

Office of the Superintendent of Schools
MONTGOMERY COUNTY PUBLIC SCHOOLS
Rockville, Maryland

August 25, 2003

MEMORANDUM

To: Members of the Board of Education

From: Jerry D. Weast, Superintendent of Schools

Subject: Update on the Administrative and Supervisory Professional Growth System

Background

This memorandum serves to update you on the progress of the Administrative and Supervisory Professional Growth System (A&S PGS). The A&S PGS is an essential component of the Board of Education's *Our Call to Action: Pursuit of Excellence*. The goal of the A&S PGS is to create a comprehensive system for attracting, recruiting, developing, mentoring, evaluating, and recognizing administrators and supervisors in a dynamic structure of critical reflection, continuous improvement, and lifelong learning. I last reported to you on February 24, 2003, regarding the progress of the design of the A&S PGS. At that time, the vision and philosophy of the A&S PGS and the performance standards for principals were presented. Since then, the steering committee and the design team have been developing performance criteria for each standard, examples that describe what behaviors exhibit meeting a standard, and the process for evaluating principals.

Summary of Work and Accomplishments

Dr. Robert Bastress, director of the A&S PGS, obtained feedback on the philosophy and the standards from stakeholders through meetings with the Montgomery County Council of Parent Teacher Associations (MCCPTA) Executive Board; the Montgomery County Association of Administrative and Supervisory Personnel (MCAASP) Executive Board; the Montgomery County Education Association (MCEA) representative assembly; the SEIU Local 500, Montgomery County Council of Supporting Services Employees (MCCSSE) Executive Board; and the Montgomery County Region, Maryland Association of Student Councils (MCR) representative assembly.

On April 9, 2003, the progress of the A&S PGS development was presented to principals. The purpose of the presentation was to ensure that principals had the opportunity to engage in a discussion about the components of the A&S PGS and have their questions answered.

Background information was provided on the research, the process, and the timeline. In addition, Mr. Larry A. Bowers, chief operating officer, and Dr. Edward Shirley, former president of MCAASP, provided a memorandum to the principals. The memorandum gave specific details to all administrative and supervisory personnel about the vision, philosophy, and standards around which the A&S PGS is being designed. See Attachment A.

On May 18, 2003, Mr. Jerry Perlet, principal of Sherwood Elementary School, and Dr. Bastress, co-chairs of the design team, participated in a discussion hosted by the Montgomery County Business Roundtable for Education (MCBRE). The professional development subcommittee of MCBRE was responsible for creating this opportunity. Concepts from this roundtable discussion are being incorporated into the A&S PGS. This dialog included representatives from Lockheed-Martin, Pepco, IBM, Century Pools, and other businesses. The interchange comprised topics such as building leadership capacity, leadership competencies, succession planning, and leadership training.

The A&S PGS steering committee continues to make progress toward completion of the initial phase of a professional growth system for principals. The committee has approved the performance criteria for the six standards. These criteria are the indicators by which individual principals will be evaluated as meeting or not meeting standards. The criteria with the standards are in Attachment B.

Descriptive examples for each standard are being developed. These descriptive examples give more clarity to the performance criteria by identifying specific behaviors that are demonstrated by effective principals. To generate the initial list of descriptive examples, two focus groups were formed. One group consisted of community superintendents, directors of school performance, and administrative assistants in the Office of School Performance. The second group consisted of principals from elementary, middle, high, and special schools. The two groups developed sets of behaviors for each standard that principals exhibit to meet the standard. These descriptive examples were presented to principals, assistant principals, and student support specialists at their August 18 meeting, for their review and input.

The steering committee has agreed to evaluate novice principals and principals new to the Montgomery County Public Schools using the new process during the 2003–2004 school year. In addition, a limited number of experienced principals who volunteer to participate will be included during this year's phase-in of the new evaluation system process. We are not fully implementing the new system this year because we need to build our capacity to do this and we need to gather data in order to improve the system during the year.

Next Steps

1. The steering committee will finalize a set of procedures for the evaluation process. The procedures also will identify the data sources to be considered in evaluating principals.

2. Once the descriptive examples and the evaluation process have been approved by the steering committee, implementation of the evaluation component will begin.
3. The community superintendents will work with representatives from Research for Better Teaching to be trained on the new system.
4. Updates will be given to all of the stakeholder groups and feedback will be received.
5. The steering committee will consider budget implications for FY 2005 to provide support for full implementation of the A&S PGS.

Conclusion

Considerable progress has been made on the development of the A&S PGS. A phase-in of the new evaluation component will begin this fall. Other components also will be included as a commitment to providing high-quality leadership in every school. Your continued support of the process is essential as we implement and continuously improve the A&S PGS.

At the table for today's discussion are Dr. Rebecca Newman, president, Montgomery County Association of Administrative and Supervisory Personnel and co-chair of the steering committee; Dr. Robert Bastress, director, Administrative and Supervisory Professional Growth System; and Mr. Jerrold Perlet, principal, Sherwood Elementary School and co-chair of the design team.

JDW:LAB:DM:lsh

Attachments