

BOARD OF EDUCATION – 77

MISSION AND SERVICES

Mission - The Prince George's County Board of Education will advance the achievement of its diverse student body through community engagement, sound policy governance, accountability and fiscal responsibility.

The Board's mission supports accomplishing the countywide vision by:

- Working for educational excellence

The Board is responsible for providing -

- High quality classroom instruction for all students
- A learning environment that is safe, well maintained, clean and appropriate for all educational activities
- Multiple enrichment programs for students to enhance classroom instruction
- Effective guidance and counseling services that assist all students to achieve optimal personal, interpersonal, academic and career development skills through the coordination of home, school, and community resources
- Emergency care for ill or injured students and other related health services that help students stay in school
- Safe and reliable transportation services for all eligible students
- A broad range of specialized services that enable special needs students to acquire knowledge and develop essential skills
- Educational services to pre-school children, such as Head Start and Extended Elementary Education
- Before and after-care services at selected school sites

FY 2010 BUDGET SUMMARY

The FY 2010 proposed budget to the Board of Education is \$1.6 billion, a decrease of \$61.5 or 3.7% under the FY 2009 approved budget.

FUNDING SOURCE – Funding Source details appear on the Education Revenue Detail page in the Revenue tab

FY 2009 APPROVED BUDGET	\$1,678,949,700
County General Fund contribution	(\$28,626,900)
State Aid	(\$5,375,000)
Board Sources	(\$185,100)
Federal Aid	\$1,545,300
Prior Year Fund Balance	(\$28,900,000)
FY 2010 PROPOSED BUDGET	\$1,617,408,000

GENERAL FUNDS

The FY 2010 county contribution to the Board of Education is \$585.9 million, a decrease of \$28.6 million or 4.7% under the FY 2009 approved county contribution. The County's general fund contribution is 36.2% of total agency funding.

State Aid

The FY 2010 proposed formula driven State aid budget for the Board of Education is \$916.4 million, a decrease of \$5.4 million or 0.6% under the FY 2009 approved budget. State Aid is 56.7% of total agency funding.

Other Funding Sources

The FY 2010 proposed other funding sources budget for the Board of Education is \$115.2 million, a decrease of \$27.5 million under the FY 2009 approved budget. Other funding sources are 7.1% of total agency funding. Major changes in the FY 2010 proposed budget include a \$28.9 million reduction in funds transferred from the Board's fund balance.

SERVICE DELIVERY PLAN AND PERFORMANCE

Goal 1 - By 2013-2014, all students will reach high standards in core curricular areas, at a minimum, attaining proficiency or better for each Elementary and Secondary Education Act subgroup in reading/language arts and mathematics.

- **Objective 1.1** - Continue to strengthen curriculum, instruction and assessment in all content areas
- **Objective 1.2** - Develop, implement, and monitor intervention programs for students at risk of not demonstrating or who have not demonstrated proficiency in the core academic areas
- **Objective 1.3** - Decrease annually the number of schools in improvement, and prevent additional schools from entering school improvement status
- **Objective 1.4** - Strengthen early learning instructional programs
- **Objective 1.5** - Provide programs and services which enrich, modify or replace regular classroom curricula and instruction to meet the unique needs of talented and gifted students
- **Objective 1.6** - Demonstrate progress toward meeting annual measurable objectives on state assessments and State program targets for special education students
- **Objective 1.7** - Integrate cross-cutting themes

Goal 2 - All English language learners will become proficient in English and reach high academic standards, at a minimum, attaining proficiency or better in reading/language arts and mathematics.

- **Objective 2.1** - Continue to strength curriculum, instruction and assessment in all content areas provided to english language learners or who have not demonstrated proficiency in the core academic areas
- **Objective 2.2** - Develop, implement and monitor intervention programs for English language learners at risk of not demonstrating or who have not demonstrated proficiency in the core academic areas
- **Objective 2.3** - Develop and implement parent and community outreach initiatives to support the academic success of English language learners

Goal 3 - All employees will be highly qualified, highly skilled and effective.

- **Objective 3.1** - Increase the number of professionally certified teachers and the percent of teachers who meet No Child Left Behind requirements for “highly qualified”
- **Objective 3.2** - Increase the retention rate for classroom teachers
- **Objective 3.3** - Maintain the percent of highly qualified paraprofessionals assigned to Title I schools at 100%
- **Objective 3.4** - Build teacher capacity through high quality professional development that results in improved student achievement
- **Objective 3.5** - Provide a comprehensive instructional leadership and management training program for all levels of school-based and central office administrators-pre-leadership, assistant principals, beginning principals and principals
- **Objective 3.6** - Provide professional development and technical assistance to central office and zone administrators to improve their skills and knowledge
- **Objective 3.7** - Implement a performance-based evaluation system for all administrators, central office personnel and teachers

Goal 4 - All students will be educated in learning environments that are safe, drug free and conducive to learning.

- **Objective 4.1** - Ensure that all schools reflect a positive, nurturing and supportive educational climate that supports the academic, socio-emotional and health needs of students
- **Objective 4.2** - Ensure that all schools meet satisfactory standards for attendance and behavior of students, both in the aggregate and for all subgroups
- **Objective 4.3** - Provide safe, clean and inviting facilities that are conducive to learning and that meet all program needs
- **Objective 4.4** - Provide safe, efficient transportation system to support all school programs
- **Objective 4.5** - Provide nutritional meals and promote healthy eating to all families

Goal 5 - All students will graduate from high school.

- **Objective 5.1** - Increase annually the percentage of students at each grade level being promoted to the next grade level
- **Objective 5.2** - Increase annually the percentage of student meeting high school graduation requirements

- **Objective 5.3** - Increase the number of students who are fully prepared for a challenging academic/career-centered program, who can successfully transition to and complete post-secondary education, advanced training, military or employment, creating a seamless transition from school to careers
- **Objective 5.4** - Ensure expanded and equitable access to advanced level curricula and courses

Goal 6 - The quality of school system service delivery will be enhanced by improving management effectiveness, efficiency and accountability.

- **Objective 6.1** - Implement budget and management processes and information systems that improve the school system’s management effectiveness, efficiency and accountability

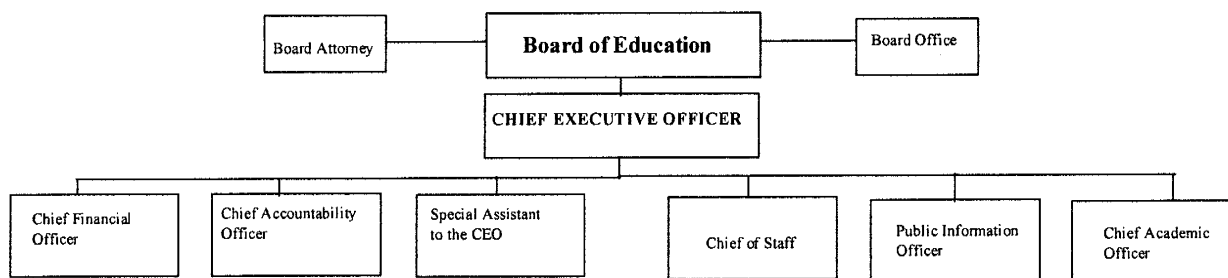
Goal 7 - Strengthen relationships with family, school, business, community and institutions of higher education to support improved student achievement.

- **Objective 7.1** - Ensure strong family community school partnerships that support academic, socioemotional and career success of all students
- **Objective 7.2** - Implement a comprehensive outreach program to business and community organizations to increase meaningful engagement with the system and resources
- **Objective 7.3** - Increase higher education involvement and support in the professional development of staff and academic opportunities for students
- **Objective 7.4** - Utilize technology resources to enhanced communication with parents

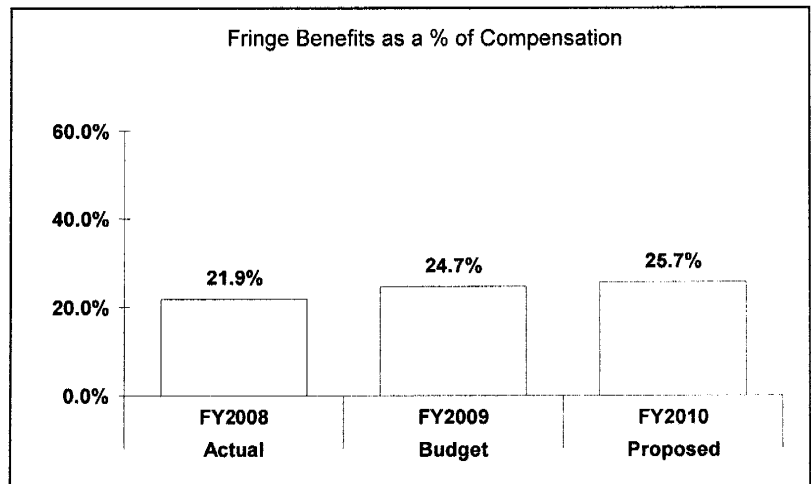
FY 2009 KEY ACCOMPLISHMENTS

- Achieved Adequate Yearly Progress for the first time since the passage of No Child Left Behind.
- Received a \$6 million grant from the Michael and Susan Dell Foundation and the Eli and Edythe Broad Foundation to support the transformation to a “Performance Management” culture in the school system.
- Moved “highly qualified” teachers in the core academic subjects to 90% of those classes with large numbers of students impacted by the challenges of poverty.
- Nearly nine of every ten school classes with large numbers of students highly impacted by the challenges of poverty are now taught by “highly qualified” teachers in the core academic subject areas.
- Implemented four new policies (Core Beliefs and Commitments, Theory of Action, System Oversight and Constituent Services) that will help govern the way the Board operates as a governing body of the school system.

ORGANIZATIONAL CHART

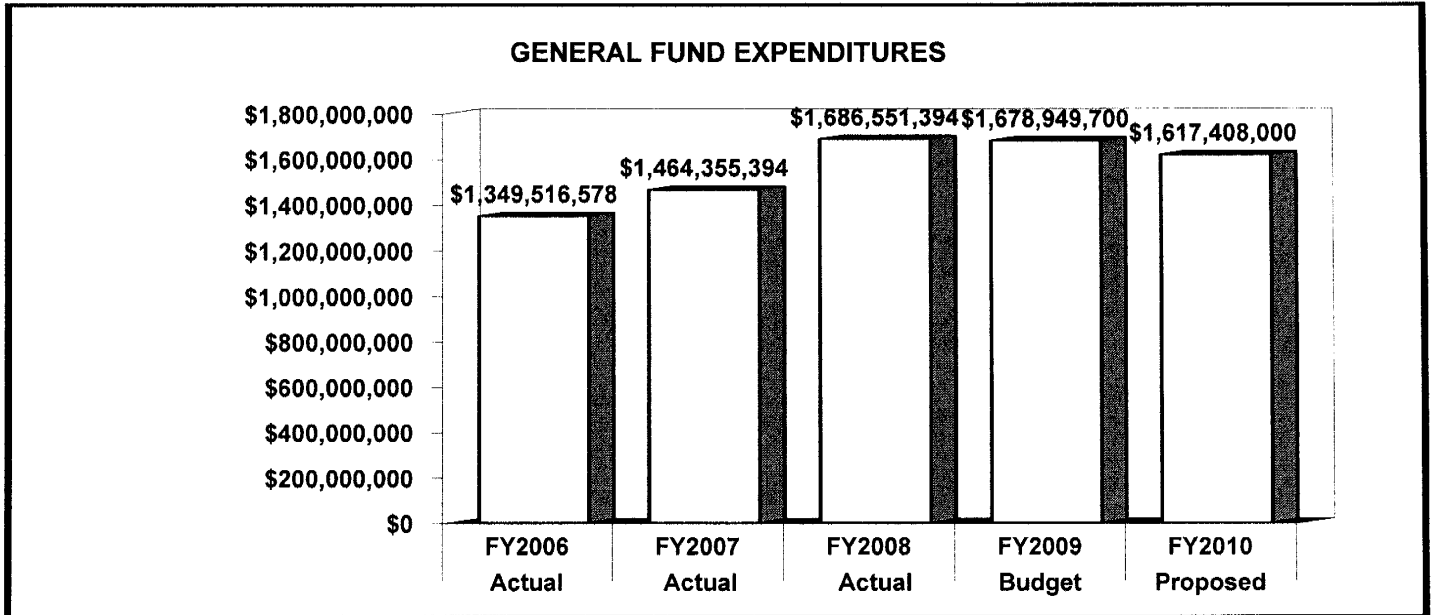


	FY2008 ACTUAL	FY2009 BUDGET	FY2009 ESTIMATED	FY2010 PROPOSED	CHANGE FY09-FY10
EXPENDITURE SUMMARY					
Compensation	\$ 1,104,759,140	\$ 1,088,925,200	\$ 1,088,925,200	\$ 1,050,429,200	-3.5%
Fringe Benefits	241,926,503	268,556,900	268,556,900	269,951,100	0.5%
Operating Expenses	320,930,063	311,604,700	311,604,700	289,004,100	-7.3%
Capital Outlay	18,935,688	9,862,900	9,862,900	8,023,600	-18.6%
	\$ 1,686,551,394	\$ 1,678,949,700	\$ 1,678,949,700	\$ 1,617,408,000	-3.7%
Recoveries	0	0	0	0	0%
TOTAL	\$ 1,686,551,394	\$ 1,678,949,700	\$ 1,678,949,700	\$ 1,617,408,000	-3.7%
STAFF					
Full Time - Civilian	-	17,749	-	16,881	-4.9%
Full Time - Sworn	-	0	-	0	0%
Part Time	-	0	-	0	0%
Limited Term	-	0	-	0	0%

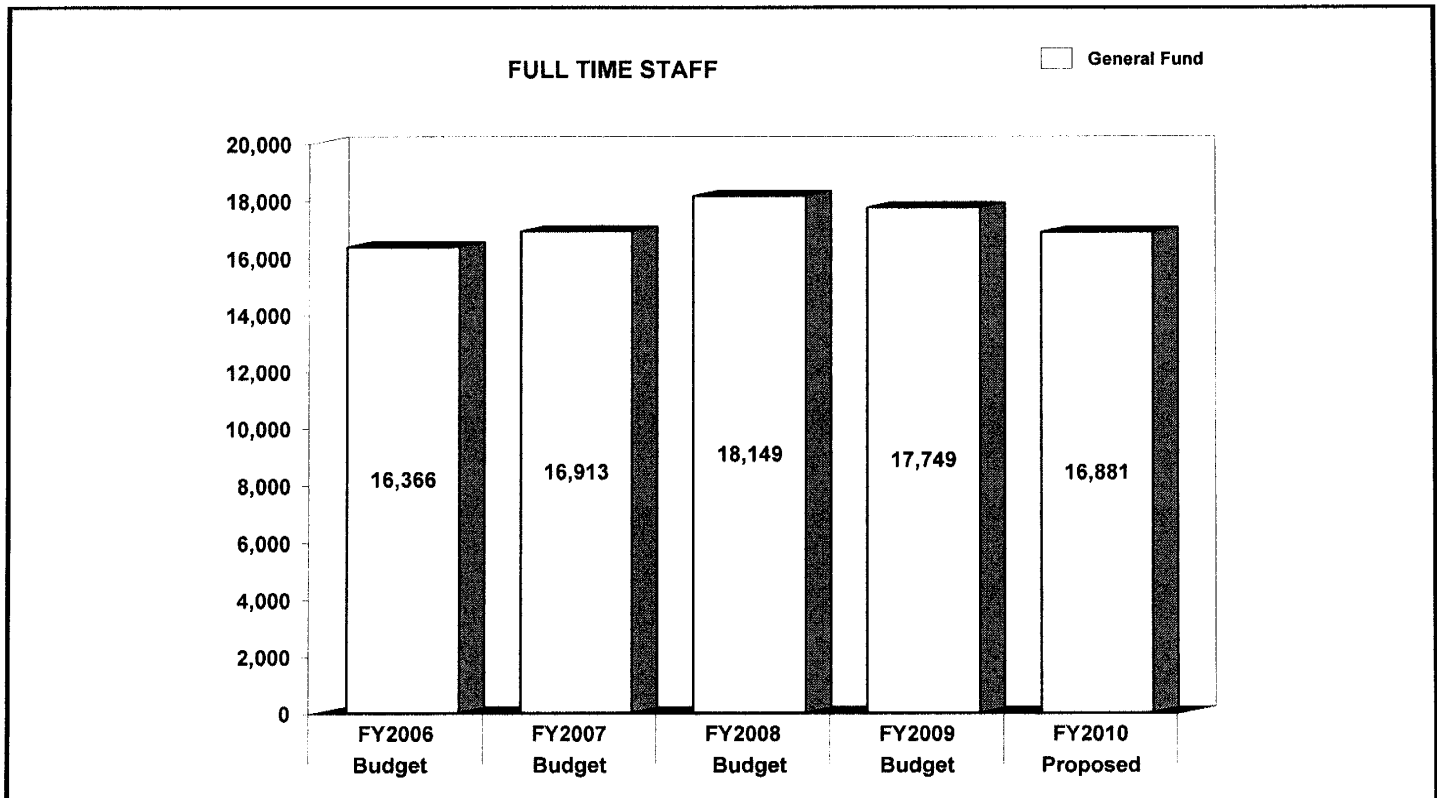


	FY2008 BUDGET	FY2009 BUDGET	FY2010 PROPOSED	CHANGE FY09-FY10
GENERAL FUND STAFF				
Full Time - Civilian	18,149	17,749	16,881	(868)
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term	0	0	0	0
OTHER STAFF				
Full Time - Civilian				
Full Time - Sworn				
Part Time				
Limited Term Grant Funded				
TOTAL				
Full Time - Civilian	18,149	17,749	16,881	(868)
Full Time - Sworn	0	0	0	0
Part Time	0	0	0	0
Limited Term	0	0	0	0

POSITIONS BY CATEGORY	FULL TIME	PART TIME	LIMITED TERM
Directors, Coordinators, Supervisors, Specialists	474	0	0
Principals	214	0	0
Assistant Principals	285	0	0
Teachers	8,867	0	0
Therapists	204	0	0
Guidance Counselors	378	0	0
Librarians	173	0	0
Psychologists	99	0	0
Pupil Personnel Workers, School Social Workers	119	0	0
Nurses	205	0	0
Other Professional Staff	275	0	0
Secretaries and Clerks	911	0	0
Bus Drivers	1,343	0	0
Aides - Paraprofessionals	1,709	0	0
Other Staff	1,610	0	0
CEO, Chiefs, Administrators, Regional Assistant Superintendents	15	0	0
TOTAL	16,881	0	0



The Board of Education's actual expenditures increased by 25.0% from FY 2006 to FY 2008, primarily driven by the addition of new teachers. The FY 2010 budget is 3.7% under the FY 2009 budget, primarily due to changes in the position complement and reductions in contractual services.

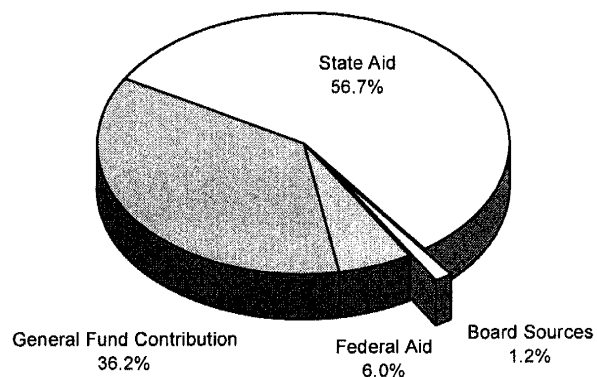


Authorized staffing increased by 1,783 positions from FY 2006 to FY 2008. This increase is primarily the result of the addition of new teachers in order to lower class sizes. The FY 2010 staffing includes 868 fewer positions than the FY 2009 budget.

	FY 2008	FY 2009	FY 2009	FY 2010	%
	Actual	Budget	Estimated	Proposed	Change
EXPENDITURE BY CATEGORY					
Administration	\$ 60,927,992	\$ 63,495,000	\$ 63,495,000	\$50,581,500	-20.3%
Mid-Level Administration	\$ 126,719,385	\$ 130,260,800	\$ 130,260,800	\$118,538,600	-9.0%
Instructional Salaries	\$ 597,799,567	\$ 580,209,700	\$ 580,209,700	\$564,907,700	-2.6%
Textbooks and Instructional Materials	\$ 39,280,836	\$ 30,616,900	\$ 30,616,900	\$26,713,500	-12.7%
Other Instructional Costs	\$ 54,642,661	\$ 52,721,000	\$ 52,721,000	\$48,046,300	-8.9%
Special Education	\$ 233,904,499	\$ 230,691,800	\$ 230,691,800	\$229,612,200	-0.5%
Student Personnel Services	\$ 21,927,691	\$ 22,296,900	\$ 22,296,900	\$12,928,200	-42.0%
Health Services	\$ 14,904,314	\$ 15,206,600	\$ 15,206,600	\$14,996,700	-1.4%
Student Transportation Services	\$ 98,940,310	\$ 94,792,000	\$ 94,792,000	\$90,351,000	-4.7%
Operation of Plant	\$ 122,724,638	\$ 129,670,400	\$ 129,670,400	\$133,489,800	2.9%
Maintenance of Plant	\$ 40,338,321	\$ 33,007,000	\$ 33,007,000	\$31,015,100	-6.0%
Fixed Charges	\$ 259,749,039	\$ 284,050,700	\$ 284,050,700	\$285,163,400	0.4%
Food Services Subsidy	\$ 10,995,038	\$ 8,019,500	\$ 8,019,500	\$7,078,000	-11.7%
Community Services	\$ 2,770,447	\$ 2,869,500	\$ 2,869,500	\$3,018,400	5.2%
Capital Outlay	\$ 926,656	\$ 1,041,900	\$ 1,041,900	\$967,600	-7.1%
Total Expenditures	\$ 1,686,551,394	\$ 1,678,949,700	\$ 1,678,949,700	\$1,617,408,000	-3.7%
EXPENDITURE SUMMARY					
Salaries and Wages	\$ 1,104,759,140	\$ 1,088,925,200	\$ 1,088,925,200	\$1,050,429,200	-3.5%
Fringe Benefits	\$ 241,926,503	\$ 268,556,900	\$ 268,556,900	\$269,951,100	0.5%
Contracted Services	\$ 194,291,375	\$ 195,654,800	\$ 195,654,800	\$179,983,700	-8.0%
Supplies and Materials	\$ 59,442,646	\$ 48,375,300	\$ 48,375,300	\$39,266,500	-18.8%
Other Operating Costs	\$ 67,196,042	\$ 67,574,600	\$ 67,574,600	\$69,753,900	3.2%
Additional & Replacement Equipment	\$ 18,935,688	\$ 9,862,900	\$ 9,862,900	\$8,023,600	-18.6%
Total Expenditures	\$ 1,686,551,394	\$ 1,678,949,700	\$ 1,678,949,700	\$1,617,408,000	-3.7%

FY 2010 SOURCES OF FUNDS

The General Fund contribution accounts for 36.2% of the Public Schools total budget. State education aid contributes 56.7%, federal sources contribute 6.0% and Board sources contribute 1.2%.



ADMINISTRATION -- \$50,581,500

Administration manages the organizational elements that plan, direct, coordinate, and evaluate the County's public school system. This component includes functions such as instructional planning, personnel selection and management, facilities management, financial management, and public information. The objectives of Administration are to provide leadership and direction in all aspects of the County's public school system, interpret for the general public the philosophy and goals of the school system, provide well-trained employees, cost effective management, and various supporting services.

MID-LEVEL ADMINISTRATION -- \$118,538,600

Mid Level Administration was created as a category by the State of Maryland to capture financial information concerning administration and supervision of district-wide and school-level instructional programs. School principals are funded in this category, as are staff assigned to plan, develop, and evaluate career and technology programs, curriculum development, guidance and psychological services, and school libraries.

INSTRUCTIONAL SALARIES -- \$564,907,700

Instructional Salaries consist of compensation costs for staff that directly interact with students in delivering instructional programs and related services. Examples of employees funded under this heading include teachers, tutors, school psychologists, teacher and library aides, and guidance counselors.

TEXTBOOKS AND INSTRUCTIONAL MATERIALS -- \$26,713,500

Textbooks and Instructional Materials include costs for all supplies and materials used in support of district-wide and school-level instructional programs.

OTHER INSTRUCTIONAL COSTS -- \$48,046,300

Other Instructional Costs include contracted services such as legal fees or copier rentals, miscellaneous operating expenses such as insurance and mileage reimbursement, capital outlay for classroom furniture, office computers, athletic equipment, and lease payments for textbooks and supplies.

SPECIAL EDUCATION -- \$229,612,200

Special Education provides educational services to disabled students. The function is divided into programs by level of service provided to students. Depending on the severity of the disabling condition, services may be provided to a student during a portion of the student's school day, with the student spending the rest of their day in a general educational classroom; or a student may be placed in a special class within a general educational facility; or a student may be placed in a special educational facility operated by the school system; or a student may be placed in a nonpublic special education facility outside Prince George's County.

STUDENT PERSONNEL SERVICES -- \$12,928,200

Student Services assists school personnel identify and develop workable solutions for children who do not attend school regularly or who have trouble achieving or adjusting in the classroom. This may include coordinating efforts between the school, home, and the community to remedy the student's difficulties. Resolution may also include implementing the Code of Student Conduct, including preliminary and final review, and resolution of extended student suspensions. The services are designed to assist school personnel, students, parents, and community members identify, prevent, and remediate student adjustment problems which adversely impact educational success.

HEALTH SERVICES -- \$14,996,700

Health Services provides health appraisals and counseling, emergency care for injury or sudden illness, communicable disease prevention and control, and drug and alcohol abuse programs. Other services such as vision-hearing screening, diabetes detection, tuberculin tests, physical examinations, required immunizations, and the operation of school health rooms are provided.

STUDENT TRANSPORTATION SERVICES -- \$90,351,000

Pupil Transportation directs and controls all school bus transportation operations. This includes vehicle maintenance on a fleet of over 1,300 school buses and bus driver training and evaluation. Students entitled to public transportation include elementary school students living more than one and one-half miles from their school, secondary students living more than two miles from school, special education students, including students attending

approved nonpublic schools, and any student who may encounter unsafe walking conditions between home and school, regardless of the distance involved.

OPERATION OF PLANT -- \$133,489,800

Operation of Plant includes custodial and engineering services, refuse removal, security, warehouse and distribution services, and safety training, which includes identifying and eliminating safety hazards and training personnel in accident prevention techniques. Utility costs are also budgeted in this area.

MAINTENANCE OF PLANT -- \$31,015,100

Maintenance of Plant includes funding for maintenance and repair, alterations, improvements and code corrections for all facilities of the school system. The following programs are budgeted in this area: Repair Maintenance; Scheduled Maintenance; Preventative Maintenance; Vandalism Repair; Minor Modernizations and Alterations; Code Corrections; and Administration of Facilities Maintenance.

FIXED CHARGES -- \$285,163,400

Fixed Charges relate to employee fringe benefits such as social security, retirement, health insurance, including prescription, optical and dental coverages, life insurance, workers' compensation, unemployment insurance, leave payouts, and sick leave bank. The remaining funds are used to provide tuition assistance to employees and pay various insurance charges for protection of buildings and vehicles.

FOOD SERVICES -- \$7,078,000

Food Services serves to transfer funds from the General Fund to the Food and Nutrition Services Fund.

COMMUNITY SERVICES -- \$3,018,400

Community Services reflects the expense to the Board of Education when a government agency or community organization uses buildings for purposes other than the regular educational programs of the school system. Most of this expense is for custodial and maintenance staff costs. School buildings are made available in the evenings and on weekends to various groups such as churches, colleges, and the Maryland National Capital Park and Planning Commission on a reimbursable basis. School buildings are also used on a non-reimbursable basis, principally as polling places during elections.

CAPITAL OUTLAY -- \$967,600

Capital Outlay pays for expenses and debt service on capital projects.

BOARD OF EDUCATION – EXPENDITURES BY PROGRAM

	FY 2009 Budget	FY 2010 Proposed	% Change
OPERATING			
Board of Education	\$2,520,000	1,893,300	-24.9%
Internal Audit	\$1,538,400	1,482,800	-3.6%
Total Board of Education	\$4,058,400	3,376,100	-16.8%
Superintendent of Schools	\$963,500	595,000	-38.2%
Office of the General Counsel	\$1,203,500	1,069,300	-11.2%
Communications	\$255,600	241,300	-5.6%
Publicity and Publications	\$1,114,600	782,700	-29.8%
Television and Web Resources	\$1,893,600	1,710,900	-9.6%
New and Charter Schools	\$674,200	209,900	-68.9%
Pupil Accounting and School Boundaries	\$1,400,500	1,117,700	-20.2%
Security Services	\$4,378,500	6,605,500	50.9%
Total Superintendent of Schools	\$11,884,000	12,332,300	3.8%
Deputy Superintendent	\$820,400	1,055,100	28.6%
Zone Executive Directors	\$12,402,300	4,831,900	-61.0%
High School Consortium	\$7,338,500	4,043,100	-44.9%
Alternative Educational Options	\$20,169,200	18,603,900	-7.8%
Career and Technical Education	\$4,088,100	3,926,600	-4.0%
Interscholastic Athletics	\$4,966,400	4,425,500	-10.9%
Total Deputy Superintendent	\$49,784,900	36,886,100	-25.9%
School Operating Resources	\$1,094,643,900	1,058,148,900	-3.3%
Total School Operating Resources	\$1,094,643,900	1,058,148,900	-3.3%
Chief Academic Officer	\$946,100	443,400	-53.1%
Academic Support Programs	\$21,446,600	21,457,700	0.1%
Curriculum and Instruction	\$37,105,400	40,658,900	9.6%
Enrichment and Specialty Programs	\$13,089,300	6,830,200	-47.7%
Comer School Development	\$0	800,700	0.0%
Title I	\$0	16,835,500	0.0%
School Improvement Office	\$0	1,638,100	0.0%
Total Chief Academic Officer	\$72,567,400	88,664,500	22.2%
Chief Accountability Officer	\$933,100	4,314,400	362.4%
Grants	\$1,126,700	907,600	-19.4%
Higher Education	\$319,200	0	-100.0%
Organizational Effectiveness	\$3,270,400	0	-100.0%
Professional Development	\$11,175,000	8,679,900	-22.3%
Research and Evaluation	\$1,472,100	1,351,300	-8.2%
State and Federal Accountability	\$17,872,100	0	-100.0%
Testing	\$5,439,400	4,979,800	-8.4%
Technology Project Management	\$0	1,236,000	0.0%
Total Chief Accountability Officer	\$41,608,000	21,469,000	-48.4%
Chief Financial Officer	\$338,400	317,100	-6.3%
Budget and Management Services	\$1,670,900	1,926,600	15.3%
Financial Services	\$14,756,400	14,144,900	-4.1%
Fiscal Compliance and Quality Assurance	\$617,500	328,800	-46.8%
Payroll Services	\$1,626,200	1,502,300	-7.6%
Purchasing and Supply Services	\$5,983,700	0	-100.0%
Other Fixed Charges	\$42,776,500	44,937,100	5.1%
Total Chief Financial Officer	\$67,769,600	63,156,800	-6.8%

	FY 2009 Budget	FY 2010 Proposed	% Change
Chief Human Resources	\$2,680,500	4,022,100	50.1%
Compensation, Benefits and HRIS	\$4,685,300	4,402,800	-6.0%
Employee and Labor Relations	\$1,350,100	1,280,500	-5.2%
Human Resources	\$10,419,200	6,081,400	-41.6%
Organizational Effectiveness	\$0	5,210,900	0.0%
Total Chief Human Resources	\$19,135,100	20,997,700	9.7%
Chief Information Officer	\$8,047,400	8,097,400	0.6%
Enterprise Systems	\$960,100	1,502,200	56.5%
Printing Services	\$5,434,800	4,850,700	-10.7%
Technology Applications	\$6,426,900	5,169,700	-19.6%
Technology Operations	\$5,638,900	2,928,100	-48.1%
Technology Project Management	\$1,466,300	0	-100.0%
Technology Training	\$3,429,200	3,570,000	4.1%
Telecommunications	\$16,491,900	14,558,700	-11.7%
Total Chief Information Officer	\$47,895,500	40,676,800	-15.1%
Chief Student Services	\$831,300	678,600	-18.4%
Appeals Office	\$364,600	395,300	8.4%
Business Partnerships	\$383,300	245,300	-36.0%
Family and Community Outreach	\$2,375,800	1,731,700	-27.1%
Special Education	\$92,690,200	103,957,700	12.2%
Guidance Services	\$5,988,800	4,406,300	-26.4%
Health Services	\$4,402,200	3,022,800	-31.3%
Student Affairs\Safe and Drug Free Schools	\$2,057,300	1,828,400	-11.1%
Total Chief Student Services	\$109,093,500	116,266,100	6.6%
Chief Operating Officer	\$829,400	727,000	-12.3%
Maintenance	\$43,923,400	41,118,100	-6.4%
Planning, Architectural Services and Construction	\$6,903,600	6,514,700	-5.6%
Plant Operations	\$7,197,700	7,347,000	2.1%
Purchasing and Supply Services	\$0	6,067,800	0.0%
Transportation	\$101,655,300	93,659,100	-7.9%
Total Chief Operating Officer for Supporting Services	\$160,509,400	155,433,700	-3.2%
Grand Total Operating Expenses	\$1,678,949,700	1,617,408,000	-3.7%

BOARD OF EDUCATION -- \$3,376,100

The Board of Education is a corporate body of nine members elected by the citizens of Prince Georges County. The student body elects one student member. The corporate body establishes policy for the operation of the public school system pursuant to state law. In carrying out its responsibilities, the Board hires the Superintendent and confirms the selection of other professional personnel as recommended by the Superintendent. Internal Auditing, another Board responsibility, provides independent, objective consulting and financial assurance designed to add value and improve the operations of the Board of Education.

SUPERINTENDENT OF SCHOOLS -- \$12,332,300

The Superintendent is responsible for the administration of the public schools in accordance with Board of Education policies, the public school laws of Maryland, and the bylaws of the State Board of Education.

DEPUTY SUPERINTENDENT -- \$36,886,100

The focus of the Office of the Deputy Superintendent is to monitor the implementation and execution of the Chiefs of Academics and Accountability, as well as to provide support to the schools through the regional offices.

SCHOOL OPERATING RESOURCES -- \$1,058,148,900

The School Operating Resources component provides Unit Funding to schools for school operating costs, Science/Technology programs, Middle States Evaluation, Contextual Learning Environment supplies and Special Education supplies.

CHIEF ACADEMIC OFFICER -- \$88,664,500

The Chief Academic Officer provides leadership, management and coordination of all offices under the departments of Curriculum and Instruction, Academic Support, and Enrichment and Specialty Programs. Funds in this office help align curriculum and instruction with student assessment data, develop and implement curricular modification and instructional interventions to improve overall student achievement and eliminate performance discrepancies identified by ethnicity, gender or poverty. The Chief Academic Officer also supports programs and support services to meet the needs of all students including those identified as disabled and in need of special education services, talented and gifted.

CHIEF ACCOUNTABILITY OFFICER -- \$21,469,000

The Chief Accountability Officer is responsible for the oversight and coordination of the departments within the division. The division coordinates the collection and dissemination of accountability data within the school system and between the school system, the Maryland Department of Education, and the federal government. In addition, the division serves as a conduit for new ideas and funding into the school system through federal entitlement and competitive granting processes.

CHIEF FINANCIAL OFFICER -- \$63,156,800

The Chief Financial Officer is charged with a variety of financial duties for the school system. The office handles budget and management services, accounting and risk management, payroll operations, purchasing and supplies, grants, and fiscal compliance and quality assurance.

CHIEF HUMAN RESOURCES -- \$20,997,700

The Chief Administrator for Human Resources provides oversight and leadership to the Human Resources Division, which includes recruitment and employment, certification, labor relations, Human Resource Information System (HRIS), and benefits. The division is responsible for planning and implementing HR programs and processes that support and enable the school system to function effectively and collaboratively in improving student achievement.

CHIEF INFORMATION OFFICER -- \$40,676,800

The Chief Information Officer's main responsibility is monitoring the technology infrastructure, information systems/security, applications development, technology training, and strategic technology planning for the school system.

CHIEF STUDENT SERVICES -- \$116,266,100

The Chief Administrator for Student Services ensures that all students receive necessary and desired comprehensive support services so that students can learn in a safe nurtured environment that is conducive to learning and improving academic achievement.

CHIEF OPERATING OFFICER FOR SUPPORTING SERVICES -- \$155,433,700

The Chief Operating Officer for Supporting Services provides executive leadership and oversight for school system services supporting learning and administration. It supports the school system's mission and the Bridge to Excellence Master Plan through the delivery of services that promote a school and facility climate that is safe, orderly and supportive of teaching and learning. These functions include property management, food and nutrition services, school maintenance and plant operations, and transportation.

