

**SOMERSET COUNTY PUBLIC SCHOOLS
MASTER PLAN**

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| KEY GOAL HIGHLY QUALIFIED EDUCATORS | By 2005-2006, all students will be taught by highly qualified teachers. |
| INDICATOR | The percentage of classes being taught by “highly qualified” teachers, in the aggregate and in each school. <i>(The perceived climate of the learning classroom and school site as measured by a selected survey administered to teachers, students, and parents in comparison to a 2002 measure on the same survey.)</i> |
| MEASURE | Growth in positive percentages in community, teacher and student reported perception of school and classroom learning environment. |
| STRATEGY 4 | ENVIRONMENT CONDUCTIVE TO LEARNING We will enhance our school program offerings, delivery, and evaluation in all schools in order to optimize each student’s learning environment and experience. |

- I. DESIGN**
- II. DELIVERY**
- III. MONITORING AND ACCOUNTABILITY**
- IV. EQUITY ASSURANCE**

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| Action Plan 4.1 | Each school and classroom in Somerset County Public Schools provides a Pre-K – 12 coherent and continuous, integrated multicultural and multidisciplinary process for educating all students about diversity and commonality. | | | |
| Cross – Program Action Steps | | | | |
| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
| ENVIRONMENT CONDUCTIVE TO LEARNING ACTION TEAM: ADDITIONS PROJECTED FOR MASTER PLAN STEERING TEAM UPDATE JANUARY, 2004 | | | | |
| DESIGN | | | | |
| 4.1.1 Identify and use curriculum resources that highlight the achievement of minorities. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.1.2 | Research and evaluate programs that meet the needs and strengths of a diverse population. | Provide staff development for teachers to implement strategies for meeting the needs and strengths of a diverse population. | Monitor implementation of strategies designed to meet the needs of a diverse population. | Evaluate the effectiveness of strategies designed to meet the needs of a diverse population. |
| 4.1.3 | Research and evaluate sensitivity and diversity training for all employees. | Provide sensitivity and diversity training for all employees. | Monitor implementation of sensitivity and diversity training for all employees. | Evaluate the effectiveness of sensitivity and diversity training for all employees. |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|---|--|-----------------------------|-----------------------------|
| 4.1.4 Study ways to increase opportunities for minority students to display their non-academic strengths and talents in ways that enhance academic learning. (i.e. music, drama, sports, etc.) | Implement strategies to enhance opportunities for minority students to display their non-academic strengths and talents in ways that enhance academic learning. (i.e. music, drama, sports, etc.) | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.1.5 Develop procedures for review and removal of Pre-K – 12 instructional materials that belittle, exclude or stereotype minorities. | Implement procedures for review and removal of Pre-K – 12 instructional materials that belittle, exclude or stereotype minorities. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| DELIVERY | | | | |
| 4.1.6 Review select and integrate materials which are multicultural in all subject areas at all grade levels. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.1.7 | | Provide all teachers with a basic familiarity of African-American and Hispanic/Latino history and culture through staff development. | --- Continuous Practice---> | --- Continuous Practice---> |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|-----------------------------|---|--|-----------------------------|
| 4.1.8 Continue to provide African American professionals as guests to provide role models for African American students and Hispanic/Latino guest as role models for Hispanic/Latino students. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.1.9 Emphasize through instruction and celebration the cultural aspects that make each student and/or their heritage special. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| EQUITY ASSURANCE | | | | |
| 4.1.10 | | Provide training for all teachers in strategies for using biased materials in nonbiased ways. | Evaluate the effectiveness of the training and revise based on findings. | --- Continuous Practice---> |

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| Action Plan 4.2 | Somerset County Public Schools provides a quality program of fine arts that enables all students to meet or exceed Maryland’s standards for Fine Arts Education. | | | | |
| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 | |
| | ENVIRONMENT CONDUCTIVE TO LEARNING ACTION TEAM: ADDITIONS PROJECTED FOR MASTER PLAN STEERING TEAM UPDATE JANUARY, 2004 | | | | |
| DESIGN | | | | | |
| 4.2.1 Reestablish a fine arts advisory committee to provide feedback, guidance, and support in the development of a strategic plan for the implementation of a fine arts program. | --- Continuous Practice--- | --- Continuous Practice--- | --- Continuous Practice--- | --- Continuous Practice--- | |
| 4.2.2 | Develop a plan for the implementation of visual arts and music in Pre-K to 12 that is aligned with Maryland State Standards | Develop or acquire a curriculum for visual arts and music in Pre-K to 12 that is aligned with Maryland State Standards Develop a plan for the implementation of theater and dance in Pre-K to 12 that are aligned with Maryland State Standards | Implement a visual arts and music program in grades Pre-K – 5 consistent with Maryland State Standards Develop or acquire a curriculum for theater and dance in Pre-K to 12 that are aligned with Maryland State Standards. | --- Continuous Practice---> Implement a theater and dance program consistent with Maryland State Standards. | |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|--|---|-----------------------------|-----------------------------|
| DESIGN | | | | |
| 4.2.3 Design a plan for the involvement of the community in the design and delivery of Fine Arts educational experiences for Somerset County children. | Market the Community Based Fine Arts plan. | Implement the Community Based Fine Arts Plan. | --- Continuous Practice---> | --- Continuous Practice---> |

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| Action Plan 4.3 | Criterion, norm referenced, and daily classroom assessment results are analyzed and acted upon by classroom teachers, building principals and supervisors for the individual student, groups of students, school sites, and the county system in regularly scheduled planning and analysis times. | | | |
| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
| DESIGN | | | | |
| 4.3.1 Develop a plan to increase student understanding and command of his/her own assessment data as a measure of growth and development within his/her control. | Promote and implement the plan to increase student understanding and command of his/her own assessment data as a measure of growth and development within his/her control. | --- Continuous Practice---> | --- Continuous Practice---> | Assess impact of plan to increase student understanding and command of his/her own assessment data as a measure of growth and development within his/her control. |
| 4.3.2 Develop a plan to increase individual teacher understanding and command of his/her own class assessment data as a measure of growth and development within his/her control. | Promote and implement the plan to increase teacher understanding and command of his/her own class assessment data as a measure of growth and development within his/her control. | --- Continuous Practice---> | --- Continuous Practice---> | Assess impact of plan to increase teacher understanding and command of his/her own class assessment data as a measure of growth and development within his/her control. |
| DELIVERY | | | | |
| 4.3.3 | Implement a “Data Analyst” position to coordinate, train, and supervise the use of data. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|---|--|--|---|
| DELIVERY | | | | |
| <p>4.3.4 Explore the use of “Power School” and other software applications that will enable tracking and analysis of student data at the system, school, and classroom level.</p> | <p>Develop a plan for tracking, analyzing, and reporting student data at all levels.</p> | <p>Implement plan for tracking, analyzing and reporting student data at all levels.</p> <p>Update curriculum and instruction practices based on the analysis of assessment data.</p> | <p>--- Continuous Practice---></p> | <p>--- Continuous Practice---></p> |
| <p>4.3.5 Explore the use of CAT (Computer Adaptive Testing) models to enhance teacher application and student/parent comprehension of achievement growth and progress.</p> | <p>Consider implementation of a CAT model within budgetary constraints and facility/equipment capacity.</p> | <p>Implement selected CAT model.</p> | <p>Assess implementation of CAT model.</p> | <p>Assess impact of CAT on student achievement growth and progress.</p> |

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| Action Plan 4.4 | All Somerset County Public Schools Board of Education and administration support high quality education through equitable resource allocation to schools and programs. | | | | |
|--|--|----------------------------------|--|-----------------------------|--|
| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 | |
| DESIGN | | | | | |
| 4.4.1 Plan for maximum productivity of accessible resources. | Establish and adopt a zero based budgeting policy and process in order to direct resources to the greatest needs in meeting the Master Plan initiatives. Orient principals and staff to zero based budgeting procedures and implement design. | ---Continuous Practice--- | Assess impact of zero based budgeting on principal and staff perception of available resources to meet the needs of the educational program and the physical site. | ---Continuous Practice--- | |
| 4.4.2 Develop a protocol for grant searches, applications, public relations response, implementation process, and evaluation process that underlies and confines itself to Master Plan initiatives. Seek Board adoption of the protocol. | Distribute and discuss the protocol with all Somerset County Public School Staff. Establish a “clearinghouse” for the release of all grant Applications. | Monitor the use of the protocol. | --- Continuous Practice---> | --- Continuous Practice---> | |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|--|---|---|---|
| <p>4.4.3 Seek input from the County Commissioners on the means and level of involvement they perceive as productive for their role in providing equitable resources to the school system.</p> | <p>Design a process for County Commissioner’s involvement in the budgeting process that enables a fuller understanding of the budgeting process, budget content, and strategies to provide equitable resources to each site.</p> | <p>Implement a process for County Commissioner’s involvement in the budgeting process that enables a fuller understanding of the budgeting process, budget content, and strategies to provide equitable resources to each site.</p> | <p style="color: red;">--- Continuous Practice---></p> | <p style="color: red;">--- Continuous Practice---></p> |
| <p>4.4.4 Design a mean to sustain the selected county school configuration that provides optimal educational programs in safe, secure, and healthy facilities.</p> | <p>Implement community endorsed and board adopted consolidation plan.</p> | <p style="color: red;">--- Continuous Practice---></p> | <p style="color: red;">--- Continuous Practice---></p> | <p style="color: red;">--- Continuous Practice---></p> |
| DELIVERY | | | | |
| <p>4.4.5 Conference with County Commissioners on ways to share resources to increase productivity of the Schools and County Services.</p> | <p>Develop a plan on ways to share resources between the School and County.</p> | <p>Implement the plan on ways to share resources between the School and County.</p> | <p>Assess advantages and disadvantages of fiscal collaboration of services between the School and County.</p> | |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|---|---|-----------------------------|-----------------------------|
| 4.4.6 Develop the Capital Improvement Plan and Budget in accordance with the selected county school configuration. | Implement Capital Improvement Plan in a staged format that least disrupts educational services. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| MONITORING AND ACCOUNTABILITY | | | | |
| 4.4.7 | Monitor trends in overall budget categories to assure maximum dollars are equitably devoted to direct services to students. | Adjust budget categories based on findings. | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.4.8 | | Monitor grant application and receipt process to assure alignment with Master Plan. | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.4.9 Develop and implement procedures for monitoring each school's activity funds to assure full and appropriate application to student programs. | --- Continuous Practice--- | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|---|-----------------------------|--|-----------------------------|
| 4.4.10 Select a comprehensive fixed assets management system to ensure school system's fixed assets are properly identified, monitored and safeguarded. | Implement Fixed Assets Software to assure capacity of county to meet its needs. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| EQUITY ASSURANCE | | | | |
| 4.4.11 Assess distribution of resources to each site identifying areas of imbalance. | Correct findings of inequitable distribution of resources. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.4.12 | . | | Monitor grant application and receipt process to assure equitable distribution throughout the county and alignment with site based School Improvement Plans. | --- Continuous Practice---> |
| 4.4.13 Access and apply researched findings on school size and consolidation plans and fiscal plans that address the distinct needs of Somerset County as an impoverished community. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |

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| Action Plan 4.5 | The School Improvement Process will be comprehensive and consistent throughout Somerset County Schools. | | | |
|---|--|-----------------------------|-----------------------------|-----------------------------|
| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
| DESIGN | | | | |
| 4.5.1 Review and revise current policies and regulations regarding School Improvement Planning to ensure a clear link from district to school to classroom. | Communicate and monitor implementation of revised policies and regulations on School Improvement Planning. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| DELIVERY | | | | |
| 4.5.2 Increase the use of teacher checklists, walkthroughs, and one-on-one support from Instructional Facilitators in order to ensure the implementation of all school improvement strategies in all classrooms. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.5.3 Ensure that the required “10 School Wide Components” for school improvement are integrated into the School Improvement Plans for all Title I schools. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
|---|--|--|---|--|
| DELIVERY | | | | |
| <p>4.5.4 Disaggregate and analyze State, county and classroom assessment data and make program changes and modifications to the School Improvement Plans as needed for meeting the needs of students who are not achieving proficiency.</p> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| <p>4.5.5 Continue “Data Based Decision Making” training for all School Improvement Teams to promote, support and monitor their use of formative and summative data.</p> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| <p>4.5.6 Train all administrators to use technology to complete basic administrative functions.</p> | <p>Train all administrators to expand their use of technology to complete more complex administrative functions.</p> | <p style="text-align: center;">--- Continuous Practice---></p> <p>Individually assess each administrator’s command and application of taught technology skills and strategies</p> <p>Develop individual technology professional development plans for each administrator.</p> | <p style="text-align: center;">--- Continuous Practice---></p> <p style="text-align: center;">--- Continuous Practice---</p> | <p style="text-align: center;">--- Continuous Practice---></p> <p style="text-align: center;">---Continuous Practice---</p> |

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| 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 | 2007-2008 |
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| MONITORING AND ACCOUNTABILITY | | | | |
| 4.5.7 Develop a process for ongoing and consistent monitoring of School Improvement Plans. | Implement the process for consistent monitoring of School Improvement Plans | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.5.8 Maintain and support a central office School Improvement Team liaison to support schools in increasing student achievement. | Convene all central office liaisons to share successful School Improvement Team strategies for increasing student achievement. | --- Continuous Practice---> | --- Continuous Practice---> | --- Continuous Practice---> |
| 4.5.9 Continue use of the Online Staff Technology Assessment to evaluate technology skills and plan staff development programs. | --- Continuous Practice---> | Implement the Maryland Online Technology Assessment for Administrators and Teachers developed by the Ed-Tech Consortium. | --- Continuous Practice---> | --- Continuous Practice---> |
| EQUITY ASSURANCE | | | | |
| 4.5.10 | Train all administrators to access student data using Power School in order to revise and update their School Improvement Plans. | Continue the use of Power School to access student data for revising School Improvement Plans. | --- Continuous Practice---> | --- Continuous Practice---> |

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