



# St. Mary's County Public Schools

## *Teacher Recruitment & Placement Report 2008-2009*

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## Executive Summary

The "Teacher Recruitment and Placement Report 2008-2009" is the sixteenth annual study by the Department of Human Resources. This report builds upon recruitment and placement information from the five prior years. It provides statistical information about newly employed teachers by previous experience, residence, assignment, race/gender, and college/university.

In general, the following can be said of recruitment and placement activity for 2008-2009:

- The number of newly employed teachers decreased from the prior year (from 165 to 124).
- Fifty-nine newly employed teachers are first year teachers. The average number of years of experience for newly employed teachers is 5.22 years. Fifty-five of this year's newly hired teachers have earned Master's Degrees .
- The percentage of newly employed teachers who are Maryland residents has increased this year from 41.21% to 55.65% (69 teachers).
- Sixty-seven of the new hires are assigned to our elementary schools; twenty-seven are special education teachers or therapists.
- The largest number of vacancies occurred as a result of people moving from the area (24.45%),
- We hired eleven teachers from other Maryland counties, while other Maryland counties hired nine of our teachers.
- Twenty of the 2008-2009 new hires (16.13%) were minorities. This is an increase in the percentage hired the previous year (from 6.0%).
- Maryland colleges contributed 46 (37.10%) newly hired teachers; Pennsylvania colleges contributed 15 (12.10%) newly hired teachers, and New York Colleges contributed 14 (11.29%) of our newly hired teachers.
- Nineteen percent (19%) of those newly hired teachers utilized the Department of Human Resources' online application.

In summary, the "Teacher Recruitment and Placement Report" reflects some trends over the past five years that will guide the planning of recruitment efforts for 2009-2010. The number and percentage of teachers hired with no prior experience and less than three years of experience reinforces the need to continue to strengthen the new teacher orientation, mentoring and professional development programs, as well as new teacher workshops, as reflected in the St. Mary's County Public Schools' Master Plan.

The number of teachers hired decreased from the number hired the previous year; increased competition for teachers continues to be felt in St. Mary's County. The traditional areas of critical shortage such as special education, math, science, and career and technology education are becoming more difficult to fill with applicants who meet certification requirements. Vacancies in historically candidate rich fields such as English, language arts, and music, for example have become difficult to fill when vacancies occur. There has been an increase in the number of teachers who have been hired by St. Mary's County Public Schools after they have completed certification requirements from programs offered locally. All school systems, including St. Mary's, are faced with stringent requirements in place as a result of the 'No Child Left Behind Act of 2001' (Title I Act, Public Law 107-110). The implementation of this law and its requirement of ensuring that 'highly qualified teachers' are teaching in core academic subject areas will continue to have an impact on hiring and placement issues.

The Patuxent River Naval Air Warfare Center has continued to be a factor in the recruitment and hiring, as well as vacancies for 2008-2009. Experienced teachers who are family members of the incoming uniformed and civilian personnel have continued to be a resource for recruiting. Our presence on the web and accessibility of information through SMCPs' website has proven to be extremely valuable. Efforts for 2009-2010 recruitment must continue to focus upon the recruitment of minorities, especially African-American teachers, special education teachers, career and technology education teachers, Speech and Language Pathologist, male teachers at the elementary and middle school levels and individuals with middle-grade specific training. On campus visits and early commitments for hiring of minority applicants and those in "critical shortage areas"\* continue to be crucial strategies. Local Future Educators of America chapters introduce students to careers in education. Recruitment stipends for critical shortage areas have been helpful incentives. The recruitment of teachers and support personnel continues to be a year round endeavor.

[\*The Maryland State Department of Education has declared the following as "critical shortage subject areas" for the 2008-2010 school years: computer science, English as a second language, mathematics, science (chemistry, earth/space science, physical science and physics), special education (generic infant-grade 3, generic elementary/middle, generic grade 6-adult, hearing impaired, visually impaired and severely and profoundly disabled), career/technology (technology education), foreign languages (Chinese, German, Italian, Japanese, Latin and Spanish).]

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**FIVE YEAR COMPARISON  
OF NUMBER OF NEWLY EMPLOYED TEACHERS**

Year	Number of Newly Employed Teachers
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2008-2009	124
2007-2008	165
2006-2007	150
2005-2006	154
2004-2005	148

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**NUMBER OF NEWLY EMPLOYED TEACHERS BY YEARS  
OF PREVIOUS TEACHING EXPERIENCE**

Year	0	1	2-5	6-10	11-19	20 or more
2008-2009	59	8	18	24	10	5
2007-2008	95	11	27	17	13	2
2006-2007	80	3	24	22	17	4
2005-2006	82	8	22	24	14	4
2004-2005	74	8	35	16	8	7

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**AVERAGE NUMBER OF YEARS OF EXPERIENCE FOR NEW HIRES**

2008-2009	5.22 Years
2007-2008	3.81 Years
2006-2007	4.93 Years
2005-2006	4.71 Years
2004-2005	4.72 Years

**FIVE YEAR COMPARISON BY PERCENTAGE  
OF YEARS OF PREVIOUS TEACHING EXPERIENCE**

Year	0	1	2-5	6-10	11-19	20 or more
2008-2009	47.58	6.45	14.52	19.36	8.06	4.03
2007-2008	57.58	6.67	16.36	10.30	7.88	1.21
2006-2007	53.33	2.00	16.00	14.67	11.33	2.67
2005-2006	53.25	5.19	14.29	15.58	9.09	2.60
2004-2005	50.00	5.41	23.65	10.81	5.41	4.72

**NUMBER OF NEWLY EMPLOYED TEACHERS  
BY STEP ON SALARY SCALE**

STEPS ON SCALE	ASSOCIATE OF ARTS	TECHNICAL CERTIFICATE	BACHELOR'S DEGREE	MASTER'S DEGREE	DOCTORATE
1	--	--	31	28	--
2-5	--	--	15	8	--
6-10	1	--	15	9	--
11/more	--	--	7	10	--
<b>Total (124)</b>	<b>1</b>	<b>0</b>	<b>68</b>	<b>55</b>	<b>0</b>

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**NUMBER OF NEWLY EMPLOYED TEACHERS  
BY PLACE OF RESIDENCE**

<b>State</b>	<b>Total Number</b>	<b>Total %</b>
Maryland	69	55.65
Foreign Country	9	7.25
New York	9	7.25
Pennsylvania	9	7.25
Florida	8	6.45
Virginia	5	4.03
Ohio	3	2.42
California	2	1.61
West Virginia	2	1.61
Alabama	1	0.81
District of Columbia	1	0.81
Georgia	1	0.81
Kentucky	1	0.81
Missouri	1	0.81
New Hampshire	1	0.81
North Carolina	1	0.81
Texas	1	0.81
<b>Total</b>	<b>124</b>	<b>100%</b>

**NUMBER OF NEWLY EMPLOYED TEACHERS  
BY AREA OF TEACHING ASSIGNMENT**

<b>TEACHING ASSIGNMENTS</b>	<b>ELEMENTARY</b>	<b>MIDDLE</b>	<b>HIGH</b>	<b>CENTRAL</b>	<b>TOTAL</b>
Art	-	-	-	-	0
Career & Technology	-	-	1	-	1
Counselor	1	1	-	-	2
Elementary 1-5	39	-	-	-	39
English	-	3	8	-	11
Foreign Language	-	1	1	-	2
Hearing Impaired	-	-	-	2	2
Infants & Toddlers	1	-	-	-	1
Kindergarten/Pre-Kindergarten	6	-	-	-	6
Mathematics	-	5	7	-	12
Media Specialist	1	-	-	-	1
Music	6	1	-	-	7
Nurse	1	-	-	-	1
Physical Education	3	-	-	-	3
School Psychologist	-	-	-	2	2
Science	-	1	5	-	6
Social Studies	-	2	-	-	2
Special Education	10	7	7	-	24
Speech Pathologist	-	-	-	1	1
Theater	-	-	1	-	1
Trades & Industry	-	-	-	-	0
<b>Total</b>	<b>68</b>	<b>21</b>	<b>30</b>	<b>5</b>	<b>124</b>

**NUMBER OF NEWLY EMPLOYED TEACHERS BY  
TEACHING ASSIGNMENT AND YEARS OF EXPERIENCE**

<b>ASSIGNMENTS</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11/more</b>	<b>Total</b>
Art	-	-	-	-	-	-	-	-	-	-	-	-	0
Career & Technology	-	1	-	-	-	-	-	-	-	-	-	-	1
Counselor	2	-	-	-	-	-	-	-	-	-	-	-	2
Elementary 1-5	18	3	2	1	1	1	3	1	2	1	1	5	39
English	5	1	-	1	-	-	-	-	-	1	1	2	11
Foreign Language	1	-	-	-	-	-	-	1	-	-	-	-	2
Hearing Impaired	2	-	-	-	-	-	-	-	-	-	-	-	2
Infants & Toddlers	-	-	-	-	1	-	-	-	-	-	-	-	1
Kindergarten/Pre-K	4	-	-	1	-	1	-	-	-	-	-	-	6
Mathematics	4	-	2	-	2	-	-	-	2	-	-	2	12
Media Specialist	-	-	-	-	-	-	-	-	-	-	-	1	1
Music	5	-	1	-	-	-	-	1	-	-	-	-	7
Nurse	-	-	-	-	-	-	-	-	-	1	-	-	1
Physical Education	3	-	-	-	-	-	-	-	-	-	-	-	3
School Psychologist	2	-	-	-	-	-	-	-	-	-	-	-	2
Science	3	-	-	1	-	-	-	1	-	1	-	-	6
Social Studies	1	1	-	-	-	-	-	-	-	-	-	-	2
Special Education	8	2	-	1	2	1	1	-	2	1	1	5	24
Speech Pathologist	1	-	-	-	-	-	-	-	-	-	-	-	1
Theater	-	-	-	-	-	-	-	1	-	-	-	-	1
Trades & Industry	-	-	-	-	-	-	-	-	-	-	-	-	0
<b>Total</b>	<b>59</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>15</b>	<b>124</b>

**NUMBER OF TEACHERS NOT RETURNING  
BY CAUSE AND RACE**

Cause	Asian	Hispanic	American Indian	Black	White	Total	(%)
<b>Retirement</b>	--	--	--	2	25	27	<b>20.00</b>
<b>Moved from Area</b>	--	--	--	2	31	33	<b>24.45</b>
<b>Teach Elsewhere</b>	--	--	--	--	--	13	<b>9.63</b>
-A Non Public School	--	--	--	--	--		
-Another County	--	--	--	--	(10)		
-Another State	--	--	--	(1)	(2)		
-Institute of Higher Educ.	--	--	--	--	--		
<b>Other</b>	--	--	--	--	10	10	<b>7.41</b>
<b>Leave of Absence</b>	--	--	--	--	--	16	<b>11.85</b>
-Illness	--	--	--	--	--		
-Maternity	--	--	--	--	(11)		
-Study	--	--	--	--	(2)		
-Armed Service	--	--	--	--	(1)		
-Other	--	--	--	--	(2)		
<b>Defense Work</b>	--	--	--	--	1	1	<b>0.74</b>
<b>Dissatisfied with Teaching</b>	--	--	--	--	--	0	<b>0.00</b>
<b>Cause Unknown</b>	--	--	1	1	11	13	<b>9.63</b>
<b>Study</b>	--	--	--	--	4	4	<b>2.96</b>
<b>Home Responsibility</b>	--	--	--	1	11	12	<b>8.89</b>
<b>Maternity</b>	--	--	--	--	1	1	<b>0.74</b>
<b>Personal Illness</b>	--	--	--	--	1	1	<b>0.74</b>
<b>Released from Contract</b>	--	--	--	--	--	4	<b>2.96</b>
-For Decreased Enrollment	--	--	--	(1)	--		
-For Provisional Certificate	--	--	--	(1)	(2)		
<b>Total Number</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>125</b>	<b>135</b>	<b>100%</b>
<i>( ) indicates subtotal</i>							

**FIVE YEAR COMPARISON OF NUMBER OF  
TEACHERS NOT RETURNING**

<b>YEAR</b>	<b>NUMBER</b>
2008-2009	135
2007-2008	133
2006-2007	162
2005-2006	127
2004-2005	144

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**SUMMARY OF TEACHERS HIRED BY AND RECRUITED  
FROM OTHER MARYLAND PUBLIC SCHOOL SYSTEMS\***

<b>YEAR</b>	<b>LEAVING</b>	<b>HIRED</b>	<b>DIFFERENCE</b>
2008-2009	9	11	+2
2007-2008	7	14	+7
2006-2007	4	27	+23
2005-2006	3	17	+14
2004-2005	6	20	+14

\* Some teachers indicated other reasons for resignation

**TEACHERS HIRED BY AND RECRUITED FROM  
OTHER MARYLAND PUBLIC SCHOOL SYSTEMS**

COUNTY	2007-2008			2008-2009		
	HIRES	EXITS	Difference	HIRES	EXITS	Difference
Anne Arundel	2	1	+1	1	--	+1
Baltimore County	1	--	+1	1	--	+1
Baltimore City	--	--	--	--	--	--
Calvert	2	2	0	1	4	-3
Carroll	--	--	--	--	--	--
Charles	5	4	+1	4	4	0
Cecil	--	--	--	--	--	--
Dorchester	--	--	--	--	--	--
Frederick	--	--	--	1	--	+1
Garrett	--	--	--	--	--	--
Harford	--	--	--	--	--	--
Howard	--	--	--	--	--	--
Kent	--	--	--	--	--	--
Montgomery	--	--	--	--	1	-1
MSDE (State Dept.)	--	--	--	--	--	--
Prince George's	3	--	+3	2	--	+2
Queen Anne	1	--	+1	--	--	--
Talbot	--	--	--	1	--	+1
Washington	--	--	--	--	--	--
Wicomico	--	--	--	--	--	--
Worcester	--	--	--	--	--	--
<b>TOTALS</b>	<b>14</b>	<b>7</b>	<b>+7</b>	<b>11</b>	<b>9</b>	<b>+2</b>

**TEACHERS HIRED BY AND RECRUITED FROM  
OTHER MARYLAND NON-PUBLIC SCHOOLS**

COUNTY	2007-2008			2008-2009		
	HIRES	EXITS	Difference	HIRES	EXITS	Difference
Non-Public	3	1	+2	4	0	+4

**TEACHER TURNOVER RATE\***

YEAR	PERCENTAGE
2007-2008	8.0
2006-2007	9.79
2005-2006	11.16
2004-2005	9.28
2003-2004	11.14

*\*Teacher turnover rate applies only to teaching staff, not all SMCPs staff.*

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**NUMBER OF NEWLY EMPLOYED TEACHERS  
BY RACE\***

**TOTAL WHITE – 83.87%      TOTAL MINORITY – 16.13%**

RACE	NUMBER	PERCENTAGE
White	104	83.87
Black	15	12.10
Hispanic	2	1.61
American Indian	1	0.81
Asian	2	1.61
<b>Total</b>	<b>124</b>	<b>100%</b>

*\*as defined by The Equal Employment Opportunity Commission*

**FIVE YEAR COMPARISON BY RACE  
OF NEW TEACHERS HIRED**

YEAR	% WHITE	TOTAL % MINORITY	% BLACK	% ASIAN	% HISPANIC	% AMERICAN INDIAN
08-09	83.87	16.13	12.10	1.61	1.61	0.81
07-08	93.94	6.06	3.64	0.60	1.82	--
06-07	92.00	8.00	5.34	1.33	1.33	--
05-06	93.50	6.50	1.30	1.30	3.90	--
04-05	93.92	6.08	6.08	--	--	---

**NUMBER BY GENDER OF NEWLY EMPLOYED TEACHERS**

SEX	ELEMENTARY	MIDDLE	HIGH	CENTRAL	TOTAL #	TOTAL %
Male	10	6	6	0	22	17.74
Female	57	15	24	6	102	82.26
<b>Total</b>	<b>67</b>	<b>21</b>	<b>30</b>	<b>6</b>	<b>124</b>	<b>100</b>

**NUMBER BY GENDER OF CURRENT PROFESSIONAL STAFF\***

SEX	ELEMENTARY	MIDDLE	HIGH	CENTRAL	TOTAL #	TOTAL %
Male	49	68	135	42	294	20.87
Female	568	215	242	90	1115	79.13
<b>Total</b>	<b>617</b>	<b>283</b>	<b>377</b>	<b>132</b>	<b>1409</b>	<b>100</b>

**FIVE YEAR PERCENTAGE COMPARISON  
OF NEWLY HIRED TEACHERS BY GENDER**

<b>SEX</b>	<b>2008-2009</b>	<b>2007-2008</b>	<b>2006-2007</b>	<b>2005-2006</b>	<b>2004-2005</b>
Male	17.74	20.60	21.33	22.08	23.65
Female	82.26	79.39	78.67	77.92	76.35

**NUMBER OF NEWLY EMPLOYED TEACHERS  
BY COLLEGE WHERE HIGHEST DEGREE WAS EARNED**

<b>TOP 5 STATES AND NUMBER EMPLOYED</b>	
<b>Maryland:</b>	<b>46</b>
<b>Pennsylvania:</b>	<b>15</b>
<b>New York:</b>	<b>13</b>
<b>Florida:</b>	<b>7</b>
<b>Foreign Country:</b>	<b>7</b>

<b>State</b>	<b>College</b>	<b>Number of Graduates</b>	<b>Total Number of Graduates per State</b>
<b>Foreign Colleges</b>	Univ. of Victoria, Canada	1	
	Univ. of West Indies	6	7
<b>Alabama</b>	Univ. of Southern Alabama	1	1
<b>Arizona</b>	University of Phoenix	3	3
<b>California</b>	California College	1	
	National University	1	
	San Diego State Univ.	1	
	Univ. of San Diego	1	4
<b>Connecticut</b>	Central Connecticut State	1	1
<b>District of Columbia</b>	George Washington Univ.	2	2

State	College	Number of Graduates	Total Number of Graduates per State
<b>Florida</b>	Florida Atlantic Univ.	1	
	Univ. of Central Florida	2	
	Univ. of Florida	1	
	Univ. of Northern Florida	2	
	University of West Florida	1	7
<b>Georgia</b>	American Intercontinental	1	
	Kennesaw State	1	2
<b>Indiana</b>	Univ. of Indianapolis	1	1
<b>Kentucky</b>	Union College	1	1
<b>Maryland</b>	Bowie State University	2	
	College of Notre Dame	7	
	College of Southern MD	1	
	Frostburg	3	
	Johns Hopkins Univ.	1	
	McDaniel College	2	
	Morgan State	1	
	St. Mary's College of MD	11	
	Salisbury State University	4	
	Towson University	7	
	UMCP	5	
Univ. of MD Univ. College	1		
Washington College	1	46	
<b>Massachusetts</b>	Cambridge College	1	1
<b>Missouri</b>	Evangel University	1	1
<b>Nebraska</b>	Univ. of Nebraska	1	1

State	College	Number of Graduates	Total Number of Graduates per State
<b>New York</b>	Canisius College	2	
	City College of NY	1	
	Dowling College	1	
	Lehman College	1	
	Long Island University	1	
	Niagra University	1	
	Plattsburgh State	1	
	Rochester Institute of Technology	1	
	State Univ. of NY	4	13
<b>North Carolina</b>	Univ. of North Carolina	2	
	Western Carolina Univ.	2	4
<b>Ohio</b>	Bowling Green	1	
	Wright State	1	
	Youngstown State	2	4
<b>Pennsylvania</b>	East Stroudsburg Univ.	1	
	Indiana Univ. of PA	1	
	Lebanon Valley College	1	
	Lock Haven University	2	
	Mercer University	1	
	Penn State	1	
	Slippery Rock University	2	
	Susquehanna Univ.	1	
	Univ. of Pittsburgh	2	
	Washington & Jefferson College	1	
	Widener University	1	
Wilkes University	1	15	
<b>Rhode Island</b>	Rhode Island College	1	1
<b>South Carolina</b>	Univ. of South Carolina	1	1
<b>Texas</b>	Texas A&M University	1	1

State	College	Number of Graduates	Total Number of Graduates per State
Virginia	Christopher Newport College	1	
	Hollins College	1	
	James Madison University	1	
	Old Dominion University	1	
	Virginia College	1	5
West Virginia	West Virginia University	2	2

### Teachers Hired from the St. Mary's County Public Schools Job Fair

Year	Number	% of Total
2008-2009	21	17%
2007-2008	28	17%
2006-2007	33	22%
2005-2006	28	18%
2004-2005	28	19%

### FIVE YEAR COMPARISON OF NEW TEACHERS HIRED FROM MARYLAND COLLEGES

YEAR	NUMBER	% OF TOTAL
2007-2008	46	37.10
2006-2007	60	36.36
2005-2006	61	40.67
2004-2005	55	35.71
2003-2004	56	37.84

## NUMBER OF APPLICANTS

Total Number Applicants on file	976
Total Number of On-line Applicants	322
Total Number of On-line Applicants Employed	24
Total Number of Applicants Employed	124

## NUMBER OF GRADUATES FROM ST. MARY'S COUNTY SCHOOLS

School	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005
Chopticon High	4	12	2	5	9
Great Mills High	6	7	2	6	4
Leonardtown High	5	11	6	12	5
St. Mary's Ryken High	0	2	4	1	1
<b>TOTAL:</b>	<b>15</b>	<b>32</b>	<b>14</b>	<b>24</b>	<b>19</b>

<b>Number of Teachers Applying for 3.5-4.0 GPA Incentive*</b>
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2009	33
2008	34
2007	21
2006	22
2005	20

*\*Education Article § 6-306 (as amended in 2002).*

## TEACHER RECRUITMENT PROGRAM PLAN

*The most important thing we do is seeing that the right teacher is in the right classroom.*

St. Mary's County Public Schools (SMCPS) is committed to attracting, hiring and retaining the highest quality educators to fill classroom, administrative and support staff positions. The Department of Human Resources has the responsibility for assessing staffing needs, as well as, planning and coordinating recruitment activities for the school system. The **Teacher Recruitment and Placement Report** in conjunction with the **SMCPS Master Plan** serves as a tool for budgeting and planning of recruitment efforts for the following school year. In order to address staffing needs in critical shortage areas and remain competitive with other school systems within our region, we must continually re-focus our recruitment efforts. SMCPS focuses its recruitment efforts to fill four targeted areas of need:

- **Individuals to teach in critical needs areas, including special education, speech therapy, mathematics, sciences, and career and technology education**
- **Male candidates for elementary, middle, and high schools**
- **Minority candidates, especially African-American candidates, in all areas**
- **Individuals with middle-grade certification, particularly core academic subjects, and specific training (in accordance with recommendations of the MSDE The Middle Learning Years Task Force Report – July 1999 and the requirements of NCLB)**

Ultimately, in order for SMCPS to successfully recruit and retain the highest quality educators, our school community must continue develop a culture in which everyone is a "recruiter."

A broad range of objectives and a variety of strategies must continue to be employed and evaluated for effectiveness are identified and described in the **SMCPS Master Plan** (Goal 3). Recruitment and retention strategies include, but are not limited to, the following:

- Highly competitive beginning salary and fringe benefits package
- Early offers of contracts to candidates in targeted areas of need
- On-campus recruitment visits to job fairs and consortiums
- On-campus recruitment visits and consortium career fairs that focus specifically on historically black colleges and universities (HBCU's)
- Local Teacher Job Fair sponsored by the Department of Human Resources
- Partnerships with St. Mary's College of Maryland, Towson University and College of Notre Dame of Maryland in Professional Development Schools
  - Continue the articulation between SMCPSS and colleges
  - Student Intern Placements with highly qualified mentor teachers
  - Student interns participation in New Teacher Orientation
- Use of the Department of Human Resources link on the SMCPSS Website with on-line application ([www.smcpss.org](http://www.smcpss.org))
- Human Resources Interns to assist with recruitment, hiring and relocation
- Mid-year recruiting for December graduates
- Assistance in locating housing and relocation information about St. Mary's County and surrounding areas
- Fiscal encouragement of paraprofessional transitions to teaching and therapy programs
- E-based recruiting through electronic teacher recruitment sites (Teachers-Teachers.com, Education America Network, Project Connect, etc)
- Advertising and E-based recruiting to focus on publications and websites that provide teacher hiring information to the minority populations with a particular focus on HBCU's
- "Grow Our Own" – Future Educators' Chapters in high school and middle school levels
- Ongoing communication and participation to strengthen ties between minority groups and SMCPSS

Retention and career enhancement activities include the following:

- Continue the New Teacher Induction program that provides long-range and comprehensive support including
  - High quality New Teacher Orientation (3 days) beginning teacher support
  - Mentors who are trained in High Performance Mentoring, Teacher Performance Assessment, and coaching to support student (teaching) interns and new teachers
  - Beginning teacher seminars throughout first year
  - Mentor pay and/or credit for mentoring as a Professional Development Activity
- Tuition Reimbursement for graduate coursework
- Professional Development opportunities for growth and certification
- Local availability of a full range of graduate programs in education
- Financial assistance (grant) to reimburse costs of PRAXIS testing for certification
- NBPTS certification salary enhancement of \$5000 per year - \$3000 local stipend (Negotiated Agreement) and MSDE matching amount of \$2000
- Leadership seminars for those teachers who aspire to positions of leadership in education