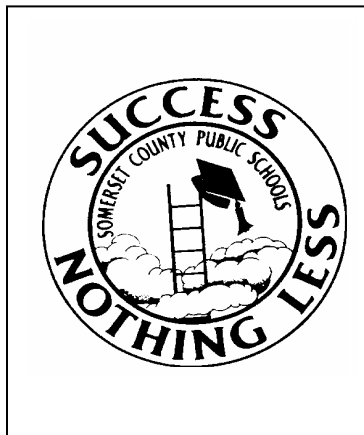


**SOMERSET COUNTY PUBLIC SCHOOLS
MASTER PLAN**

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.
MEASURE	The percentage of courses being taught by “highly qualified teachers” as defined by No Child Left Behind.
STRATEGY 3	HIGHLY QUALIFIED TEACHERS We will maintain, support, and recruit highly qualified, passionate educators who will optimize our student’s engagement in school, their academic growth and achievement, and their healthy social/emotional development.



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

**SOMERSET COUNTY PUBLIC SCHOOLS
MASTER PLAN**

Action Plan 3.1	Somerset County Public Schools recruits and selects personnel who can deliver high quality instruction and rapidly learn to deploy improved instructional methods and assessment techniques.			
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
TEACHER ENGAGEMENT ACTION TEAM: ADDITIONS PROJECTED FOR MASTER PLAN STEERING TEAM UPDATE JANUARY, 2004				
DESIGN				
3.1.1	<p>Establish an on-going Personnel Advisory Council focused on recruitment, hiring, and retention of highly qualified staff.</p> <p>Recommend for implementation promising strategies to administrators and supervisors and the Board of Education.</p>	<p>Implement recruitment, hiring, and retention strategies recommended by the Personnel Advisory Council.</p>	<p>Evaluate and revise recruitment, hiring, and retention strategies recommended by the Personnel Advisory Council.</p>	<p style="color: red;">--- Continuous Practice---></p>
3.1.2	<p>Design and deploy a wide variety of multimedia advertisements to recruit highly qualified teachers.</p>	<p>Assess impact of the design and deployment of multimedia advertisements on recruiting highly qualified teachers.</p>	<p>Make revisions based on findings.</p>	<p style="color: red;">--- Continuous Practice---></p>

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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<p>3.1.3 Continue to develop strategies and seek funding sources for providing signing incentives for new teachers.</p> <p>Present strategies to Board of Education.</p>	<p>Implement strategies for providing signing incentives for new teachers.</p>	<p>Evaluate and revise strategies for providing signing incentives for new teachers.</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>
DELIVERY				
<p>3.1.4 Reaffirm commitment to the strategy of recruiting, hiring, and retaining employees who are Somerset County residents.</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>
<p>3.1.5 Maintain practice of only hiring highly qualified teachers in content areas identified by NCLB and Maryland State Board of Education.</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>
<p>3.1.6 Provide services to current teachers to support their growth toward becoming highly qualified. (i.e., praxis testing and course completion)</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>		

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
3.1.7 Provide more information to personnel through expanded Human Resources website.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
	Assess value of Human Resources website and make revisions based on findings.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

MONITORING AND ACCOUNTABILITY

3.1.8 Create and conduct annual staff survey to gain information pertaining to human resource services and professional staff needs.	Update and conduct annual staff survey to gain information pertaining to human resource services and professional staff needs.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
	Analyze findings and propose strategies to meet identified needs.	Implement strategies designed to meet identified needs.	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<p>3.1.9 Conduct annual exit survey of all employees resigning from Somerset County Public Schools and forward to Personnel Advisory Council.</p>	<p>--- Continuous Practice---></p>	<p>Review Exit Survey information, articulate findings, compare with previous years' data and identify trends.</p> <p>Report findings to A&S, Personnel Advisory Council and to Board of Education.</p> <p>Develop strategies for maintaining highly qualified staff.</p>	<p>--- Continuous Practice---></p> <p>--- Continuous Practice---></p> <p>Implement strategies for maintaining highly qualified staff.</p>	<p>--- Continuous Practice---></p> <p>--- Continuous Practice---></p> <p>--- Continuous Practice---></p>
<p>3.1.10 Strengthen Professional Development School partnerships with Salisbury University and University of Maryland Eastern Shore to assuring continuing professional development and access to highly qualified interns.</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>
EQUITY ASSURANCE				
<p>3.1.11</p>	<p>Establish an on-going sub-committee of the Personnel Advisory Council focused on the recruitment, hiring, and retention of minority teachers.</p>	<p>Implement recommendations of sub-committee in order to increase the number of highly qualified minority teachers.</p>	<p>Evaluate and revise the plan for recruitment, hiring, and retention of highly qualified minority teachers.</p>	<p>--- Continuous Practice----</p>

**SOMERSET COUNTY PUBLIC SCHOOLS
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Action Plan 3.2	Somerset County Public Schools retains personnel who deliver high quality instruction and rapidly learn to deploy improved instructional methods and assessment techniques.			
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
DELIVERY				
3.2.1 Establish a Human Resources Handbook which references personnel policies and establishes expectations and responsibilities.	Evaluate Human Resources Handbook based on its usefulness and effectiveness. Update the Human Resources Handbook with policy changes and strategies for improved usefulness.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
		--- Continuous Practice---	--- Continuous Practice---	--- Continuous Practice---
3.2.2 Provide continued support to provisional teachers by: <ul style="list-style-type: none"> • Reimbursement for coursework. • Mentor and coaching. • Reimbursement for Praxis Prep expenses. 	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	
3.2.3 Continue to support incumbent teachers' efforts to achieve highly qualified status through the tuition reimbursement program.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
3.2.4 Maintain the current practice of recruiting and hiring only highly qualified paraprofessionals.	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->
3.2.5 Provide incumbent paraprofessionals with tuition assistance and/or preparation for required state tests to meet qualification requirements.	--- Continuous Practice-->	--- Continuous Practice-->		
3.2.6	Review assignments of paraprofessionals and make necessary personnel changes to ensure assignments are consistent with qualifications.	--- Continuous Practice---	--- Continuous Practice-->	--- Continuous Practice-->
MONITORING AND ACCOUNTABILITY				
3.2.7 Establish a process for monitoring highly qualified status and communicating this expectation to all stakeholders.	Implement process for monitoring highly qualified status and communicating this expectation to all stakeholders.	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
MONITORING AND ACCOUNTABILITY				
3.2.8 Continue to work with MSDE to establish a separate set of qualifying and composite scores on Praxis II tests for incumbent middle school teachers.	--- Continuous Practice--->	Utilize established MSDE qualifying scores for Middle School certification.	--- Continuous Practice--->	--- Continuous Practice--->
3.2.9		Evaluate and revise the current Teacher Mentor Program in order to improve teacher performance and reduce teacher attrition rates.	--- Continuous Practice--->	--- Continuous Practice--->
3.2.10 Evaluate the effectiveness of the current new teacher orientation program.	Expand current new teacher orientation program to include a greater emphasis on curriculum, instruction, and assessment.	Evaluate and revise new teacher orientation program.	--- Continuous Practice--->	--- Continuous Practice--->
3.2.11 Implement and promote a process for the tracking of and assigning of highly qualified teachers to high poverty schools.	Monitor, evaluate and enhance this process to ensure highly qualified teachers are being assigned where they are most needed.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
3.2.12 Review, analyze, revise and adopt the compensation schedule for paraprofessionals to reflect new qualification requirements.	Implement new compensation schedule for paraprofessionals.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
EQUITY ASSURANCE				
3.2.13 Provide tutorials for Praxis I (Prep2Teach Program) and II to assist provisional teachers in becoming highly qualified.	--- Continuous Practice--->	--- Continuous Practice--->		

**SOMERSET COUNTY PUBLIC SCHOOLS
MASTER PLAN**

Action Plan 3.3	Highly qualified principals are recruited, hired and retained.			
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
DESIGN				
3.3.1 Maintain and continue to develop a competitive salary and benefits package in order to attract and retain high quality administrators.	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->
3.3.2 Collaborate with local Universities to coordinate efforts to provide quality programs to help potential candidates to successfully transition into administration.	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->
3.3.3	Develop, promote and provide seminars and related activities that offer aspiring administrators opportunities to gain hands-on administrative experience.	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
DELIVERY				
3.3.4 Assess principals' strengths as instructional leaders and provide differentiated, goal based professional development to strengthen their role as instructional leaders.	Use assessment results to provide differentiated, goal based staff development to strengthen their role as instructional leaders.	Assess impact of differentiated, goal based staff development on teacher perception and student achievement.	--- Continuous Practice--->	--- Continuous Practice--->
3.3.5 Provide state-of-the-art training, coaching, and on-going support for administrators in data-based decision making to enhance their instructional leadership.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
3.3.6	Provide appropriate training for administrators in the use of instructional technology.	--- Continuous Practice--->	--- Continuous Practice---	--- Continuous Practice---

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
3.3.7	Provide differentiated, goal based professional development for administrators to strengthen their skills in recognizing and developing effective instruction in the classroom.	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice---
MONITORING AND ACCOUNTABILITY				
3.3.8		Monitor and assess principals' application of professional development in <ul style="list-style-type: none"> • Data based decision making. • Using instructional technology. • Recognizing and developing effective instruction in the classroom. 	--- Continuous Practice-->	--- Continuous Practice-->
EQUITY ASSURANCE				
3.3.9	Seek role models for instructional leadership positions representative of racial diversity of county.	--- Continuous Practice-->	--- Continuous Practice-->	--- Continuous Practice-->

**SOMERSET COUNTY PUBLIC SCHOOLS
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Action Plan 3.4	All Somerset County Public Schools educators' demonstrate the skills to improve student achievement.			
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
	TEACHER ENGAGEMENT ACTION TEAM: ADDITIONS PROJECTED FOR MASTER PLAN STEERING TEAM UPDATE JANUARY, 2004			
DESIGN				
3.4.1 Pilot alternative forms of teacher evaluation enabling teachers to take responsibility for their own professional development.	Update and fully implement alternative forms of evaluation for highly able teachers.	Review and update alternative forms of teacher evaluation.	--- Continuous Practice--->	--- Continuous Practice--->
3.4.2 School Improvement Teams develop and implement plans for individual teachers to track and report student achievement data in reading, and mathematics.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
3.4.3	Establish a Somerset Professional Development Council charged with the task of designing and monitoring a professional development plan to improve student achievement.	Procure Board of Education adoption of Professional Development Plan designed to promote and monitor student achievement. Implement plan.	---	---
DELIVERY				
3.4.4	Utilize school based staff development sessions to review, emphasize, discuss, and reflect upon the application of the “Components of Professional Practice” by Charlotte Danielson to the effective delivery in standards based education.	---	---	---
MONITORING AND ACCOUNTABILITY				
3.4.5	Through the walk through, observation and evaluation process, teachers demonstrate the use of “best practices” as identified by Charlotte Danielson in the book “Teacher Evaluation”.	---	---	---

**SOMERSET COUNTY PUBLIC SCHOOLS
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Action Plan 3.5	All Somerset County Public School educators are trained and successfully demonstrate their use of assessment data to identify the strengths and weaknesses of their collective and individual practices related to student growth and development.			
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
	TEACHER ENGAGEMENT ACTION TEAM: ADDITIONS PROJECTED FOR MASTER PLAN STEERING TEAM UPDATE JANUARY, 2004			
DELIVERY				
3.5.1 Analyze and monitor quarterly reading and math assessment data and apply findings.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
MONITORING AND ACCOUNTABILITY				
3.5.2 Assess teacher skill and applications in analyzing and monitoring MSA, HSA, and readiness data as evidenced in planning and instruction.	Supply additional training and coaching for teachers to demonstrate confidence in applying learned skills to analysis and monitoring of all MSA, HSA, and readiness data.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
	Correlate skill of teacher in analysis and monitoring of all MSA, HSA, and readiness data with student achievement growth.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
EQUITY ASSURANCE				
3.5.3 Continue to train all special education teachers in the effective use of assessments and writing assessment reports.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
	Evaluate assessments and reports for all special education staff in order to maintain compliance.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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Action Plan 3.6	All Somerset County Public School educators participate in ongoing professional development to enhance their students' success in the classroom.			
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
	TEACHER ENGAGEMENT ACTION TEAM: ADDITIONS PROJECTED FOR MASTER PLAN STEERING TEAM UPDATE JANUARY, 2004			
DESIGN				
3.6.1 Develop a county wide comprehensive staff development plan that is tied to student achievement which includes a system for monitoring staff development data.	Implement strategies for documenting, tracking, and evaluating staff development goals and objectives based on student achievement data.	Monitor and revise the staff development plan.	--- Continuous Practice--->	--- Continuous Practice--->
3.6.2 Plan monthly Pre K -5 lessons integrated with technology through the support of The County Technology Trainer.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
	Post on website and trade integrated lessons across the county.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
<p>3.6.3 Enhance middle and high school based technology usage through planned 45 minutes technology training sessions.</p>	<p>Monitor and assess effectiveness of application of “Tech Day” training.</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>
DELIVERY				
<p>3.6.4 Utilize the Instructional Facilitators as teacher leaders who acquire necessary training and deliver ongoing professional development based upon explicit goals and teacher needs.</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>
<p>3.6.5 Implement a “flex day” in the county calendar in order for teachers to pursue individualized learning within their content areas, skill areas, or identified school wide SIT initiatives.</p>	<p>--- Continuous Practice---> Assess value of flex day from teacher and administrator perspective.</p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>	<p>--- Continuous Practice---></p>

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
DELIVERY				
3.6.6 Provide professional development for all teachers 6-12 in strategies for integrating SAT Prep in the regular classroom.	Require all teachers to integrate SAT Prep strategies in the regular classroom.	Evaluate effectiveness of integrated strategies based on SAT scores.	Adjust, monitor and maintain integration of strategies.	--- Continuous Practice--->
3.6.7 Train all secondary teachers to write quality assessment items which mirror MSA and HSA.	Develop and/or revise end-of-course assessments for all courses in grades 6-12.	--- Continuous Practice--->	--- Continuous Practice---> Assess impact of end of course assessments on student achievement.	--- Continuous Practice--->
3.6.8 Train all elementary teachers to write quality assessment items which mirror MSA.	Monitor the integration of quality assessment items in everyday instruction. Designate specific assessments as SCPS County Wide Assessments.	--- Continuous Practice---> Assess impact of county wide assessments and banked assessments on student achievement.	--- Continuous Practice---> --- Continuous Practice--->	--- Continuous Practice---> --- Continuous Practice--->
3.6.9 Provide ongoing MSSR training for all Pre-K and K staff.	--- Continuous Practice---> Assess impact of MSSR training on student achievement.	--- Continuous Practice---> --- Continuous Practice--->	--- Continuous Practice---> --- Continuous Practice--->	--- Continuous Practice---> --- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
DELIVERY				
3.6.10 Provide ongoing reading and math training based upon annual analysis of program, grade level, and specific teachers' needs for all teachers in Pre-K – 8.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
3.6.11 Provide orientation and on-going training for all science teachers in grades 2 -5 with adoption of new science series 2 -5.	Provide ongoing training for all science teachers in grades 2 – 5.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
3.6.12 Provide an opportunity to all staff members for at least 15 hours of technology related staff development per semester.	--- Continuous Practice---> Assess impact of technology training on student achievement.	--- Continuous Practice---> --- Continuous Practice--->	--- Continuous Practice---> --- Continuous Practice--->	--- Continuous Practice---> --- Continuous Practice--->
3.6.13 Provide 6 additional site delivered hours per semester of technology professional development based on their individual needs assessment.	--- Continuous Practice--->	--- Continuous Practice---> Assess impact of technology training on student achievement.	--- Continuous Practice---> --- Continuous Practice---> Promote cross site sharing of training and results.	--- Continuous Practice---> --- Continuous Practice---> --- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
3.6.14 Conduct an 8 day summer “Technology Academy” to instruct and support teachers in developing technology integrated lessons, followed by 2 days of reflection and sharing during the following school year.	Monitor application and impact of “Technology Academy” participation on teacher application of technology to lesson delivery.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
MONITORING AND ACCOUNTABILITY				
3.6.15			Assess value of flex day and other professional development initiatives as correlated with student achievement growth.	---Continuous Practice---
3.6.16		Monitor the impact of technology training on student achievement.	--- Continuous Practice--->	--- Continuous Practice--->
3.6.17 Establish policy and guidelines requiring teachers, principals and other staff who attend workshops, conferences or other professional growth opportunities to demonstrate application and provide follow up presentations to appropriate faculty or staff.	Implement policy and guidelines and monitor effectiveness	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->

**SOMERSET COUNTY PUBLIC SCHOOLS
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2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
EQUITY ASSURANCE				
3.6.18 Integrate strategies for dealing with diverse student populations into all professional development opportunities.	<i>--- Continuous Practice---></i>	<i>--- Continuous Practice---></i> Assess impact of training to meet diverse students' needs on student achievement.	<i>--- Continuous Practice---></i> <i>--- Continuous Practice---></i>	<i>--- Continuous Practice---></i> <i>--- Continuous Practice---></i>

**SOMERSET COUNTY PUBLIC SCHOOLS
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Action Plan 3.7	All Somerset County Public Schools educators participate in ongoing professional development to enhance their success with diverse students in the classroom.				
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	
EQUITY ASSURANCE					
3.7.1	Increase teacher, administrator and full staff understanding and response to diverse cultural and socio economic experiences and expectations of students through planned professional development.	--- Continuous Practice--->	--- Continuous Practice---> Assess impact of training to meet diverse students' needs on student achievement.	--- Continuous Practice---> --- Continuous Practice--->	
3.7.2 Incorporate training related to differentiated learning into the Somerset County Professional Development Plan.	Provide on-going support to teachers as they incorporate differentiated learning strategies into their classrooms.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->	

**SOMERSET COUNTY PUBLIC SCHOOLS
MASTER PLAN**

Action Plan 3.8	High quality guidance counselors are recruited, hired, and retained.			
2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
DESIGN				
3.8.1 Clarify role expectations and responsibilities of the “High quality” guidance counselor through revised job description.	Implement changes in duties of the guidance counselor.	--- Continuous Practice--->	--- Continuous Practice--->	--- Continuous Practice--->
3.8.2 Investigate several programs at higher education institutions for guidance counselor training to assess critical educational training areas.				
DELIVERY				
3.8.3	Conduct county wide assessment of guidance services and report findings to Administrators and Supervisors and the Board.	Adjust guidance program to meet assessed needs and responsibilities based on results of assessment.	--- Continuous Practice--->	--- Continuous Practice--->

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