacy Partnership). (Board Goals 1 and 3)
- Provided professional development to select elementary and secondary teachers focused on inquiry-focused science instruction, the Next Generation Science Standards and Disciplinary Literacy. (Board Goals 1 and 3)
- Provided ongoing professional development to newly-hired science teachers throughout the school year. (Board Goals 1 and 3)
- Worked collaboratively with administrative teams in the teacher observation and evaluation process. (Board Goal 3)
- Enhanced the capacity of secondary science department chairs as related to maintaining a safe learning environment through the study of high quality lab safety practices. (Board Goal 4)
- Utilized the office of Science budget to equip elementary, middle, and high school science teachers with instructional materials. (Board Goals 1 and 3)
- Collaborated with thirteen curriculum writing teams in order to develop curriculum aligned with the Next Generation Science Standards. (Board Goal 1)
- Assembled science leaders at the elementary, middle, and high school levels for the purposes of articulation. (Board Goal 1)
- Established the Physics and Chemistry Explorations in STEM program in collaboration with Aberdeen Proving Ground personnel. (Board Goals 1 and 2)

Program Overview – Social Studies

The Office of Social Studies oversees a comprehensive program of study for students in the broad disciplines comprising the social sciences (Economics, Geography, History, Political Science, Psychology, Sociology) by monitoring national and state developments, evaluating instructional trends, and making recommendations regarding content and pedagogical practices. Additionally, the Office of Social Studies oversees the Student Government Association (SGA) and the Student Page selection process.

Accomplishments – FY 2015

- Began revision process for curriculum guides Grades 4-11 in the digital platform, itslearning. (Board Goal 1)
- Implemented Pre-Post Assessments for Grades 3-8 to measure student learning. (Board Goal 1)
- Conducted Standard Setting for End-of-Course assessments in Government (Grade 9), World History (Grade 10), and United States History (Grade 11). (Board Goal 1)
- Implemented Benchmark Assessments in Grades 6-11 to measure student learning. (Board Goal 1)
- Selected six students to represent Harford County as Student Pages during the annual General Assembly session. (Board Goals 1 and 2)
- Supported eight high schools in the State Mock Trial competition. (Board Goals 1 and 2)
- Supported two schools in the State History Day competition. (Board Goals 1 and 2)
- Organized a Law Conference with the assistance of the Harford County and Maryland Bar Associations where approximately 150 students had the opportunity to learn about community law and careers. (Board Goals 1 and 2)
- Collaborated with the Daughters of the American Revolution, American Legion, and Sons of the American Revolution on teacher and student sponsored contests and recognitions. (Board Goal 2)
- Recognized a teacher for the Daughters of the American Revolution American History Teacher of the Year. (Board Goal 2)
- Recognized a teacher by the Maryland Council for the Social Studies as Instructional Leader of the Year. (Board Goal 2)

Curriculum Development and Implementation

- Sponsored 20 sessions at the November Professional Development Conference. (Board Goal 3)
- Conducted AP Simulation tests in World History, Psychology, and US History for 259 students. (Board Goal 1)
- Represented 46% of all AP Exams taken by HCPS students: 1,782 AP Exams in Social Studies courses were taken by students. (Board Goal 1)
- Representing 54% of the AP Exams in Social Studies courses taken by HCPS students: 967 AP Exams in Social Studies courses taken resulted in a score of 3 or higher. (Board Goal 1)
- Provided comprehensive professional development to middle and high School Social Studies Teachers in support of the development of Student Learning Objectives and content/instructional transition to the Common Core Standards and College, Career, and Civic Life (C3) Standards. (Board Goal 3)

Program Overview – Technology Education

The Office of Technology Education (better known as TechEd) has evolved from a study of industry and industrial practices (Industrial Arts) to the study of the fundamental nature and influence of technology. It is an integrated, experienced-based instructional program designed to focus on technology's evolution, systems, uses, and social and cultural significance. It results in the application of mathematics and science concepts to solve practical problems and extend human capabilities. In addition, selected middle schools have a pre-engineering Project Lead the Way (PLTW) Program to prepare students for further education and careers in engineering and engineering technology.

Accomplishments – FY 2015

- Provided leadership to equip HCPS Technology Education departments with professional development and equipment to have all high schools ready to for the online MSDE FoT3 (Foundations of Technology) curriculum and its Student Growth Assessments for the school year. (Board Goal 1)
- Supervised the implementation of the high school program of pre-engineering (PLTW) for C. Milton Wright High School and Aberdeen High School. (Board Goal 1)
- Provided leadership to Aberdeen Middle School for the Project Lead the Way/Gateway to Technology (GTT) pre-engineering program. (Board Goals 1 and 3)
- Finalized preparation and training for Aberdeen Middle School to implement the GTT program in 2016. Worked with the current principals of Southampton Middle School, Havre de Grace Middle School, Edgewood Middle School, and North Harford Middle to be sure all materials had been ordered and teachers were following the curriculum. (Board Goal 1)
- Developed an implementation plan for Fallston Middle School, Patterson Mill Middle School and Magnolia Middle School to include PLTW/GTT in 2016-17 as a course option to all students. (Board Goals 1 and 3)
- Collaborated with Human Resources, MSDE, Technology Education supervisors, and Technology Education universities to recruit and hire Technology Education teachers for HCPS. (Board Goal 3)
- Observed, evaluated, and collaborated with Principals on Technology Education teachers. (Board Goal 3)
- Provide leadership for a comprehensive, effective, and reasonably uniform Program of Study for the Technology Education program, high school Pre-Engineering program and the middle school PLTW/GTT program. (Board Goal 3)
- Ensured each class has the needed materials of instruction, equipment, and an effective teacher to implement the curricula. (Board Goals 1 and 3)
- Provided leadership to equip HCPS Technology Education departments with professional development and equipment to have all high schools use the MSDE online FoT3 (Foundations of Technology) curriculum and the MSDE online ADA (Advanced Design Applications) curriculum. Teachers will also be expected to use the online Student Growth Assessments developed for these courses. (Board Goals 1 and 3)
- Provided leadership to implement Computer Science Principles as a pilot course to three high schools for the 2016 school year. (Board Goals 1 and 3)
- Upgraded current technologies at (PLTW) middle schools and all nine comprehensive high schools to include laser engravers and 3D printers. (Board Goals 1 and 3)

Curriculum Development and Implementation

Program Overview – World Languages

The Office of World Languages and English for Speakers of other Languages oversees a comprehensive French, German and Spanish World Language Program at the high school level, as well as a sequential French, German, and/or Spanish program offering at four middle schools, Introduction to French, Introduction to German, and Introduction to Spanish at five middle schools, and a Foreign Language Exploratory (FLEX) program at five middle schools.

Accomplishments – FY 2015

- Assisted the Office of Human Resources with the hiring of professional staff. (Board Goal 3)
- Facilitated teacher participation in the MSDE World Languages Academy. (Board Goal 3)
- Provided professional development to World Languages curriculum and assessment writing leaders through the Curriculum Development Institute, Parts I and II. (Board Goal 3)
- Provided professional development to World Languages teachers in support of the development of Student Learning Objectives. (Board Goal 3)
- Provided professional development for World Languages teachers on ACTFL's refreshed World-Readiness Standards for Learning Languages, ACTFL Proficiency Levels, and NCSSFL-ACTFL Can-Do Statements. (Board Goal 3)
- Supported 20 November Professional Learning Conference sessions for World Languages teachers. (Board Goal 3)
- Collaborated with the Office of Technology to offer iPad training to one high school World Languages department. (Board Goal 3)
- Provided an iPad Apps for the Second Language Classroom Workshop for World Languages teachers. (Board Goal 3)
- Collaborated with Aberdeen High School and Stevens Language Labs to provide Renaissance Language Lab trainings for World Languages teachers. (Board Goal 3)
- Provided the Engaging Technology in the Second Language Classroom Workshop for World Languages teachers. (Board Goal 3)
- Assisted school-based administrators with the teacher observation and evaluation process. (Board Goal 3)
- Conducted World Languages department chair meetings. (Board Goal 3)
- Attended and participated in World Languages department meetings at secondary schools. (Board Goal 3)
- Collaborated with the Office of Accountability to administer the HCPS Spanish I and Spanish II quarterly benchmark assessments through an online pilot. (Board Goal 1)
- Guided the World Languages curriculum writing teams in reflecting World-Readiness Standards for Learning Languages in their respective guides. (Board Goal 1)
- Guided middle school World Languages teachers in the expansion of the Discovery curriculum in order to provide guides specific to French, German, and Spanish classes. (Board Goal 1)
- Collaborated with Aberdeen High School administrators to develop a DoDEA grant-aligned Arabic I course pilot for the 2015-2016 school year. (Board Goal 1)

Goals - FY 2017

The Harford County Public School System recognizes the importance of assuring that every student has optimal opportunity to demonstrate successful mastery of the essential learning outcomes as assessed through an array of local, state and national accountability measures. Approximately 250 curriculum guides and resources are the primary tools to support an educational program that:

- Is designed to meet the unique learning needs of all students.
- Is appropriately diversified across disciplines and subject areas.
- Is performance-based, focusing on what students should know and be able to accomplish.
- Is relevant, authentic, and judged against high standards.
- Is aligned with national, state, and local education goals.
- Embodies the common principles of teaching and learning.
- Is rigorous, relevant, and promotes and builds student success.

Objectives - FY 2017

Curriculum Implementation

Content supervisors utilize countywide professional development days, department chairperson meetings, school-based content professional learning communities, and summer sessions to train teachers regarding the implementation and evaluation of all curricular materials.

Curriculum Development and Implementation

FY 2017 Funding Adjustments

The changes to Curriculum and Instruction for fiscal 2017 include:

Wage Adjustments of \$120,450:

- Proposed salary/wage adjustments of \$133,486, and;
- Turnover savings of (\$13,036).

Base Budget Adjustments Net Change, \$5,000:

- Reduce consulting fees, (\$5,000);
- Reduce postage/courier expenses, (\$500);
- Reduce mileage/parking and tolls, (\$5,000);
- Increase professional dues, \$500;
- Increase institutes/conferences/meetings, \$5,000;
- Increase other equipment, \$10,000;
- Increase temporary help, \$23,000, and,
- Reduce other salaries (\$23,000).

Cost Saving Measures of (\$36,426):

- Professional development salaries reduction, (\$18,213), and
- Professional development substitutes salaries reduction, (\$18,213).

The increase in expenditures from the fiscal 2016 budget for Curriculum and Instruction is \$89,024.

Curriculum Dev and Implementation

By Object Code

| | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---------------------|--------------------|--------------------|--------------------|--------------------|-----------------|--------------------|
| Salaries | \$2,994,107 | \$3,803,835 | \$3,847,314 | \$3,972,586 | \$84,024 | \$4,056,610 |
| Contracted Services | \$39,131 | \$32,013 | \$23,531 | \$31,500 | (\$5,000) | \$26,500 |
| Supplies | \$27,141 | \$17,799 | \$19,505 | \$21,731 | (\$500) | \$21,231 |
| Other Charges | \$63,214 | \$77,208 | \$75,103 | \$100,453 | \$500 | \$100,953 |
| Equipment | \$13,661 | \$17,831 | \$19,961 | \$17,230 | \$10,000 | \$27,230 |
| Total: | \$3,137,254 | \$3,948,686 | \$3,985,415 | \$4,143,500 | \$89,024 | \$4,232,524 |

Budgeted Full Time Equivalent Positions

| | FY14 | FY15 | FY16 | 16-17 | FY17 |
|--------------------------|-------------|-------------|-------------|------------|-------------|
| Administrator | 2.0 | 2.0 | 2.0 | 0.0 | 2.0 |
| Assistant Superintendent | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Assistant Supervisor | 4.8 | 4.8 | 4.0 | 0.0 | 4.0 |
| Clerical 12 Month | 13.5 | 14.5 | 14.5 | 0.0 | 14.5 |
| Director | 1.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Supervisor | 10.0 | 10.0 | 10.0 | 0.0 | 10.0 |
| Teacher/Counselor | 0.0 | 8.0 | 9.0 | 0.0 | 9.0 |
| Total: | 31.3 | 40.3 | 40.5 | 0.0 | 40.5 |

By State Category

| | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|
| FTE: 40.5 | | | | | | |
| MID-LEVEL ADMINISTRATION | | | | | | |
| Salaries | | | | | | |
| 1 PROFESSIONAL Curriculum & Instruction 102-XXX-016-150 51100 FTE: 26.0 | \$1,897,192 | \$2,494,734 | \$2,506,349 | \$2,571,203 | \$47,153 | \$2,618,356 |
| 2 PROFESSIONAL - SUBSTITUTES Curriculum & Instruction 102-XXX-016-150 51101 FTE: 0.0 | \$0 | \$42,262 | \$6,185 | \$0 | \$0 | \$0 |
| 3 CLERICAL Curriculum & Instruction 102-XXX-016-150 51110 FTE: 14.5 | \$505,462 | \$507,841 | \$541,353 | \$535,586 | \$37,451 | \$573,037 |
| 4 TEMPORARY HELP Curriculum & Instruction 102-XXX-016-150 51140 FTE: 0.0 | \$11,502 | \$18,422 | \$23,527 | \$32,000 | \$23,420 | \$55,420 |
| 5 CLERICAL OVERTIME Curriculum & Instruction 102-XXX-016-150 51150 FTE: 0.0 | \$0 | \$0 | \$0 | \$225 | \$0 | \$225 |
| 6 OTHER Curriculum & Instruction 102-XXX-016-150 51170 FTE: 0.0 | \$0 | \$1,800 | \$0 | \$0 | \$0 | \$0 |
| Total Salaries | \$2,414,156 | \$3,065,059 | \$3,077,414 | \$3,139,014 | \$108,024 | \$3,247,038 |
| Contracted Services | | | | | | |

| By State Category | | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|--|---|--------------------|--------------------|--------------------|--------------------|------------------|--------------------|
| MID-LEVEL ADMINISTRATION | | | | | | | |
| Contracted Services | | | | | | | |
| 7 | CONSULTANTS Curriculum & Instruction 102-XXX-016-150 52205 | \$19,900 | \$12,756 | \$9,398 | \$9,000 | \$(5,000) | \$4,000 |
| 8 | COPIER / MACHINE RENTAL Curriculum & Instruction 102-XXX-016-150 52370 | \$19,231 | \$19,257 | \$14,133 | \$22,500 | \$0 | \$22,500 |
| Total Contracted Services | | \$39,131 | \$32,013 | \$23,531 | \$31,500 | \$(5,000) | \$26,500 |
| Supplies | | | | | | | |
| 9 | OFFICE Curriculum & Instruction 102-XXX-016-150 53440 | \$21,999 | \$16,638 | \$19,392 | \$19,231 | \$0 | \$19,231 |
| 10 | PRINTING Curriculum & Instruction 102-XXX-016-150 53445 | \$4,983 | \$880 | \$75 | \$1,500 | \$0 | \$1,500 |
| 11 | POSTAGE/COURIER SERVICE Curriculum & Instruction 102-XXX-016-150 53450 | \$159 | \$281 | \$38 | \$1,000 | \$(500) | \$500 |
| Total Supplies | | \$27,141 | \$17,799 | \$19,505 | \$21,731 | \$(500) | \$21,231 |
| Other Charges | | | | | | | |
| 12 | MILEAGE, PARKING, TOLLS Curriculum & Instruction 102-XXX-016-150 54720 | \$37,061 | \$38,386 | \$36,699 | \$52,470 | \$(5,000) | \$47,470 |
| 13 | PROFESSIONAL DUES Curriculum & Instruction 102-XXX-016-150 54730 | \$1,666 | \$1,863 | \$1,974 | \$1,500 | \$500 | \$2,000 |
| 14 | INSTITUTES, CONFERENCES, MTGS. Curriculum & Instruction 102-XXX-016-150 54750 | \$24,487 | \$36,959 | \$36,430 | \$46,483 | \$5,000 | \$51,483 |
| Total Other Charges | | \$63,214 | \$77,208 | \$75,103 | \$100,453 | \$500 | \$100,953 |
| Equipment | | | | | | | |
| 15 | OTHER EQUIPMENT Curriculum & Instruction 102-XXX-016-150 55170 | \$12,536 | \$16,353 | \$16,732 | \$14,063 | \$10,000 | \$24,063 |
| 16 | OFFICE FURNITURE/EQUIPMENT Curriculum & Instruction 102-XXX-016-150 55810 | \$1,125 | \$1,477 | \$3,229 | \$3,167 | \$0 | \$3,167 |
| Total Equipment | | \$13,661 | \$17,831 | \$19,961 | \$17,230 | \$10,000 | \$27,230 |
| Total MID-LEVEL ADMINISTRATION | | \$2,557,303 | \$3,209,910 | \$3,215,515 | \$3,309,928 | \$113,024 | \$3,422,952 |
| FTE: 0.0 INSTRUCTIONAL SALARIES | | | | | | | |
| Salaries | | | | | | | |
| 17 | PROFESSIONAL Curriculum Development 103-XXX-009-510 51100 FTE: 0.0 | \$380,453 | \$421,295 | \$437,755 | \$422,246 | \$2,507 | \$424,753 |

| By State Category | | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|-------------------------------------|---|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|
| INSTRUCTIONAL SALARIES | | | | | | | |
| Salaries | | | | | | | |
| 18 | PROFESSIONAL - SUBSTITUTES Curriculum Development 103-XXX-009-510 51101 FTE: 0.0 | \$724 | \$0 | \$5,620 | \$0 | \$0 | \$0 |
| 19 | OTHER Curriculum Development 103-XXX-009-510 51170 FTE: 0.0 | \$22,164 | \$27,575 | \$50,950 | \$52,192 | \$(23,557) | \$28,635 |
| 20 | PROFESSIONAL Professional Staff Development 103-XXX-009-515 51100 FTE: 0.0 | \$0 | \$933 | \$1,132 | \$0 | \$0 | \$0 |
| 21 | PROFESSIONAL - SUBSTITUTES Professional Staff Development 103-XXX-009-515 51101 FTE: 0.0 | \$174,067 | \$287,359 | \$270,981 | \$359,134 | \$(2,950) | \$356,184 |
| 22 | NON-INSTRUCTIONAL/AIDES/TECHS Professional Staff Development 103-XXX-009-515 51105 FTE: 0.0 | \$75 | \$149 | \$0 | \$0 | \$0 | \$0 |
| 23 | NON-INSTRUCTIONAL SUBSTITUTES Professional Staff Development 103-XXX-009-515 51106 FTE: 0.0 | \$2,429 | \$1,466 | \$3,462 | \$0 | \$0 | \$0 |
| 24 | INCLUSION HELPER SUBSTITUTES Professional Staff Development 103-XXX-009-515 51178 FTE: 0.0 | \$39 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Salaries | | \$579,951 | \$738,776 | \$769,900 | \$833,572 | \$(24,000) | \$809,572 |
| Total INSTRUCTIONAL SALARIES | | \$579,951 | \$738,776 | \$769,900 | \$833,572 | \$(24,000) | \$809,572 |
| Report Total: | | \$3,137,254 | \$3,948,686 | \$3,985,415 | \$4,143,500 | \$89,024 | \$4,232,524 |

Office of Accountability

Program Overview

The Office of Accountability ensures that valid, reliable, and useful information about student and school performance is made available to a variety of decision-makers in a timely manner.

Accomplishments – FY 2015

- Supported the implementation of the Partnership for Assessment of Readiness for College and Careers (PARCC) assessments in mathematics and reading/English language literacy. (Board Goal 1)
- Oversaw the implementation of national, state, and local assessments, including providing support and professional development to staff members. (Board Goal 1)
- Facilitated administration of computer-delivered state and local assessments in various content areas. (Board Goal 4)
- Served as liaison with staff members in accessing Performance Matters, the student instructional database management and assessment system. (Board Goal 3)
- Performed statistical analyses to determine the reliability of locally created district assessments. (Board Goal 2)
- Provided technical assistance for the design, production, scoring, and analysis of selected school system information-gathering activities. (Board Goal 2)
- Provided technical support regarding various evaluations of school system initiatives. (Board Goal 2)
- Provided various reports for system- and school-based administrators regarding student achievement, culture and climate initiatives, college and career readiness metrics, and other measures. (Board Goal 1)

Goals – FY 2017

- Work collaboratively with the Central School Improvement Team (CSIT) to support schools through data analysis. (Board Goal 2)
- Work collaboratively with stakeholders to enhance the system-wide assessment plan. (Board Goal 1)
- Work collaboratively with other HCPS offices to ensure the design of valid and reliable assessment tools. (Board Goal 1)
- Work collaboratively with content supervisors and coordinators regarding the implementation of UNIFY, a tool that provides the ability to create technology enhanced items in local assessments. (Board Goal 4)
- Work collaboratively with staff members to effectively communicate the results of the PARCC assessments administered during the 2014-15 school year. (Board Goal 1)

Objectives – FY 2017

- Serve as a liaison with Maryland State Department of Education (MSDE) regarding assessment and accountability requirements. (Board Goal 1)
- Assure Harford County Public Schools (HCPS) is in compliance with all state assessment and accountability requirements by working with various offices to ensure data collection processes are accurate and efficient. (Board Goal 1)
- Establish and implement procedures in collaboration with content supervisors and coordinators to assure that system-wide benchmark assessments are reliable, valid for the intended purposes, and feasible to administer. (Board Goal 1)
- Train and support all school test coordinators to facilitate state testing in the schools according to MSDE guidelines. (Board Goal 3)
- Facilitate the administration of computer-adaptive and computer-delivered assessments. (Board Goal 4)
- Work with HCPS staff to apply effective evaluation theory and practice to system-wide initiatives and other instructional and programmatic intervention programs; support data collection, analysis, and interpretation. (Board Goal 1)
- Provide technical assistance in the development, administration, scoring, and analysis of countywide and school-initiated surveys. (Board Goal 2)
- Provide technical assistance and support to various work groups pursuing involvement from the broader community in the development and support of system-wide initiatives. (Board Goal 2)
- Fulfill data requests for various staff members and external sources regarding teacher performance, student achievement, survey results, college and career readiness metrics, and other measures. (Board Goal 1)

Office of Accountability

FY 2017 Funding Adjustments

The changes to the Office of Accountability for fiscal 2017 are:

Wage Adjustments of \$9,917:

- Salary/wage adjustments of \$9,917.

Base Budget Adjustments Net Change, \$0:

- Increase temporary help, \$20,000;
- Reduce consulting fees, (\$4,000);
- Reduce copier/machine rentals, (\$1,000);
- Reduce office supplies, (\$1,000); and,
- Reduce testing supplies, (\$14,000).

Cost Saving Measures of (\$47,000):

- Reduction to temporary help salaries, (\$10,000);
- Reduction consulting fees, (\$1,000);
- Reduction to other Supplies, (\$1,000), and;
- Reduction to testing supplies and contracted service, (\$35,000).

The decrease in expenditures from the fiscal 2016 budget for the Office of Accountability is (\$37,083).

Office of Accountability

By Object Code

| | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---------------------|------------------|------------------|------------------|------------------|-------------------|------------------|
| Salaries | \$390,446 | \$486,496 | \$468,016 | \$476,103 | \$19,917 | \$496,020 |
| Contracted Services | \$269,645 | \$272,018 | \$223,783 | \$229,449 | (\$31,000) | \$198,449 |
| Supplies | \$92,988 | \$83,232 | \$70,638 | \$73,649 | (\$26,000) | \$47,649 |
| Other Charges | \$9,171 | \$6,822 | \$9,920 | \$5,577 | \$0 | \$5,577 |
| Equipment | \$8,946 | \$892 | \$2,160 | \$4,119 | \$0 | \$4,119 |
| Total: | \$771,196 | \$849,460 | \$774,517 | \$788,897 | (\$37,083) | \$751,814 |

Budgeted Full Time Equivalent Positions

| | FY14 | FY15 | FY16 | 16-17 | FY17 |
|----------------------|------------|------------|------------|------------|------------|
| Administrator | 0.0 | 0.0 | 1.0 | 0.0 | 1.0 |
| Assistant Supervisor | 1.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Clerical 12 Month | 2.0 | 2.0 | 2.0 | 0.0 | 2.0 |
| Specialist 12 Month | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Supervisor | 1.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Teacher/Counselor | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Total: | 5.0 | 6.0 | 6.0 | 0.0 | 6.0 |

By State Category

| | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| FTE: 6.0 | | | | | | |
| ADMINISTRATIVE SERVICES | | | | | | |
| Salaries | | | | | | |
| 1 PROFESSIONAL Office of Accountability 101-XXX-023-030 51100 FTE: 3.0 | \$278,956 | \$282,355 | \$285,129 | \$288,878 | \$6,517 | \$295,395 |
| 2 CLERICAL Office of Accountability 101-XXX-023-030 51110 FTE: 2.0 | \$80,884 | \$81,402 | \$85,459 | \$85,459 | \$1,069 | \$86,528 |
| 3 MAINTENANCE/MECHANICS/TECHS Office of Accountability 101-XXX-023-030 51120 FTE: 1.0 | \$0 | \$69,922 | \$59,594 | \$71,682 | \$2,030 | \$73,712 |
| 4 TEMPORARY HELP Office of Accountability 101-XXX-023-030 51140 FTE: 0.0 | \$30,606 | \$52,817 | \$37,835 | \$30,084 | \$10,301 | \$40,385 |
| Total Salaries | \$390,446 | \$486,496 | \$468,016 | \$476,103 | \$19,917 | \$496,020 |
| Contracted Services | | | | | | |
| 5 CONSULTANTS Office of Accountability 101-XXX-023-030 52205 | \$0 | \$905 | \$0 | \$5,925 | \$(5,000) | \$925 |
| 6 COPIER / MACHINE RENTAL Office of Accountability 101-XXX-023-030 52370 | \$12,985 | \$12,985 | \$12,985 | \$15,500 | \$(1,000) | \$14,500 |
| Total Contracted Services | \$12,985 | \$13,890 | \$12,985 | \$21,425 | \$(6,000) | \$15,425 |
| Supplies | | | | | | |

| By State Category | | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---|---|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|
| ADMINISTRATIVE SERVICES | | | | | | | |
| Supplies | | | | | | | |
| 7 | OTHER Office of Accountability 101-XXX-023-030 53170 | \$11,872 | \$1,966 | \$802 | \$2,500 | \$(1,000) | \$1,500 |
| 8 | OFFICE Office of Accountability 101-XXX-023-030 53440 | \$8,292 | \$6,271 | \$9,148 | \$8,500 | \$(1,000) | \$7,500 |
| 9 | PRINTING Office of Accountability 101-XXX-023-030 53445 | \$933 | \$0 | \$0 | \$1,000 | \$0 | \$1,000 |
| 10 | POSTAGE/COURIER SERVICE Office of Accountability 101-XXX-023-030 53450 | \$746 | \$1,029 | \$1,040 | \$2,000 | \$0 | \$2,000 |
| Total Supplies | | \$21,843 | \$9,265 | \$10,990 | \$14,000 | \$(2,000) | \$12,000 |
| Other Charges | | | | | | | |
| 11 | MILEAGE, PARKING, TOLLS Office of Accountability 101-XXX-023-030 54720 | \$4,419 | \$4,161 | \$3,891 | \$4,327 | \$0 | \$4,327 |
| 12 | PROFESSIONAL DUES Office of Accountability 101-XXX-023-030 54730 | \$74 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 13 | INSTITUTES, CONFERENCES, MTGS. Office of Accountability 101-XXX-023-030 54750 | \$4,678 | \$2,660 | \$6,029 | \$1,250 | \$0 | \$1,250 |
| Total Other Charges | | \$9,171 | \$6,822 | \$9,920 | \$5,577 | \$0 | \$5,577 |
| Equipment | | | | | | | |
| 14 | OTHER EQUIPMENT Office of Accountability 101-XXX-023-030 55170 | \$108 | \$144 | \$138 | \$500 | \$0 | \$500 |
| 15 | COMPUTERS/BUSINESS EQUIPMENT Office of Accountability 101-XXX-023-030 55805 | \$7,915 | \$748 | \$1,639 | \$2,714 | \$0 | \$2,714 |
| 16 | OFFICE FURNITURE/EQUIPMENT Office of Accountability 101-XXX-023-030 55810 | \$922 | \$0 | \$383 | \$905 | \$0 | \$905 |
| Total Equipment | | \$8,946 | \$892 | \$2,160 | \$4,119 | \$0 | \$4,119 |
| Total ADMINISTRATIVE SERVICES | | \$443,391 | \$517,365 | \$504,070 | \$521,224 | \$11,917 | \$533,141 |
| TEXTBOOKS AND CLASS SUPPLIES | | | | | | | |
| Supplies | | | | | | | |
| 17 | TESTING Guidance - Proctors 104-XXX-010-610 53470 | \$71,145 | \$73,967 | \$59,648 | \$59,649 | \$(24,000) | \$35,649 |
| Total Supplies | | \$71,145 | \$73,967 | \$59,648 | \$59,649 | \$(24,000) | \$35,649 |
| Total TEXTBOOKS AND CLASS SUPPLIES | | \$71,145 | \$73,967 | \$59,648 | \$59,649 | \$(24,000) | \$35,649 |
| OTHER INSTRUCTIONAL COSTS | | | | | | | |
| Contracted Services | | | | | | | |

| By State Category | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|--|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|
| OTHER INSTRUCTIONAL COSTS | | | | | | |
| Contracted Services | | | | | | |
| 18 TESTING Guidance 105-XXX-010-610 52470 | \$256,659 | \$258,129 | \$210,798 | \$208,024 | \$(25,000) | \$183,024 |
| Total Contracted Services | \$256,659 | \$258,129 | \$210,798 | \$208,024 | \$(25,000) | \$183,024 |
| Total OTHER INSTRUCTIONAL COSTS | \$256,659 | \$258,129 | \$210,798 | \$208,024 | \$(25,000) | \$183,024 |
| Report Total: | \$771,196 | \$849,460 | \$774,517 | \$788,897 | \$(37,083) | \$751,814 |

Professional Development

Program Overview

Professional development is a critical component in promoting effective teaching and high levels of student performance for the staff and students of Harford County Public Schools (HCPS). The purpose of the professional development system is to increase student achievement, enhance classroom instructional strategies that promote rigor and relevance throughout the curriculum, and prepare students for continuing education and the workforce. Professional learning is the result of the individual's commitment to improvement.

The Office of Leadership and Professional Development works to initiate, promote, and support professional learning of teachers and instructional administrators across the school system. National and state guidelines along with the Board of Education and Superintendent provide the direction for the comprehensive plans for professional development. Current research on content and pedagogy are cornerstone to the total program.

Educators play a critical role in the success of students. As such, all educators are called on to continually improve their practice. Professional development is the single most accessible method by which educators can grow and learn as professionals. In recent years a trio of potent reforms have impacted education: teacher evaluations that include professional practices and student growth measures; adoption of higher academic standards; and the development of assessments aligned with the new standards. Each reform demands that schools systematically and continuously improve student performance. The new reforms require significant changes in the classroom.

HCPS established practices that support the development, sustained implementation, and continuous improvement of the district's workforce. Those people charged with leading professional development operate as a community of practice within the school system to continually deepen and expand their understanding of what is required to transfer professional learning into improved professional practice. Schools, offices, and departments collaborate to advance student learning through research-based, evidence-driven professional learning.

Professional development activities occur at both the school and system level. Guidelines for specific initiatives are provided to ensure a systematic implementation across schools and offices. The Office of Leadership and Professional Development supports the work of the school and content supervisors in providing resources, guidance, and time for specific activities. Effective professional learning occurs over time in a sustained environment. Coordinating the Teacher Professional Development Calendar is one way to support the work of the various stakeholders.

The Professional Development Office coordinates teacher induction activities. Federal and State guidelines identify new teachers as those teachers in their first three years of teaching. Also, the Office of Leadership and Professional Development coordinates activities related to pre-service teachers. Harford Community College field placement students and university student interns are managed by the Professional Development Office.

The Office of Leadership and Professional Development coordinates the National Board Certification process for HCPS. As of September 2015, HCPS has seventy-five National Board Certified Teachers.

Accomplishments – FY 2015

- Prepared, coordinated, and delivered professional development for administrators and teacher leaders in areas around school improvement processes, best practices, and leadership capacity building. (Board Goals 1 and 3)
- Coordinated a comprehensive teacher induction program for approximately 670 teachers in their first three years with HCPS. (Board Goals 1 and 3)
- Prepared and delivered ongoing support and training on the Danielson Framework for Teaching; including developing the understanding and utilization of the Framework with new hires and new administrators. (Board Goal 3)
- Coordinated, planned, and facilitated a comprehensive, two-day system-wide professional learning conference for all instructional staff and instructional support staff offering over 600 sessions that offered choices for personalized professional learning. (Board Goals 1 and 3)
- Organized and facilitated newly instituted Master's Plus 60 program guidelines and committee. (Board Goal 3)
- Initiated training in online delivery for professional learning. (Board Goal 3)
- Supported the development of leadership modules for administrators working on the support side of the school system. (Board Goal 3)

Professional Development

Goals – FY 2017

- Support the Superintendent of Schools on system-level initiatives that involve the professional development of system leadership, teachers, and staff. (Board Goals 1 and 3)
- Support the professional development plans of the content supervisors and individual schools as identified on School Improvement Plans aligned to national, state, local, and industry standards. (Board Goal 3)
- Support the development and implementation of professional development modules for support side administrators and staff. (Board Goal 3)

Objectives – FY 2017

- Coordinate opportunities for teachers to extend and enhance their utilization of the Maryland College and Career-Ready Standards, as well as other national, state, and industry standards. (Board Goals 1 and 3)
- Provide support and professional learning opportunities for teachers in their first three years with HCPS as a part of a comprehensive teacher induction program. (Board Goals 1 and 3)

FY 2017 Funding Adjustments

The changes to Professional Development for fiscal 2017 are:

Wage Adjustments of \$36,520:

- Salary/wage adjustments of \$36,520.

Cost Saving Measures of (\$67,000):

- Reduction to new teacher professional development days, (\$10,000);
- School Improvement salaries reduction of (\$54,000); and,
- Reduction to professional development training supplies, (\$3,000).

The decrease in expenditures from the fiscal 2016 budget for the Office of Professional Development is (\$30,480).

Professional Development

By Object Code

| | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---------------------|------------------|------------------|------------------|--------------------|-------------------|--------------------|
| Salaries | \$788,094 | \$894,015 | \$896,543 | \$1,003,963 | (\$27,480) | \$976,483 |
| Contracted Services | \$34,226 | \$24,987 | \$20,934 | \$27,500 | \$0 | \$27,500 |
| Supplies | \$25,692 | \$26,190 | \$25,859 | \$31,553 | (\$3,000) | \$28,553 |
| Other Charges | \$12,584 | \$46,692 | \$43,126 | \$40,600 | \$0 | \$40,600 |
| Equipment | \$1,273 | \$2,274 | \$2,674 | \$2,760 | \$0 | \$2,760 |
| Total: | \$861,870 | \$994,159 | \$989,136 | \$1,106,376 | (\$30,480) | \$1,075,896 |

Budgeted Full Time Equivalent Positions

| | FY14 | FY15 | FY16 | 16-17 | FY17 |
|----------------------|------------|------------|------------|------------|------------|
| Administrator | 1.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Assistant Supervisor | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Clerical 12 Month | 1.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Teacher/Counselor | 1.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Total: | 3.0 | 4.0 | 4.0 | 0.0 | 4.0 |

By State Category

| | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|--|------------------|------------------|------------------|------------------|-----------------|------------------|
| FTE: 4.0 | | | | | | |
| MID-LEVEL ADMINISTRATION | | | | | | |
| Salaries | | | | | | |
| 1 PROFESSIONAL Professional Development 102-XXX-016-145 51100 FTE: 3.0 | \$178,606 | \$281,220 | \$297,329 | \$296,089 | \$6,838 | \$302,927 |
| 2 CLERICAL Professional Development 102-XXX-016-145 51110 FTE: 1.0 | \$31,624 | \$29,488 | \$30,559 | \$35,879 | \$1,888 | \$37,767 |
| 3 CLERICAL SUBSTITUTES Professional Development 102-XXX-016-145 51111 FTE: 0.0 | \$0 | \$808 | \$0 | \$0 | \$0 | \$0 |
| Total Salaries | \$210,230 | \$311,516 | \$327,888 | \$331,968 | \$8,726 | \$340,694 |
| Contracted Services | | | | | | |
| 4 OTHER Professional Development 102-XXX-016-145 52170 | \$32,224 | \$23,002 | \$18,980 | \$20,000 | \$0 | \$20,000 |
| 5 EQUIPMENT MAINTENANCE CONTRACT Professional Development 102-XXX-016-145 52360 | \$0 | \$0 | \$0 | \$3,000 | \$0 | \$3,000 |
| 6 COPIER / MACHINE RENTAL Professional Development 102-XXX-016-145 52370 | \$1,710 | \$1,710 | \$1,710 | \$2,500 | \$0 | \$2,500 |
| Total Contracted Services | \$33,935 | \$24,712 | \$20,690 | \$25,500 | \$0 | \$25,500 |
| Supplies | | | | | | |

| By State Category | | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---------------------------------------|---|------------------|------------------|------------------|------------------|-------------------|------------------|
| MID-LEVEL ADMINISTRATION | | | | | | | |
| Supplies | | | | | | | |
| 7 | OTHER Professional Development 102-XXX-016-145 53170 | \$13,195 | \$17,245 | \$17,922 | \$20,651 | \$0 | \$20,651 |
| 8 | OFFICE Professional Development 102-XXX-016-145 53440 | \$3,617 | \$2,625 | \$2,483 | \$3,402 | \$0 | \$3,402 |
| 9 | PRINTING Professional Development 102-XXX-016-145 53445 | \$496 | \$515 | \$95 | \$1,500 | \$0 | \$1,500 |
| Total Supplies | | \$17,309 | \$20,384 | \$20,500 | \$25,553 | \$0 | \$25,553 |
| Other Charges | | | | | | | |
| 10 | MILEAGE, PARKING, TOLLS Professional Development 102-XXX-016-145 54720 | \$1,988 | \$1,954 | \$3,630 | \$3,000 | \$0 | \$3,000 |
| 11 | INSTITUTES, CONFERENCES, MTGS. Professional Development 102-XXX-016-145 54750 | \$3,230 | \$9,031 | \$4,194 | \$4,000 | \$0 | \$4,000 |
| Total Other Charges | | \$5,218 | \$10,985 | \$7,824 | \$7,000 | \$0 | \$7,000 |
| Equipment | | | | | | | |
| 12 | OTHER EQUIPMENT Professional Development 102-XXX-016-145 55170 | \$1,273 | \$2,274 | \$2,674 | \$2,760 | \$0 | \$2,760 |
| Total Equipment | | \$1,273 | \$2,274 | \$2,674 | \$2,760 | \$0 | \$2,760 |
| Total MID-LEVEL ADMINISTRATION | | \$267,964 | \$369,871 | \$379,576 | \$392,781 | \$8,726 | \$401,507 |
| FTE: 0.0 | | | | | | | |
| INSTRUCTIONAL SALARIES | | | | | | | |
| Salaries | | | | | | | |
| 13 | PROFESSIONAL Staff Dev. - Equity & Cultural Diversity 103-XXX-009-140 51100 FTE: 0.0 | \$21,729 | \$27,590 | \$17,982 | \$18,023 | \$0 | \$18,023 |
| 14 | PROFESSIONAL Staff Dev. - In-service 103-XXX-009-505 51100 FTE: 0.0 | \$33,311 | \$28,759 | \$38,800 | \$30,041 | \$1,277 | \$31,318 |
| 15 | PROFESSIONAL Curriculum Implementation 103-XXX-009-511 51100 FTE: 0.0 | \$118,272 | \$125,199 | \$115,620 | \$117,533 | \$4,995 | \$122,528 |
| 16 | PROFESSIONAL - SUBSTITUTES Curriculum Implementation 103-XXX-009-511 51101 FTE: 0.0 | \$5,644 | \$24,097 | \$13,030 | \$50,000 | \$(7,875) | \$42,125 |
| 17 | PROFESSIONAL School Imp./School Based Staff Dev. 103-XXX-009-520 51100 FTE: 0.0 | \$252,096 | \$248,638 | \$258,793 | \$326,495 | \$(40,124) | \$286,371 |
| 18 | PROFESSIONAL - SUBSTITUTES School Imp./School Based Staff Dev. 103-XXX-009-520 51101 FTE: 0.0 | \$146,813 | \$128,217 | \$124,430 | \$129,903 | \$5,521 | \$135,424 |
| Total Salaries | | \$577,864 | \$582,499 | \$568,655 | \$671,995 | \$(36,206) | \$635,789 |

| By State Category | FY14 Actual | FY15 Actual | FY16 Actual | FY16 Budget | 16-17 Change | FY17 Budget |
|---|------------------------|------------------------|------------------------|------------------------|-------------------------|------------------------|
| Total INSTRUCTIONAL SALARIES | \$577,864 | \$582,499 | \$568,655 | \$671,995 | \$(36,206) | \$635,789 |
| TEXTBOOKS AND CLASS SUPPLIES | | | | | | |
| Supplies | | | | | | |
| 19 TRAINING SUPPLIES Staff Dev. - In-service 104-XXX-009-505 53580 | \$8,383 | \$5,806 | \$5,359 | \$6,000 | \$(3,000) | \$3,000 |
| Total Supplies | \$8,383 | \$5,806 | \$5,359 | \$6,000 | \$(3,000) | \$3,000 |
| Total TEXTBOOKS AND CLASS SUPPLIES | \$8,383 | \$5,806 | \$5,359 | \$6,000 | \$(3,000) | \$3,000 |
| OTHER INSTRUCTIONAL COSTS | | | | | | |
| Contracted Services | | | | | | |
| 20 OTHER School Imp./School Based Staff Dev. 105-XXX-009-520 52170 | \$292 | \$275 | \$244 | \$2,000 | \$0 | \$2,000 |
| Total Contracted Services | \$292 | \$275 | \$244 | \$2,000 | \$0 | \$2,000 |
| Other Charges | | | | | | |
| 21 MILEAGE, PARKING, TOLLS Staff Dev. - Other 105-XXX-009-990 54720 | \$1,606 | \$4,147 | \$2,201 | \$0 | \$0 | \$0 |
| 22 INSTITUTES, CONFERENCES, MTGS. Staff Dev. - Other 105-XXX-009-990 54750 | \$5,760 | \$31,561 | \$33,102 | \$33,600 | \$0 | \$33,600 |
| Total Other Charges | \$7,366 | \$35,708 | \$35,303 | \$33,600 | \$0 | \$33,600 |
| Total OTHER INSTRUCTIONAL COSTS | \$7,658 | \$35,983 | \$35,547 | \$35,600 | \$0 | \$35,600 |
| Report Total: | \$861,870 | \$994,159 | \$989,136 | \$1,106,376 | \$(30,480) | \$1,075,896 |

