

# Appendix F

## Resources

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# Professional Development Costs

In an effort to assess the total cost of professional development in APS, the Finance Office provided the Office of Planning and Evaluation with budget and expenditure data related to professional development from 2011-12 through 2015-16.

The data included in this appendix includes budget and expenditures for any object codes labeled “staff development” for all departments. This includes new teacher orientation. In addition, the following annual/regular events which are not labeled as staff development are included:

- Administrative Conference (included under Administrative Services)
- Superintendent’s Book Chats (included under Superintendent’s Office)
- Festival of the Minds (included under Curriculum and Instruction)

Table 1 shows the total budget and expenditures related to professional development from fiscal/school year 2011-12 through 2014-15.

*Table 1: Professional Development Budget and Expenditures, FY 2012-2015*

FY		PD Adopted Budget	PD Expenditures
2012	All Funds	1,865,365	2,537,039
2013	All Funds	2,145,321	1,938,994
2014	All Funds	2,278,042	2,069,265
2015	All Funds	2,143,563	1,911,466
<b>Grand Total</b>		<b>\$8,432,291</b>	<b>\$8,456,764</b>

Table 2 disaggregates the budget/expenditure data by fund for each year.

*Table 2: Professional Development Budget and Expenditures, FY 2012-2015, by Fund*

FY	Fund	PD Adopted Budget	PD Expenditures
<b>2012</b>		<b>1,865,365</b>	<b>2,537,039</b>
	100 - School Operating	1,738,229	2,210,597
	201 - Community Activities	120,436	71,388
	450 - Cafeteria	6,700	2,770
	600 - Capital Projects	0	963
	700 - Grants & Restricted Programs	0	251,320
<b>2013</b>		<b>2,145,321</b>	<b>1,938,994</b>
	100 - School Operating	2,063,714	1,677,978
	201 - Community Activities	74,907	62,790
	450 - Cafeteria	6,700	3,215
	600 - Capital Projects	0	20
	700 - Grants & Restricted Programs	0	194,991

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FY	Fund	PD Adopted Budget	PD Expenditures
<b>2014</b>		<b>2,278,042</b>	<b>2,069,265</b>
	100 - School Operating	2,187,970	1,768,013
	201 - Community Activities	83,372	120,722
	450 - Cafeteria	6,700	1,853
	600 - Capital Projects	0	27
	700 - Grants & Restricted Programs	0	178,651
<b>2015</b>		<b>2,143,563</b>	<b>1,911,466</b>
	100 - School Operating	2,080,105	1,572,846
	201 - Community Activities	56,758	112,567
	450 - Cafeteria	6,700	3,564
	600 - Capital Projects	0	1,224
	700 - Grants & Restricted Programs	0	221,264
<b>Grand Total</b>		<b>\$8,432,291</b>	<b>\$8,456,764</b>

Table 3 provides more detailed information for the 2014-15 fiscal/school year. For this most recent year, the budget and expenditures are disaggregated by fund, department, and office.

*Table 3: Professional Development Budget and Expenditures, FY 2015, by Department and Office*

Fund	Department	Office	FY 2015 Adopted PD Budget	FY 2015 Total PD Expenditures
<b>100 - School Operating</b>				
	<b>Administrative Services</b>		<b>36,235</b>	<b>30,173</b>
		Administrative Services	36,235	30,173
	<b>Department of Instruction</b>		<b>846,410</b>	<b>507,095</b>
		Career, Technical & Adult Education	5,000	13,946
		Curriculum/Instruction	695,518	390,137
		Department of Instruction	352	1,781
		ESOL/HILT	0	32,262
		Fine Arts	0	135
		Gifted Services	50,481	37,346
		Library Media Services	3,231	2,263
		Office of Minority Achievement	91,828	28,116
		Summer School	0	1,110
	<b>Facilities &amp; Operations</b>		<b>67,745</b>	<b>57,813</b>

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<b>Fund</b>	<b>Department</b>	<b>Office</b>	<b>FY 2015 Adopted PD Budget</b>	<b>FY 2015 Total PD Expenditures</b>
		Facilities & Operations Management	10,695	12,742
		Maintenance	30,200	27,986
		Plant Operations	12,350	11,822
		Risk Management	1,500	305
		Transportation	13,000	4,958
		<b>Finance &amp; Management Services</b>	<b>18,205</b>	<b>18,176</b>
		Finance & Management Services	7,705	9,772
		Other Administrative Accounts	0	3,016
		Purchasing	10,500	5,388
		<b>Human Resources</b>	<b>635,960</b>	<b>469,225</b>
		Employee Assistance Program	10,296	1,065
		Employee Benefits	0	379
		Human Resources	624,164	467,780
		Payroll Services	1,500	0
		<b>Information Services</b>	<b>178,566</b>	<b>128,616</b>
		Accountability, Assessment & Evaluation	17,880	27,582
		Enterprise Solutions	83,502	20,578
		Information Services Management	5,925	11,710
		Instructional & Innovative Technologies	49,409	44,640
		Service Support Center	21,850	24,105
		<b>Other School Programs</b>	<b>14,552</b>	<b>14,620</b>
		Other School Programs	14,552	14,620
		<b>School &amp; Community Relations</b>	<b>11,303</b>	<b>21,947</b>
		School & Community Relations	11,303	21,947
		<b>School Board</b>	<b>37,744</b>	<b>33,035</b>
		School Board	37,744	33,035
		<b>Schools</b>	<b>95,982</b>	<b>141,710</b>
		Schools	95,982	141,710
		<b>Student Services &amp; Special Education</b>	<b>125,403</b>	<b>109,510</b>
		Dept of Student Service & Special Ed	34,079	11,940
		Office of Special Education	34,840	50,812

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<b>Fund</b>	<b>Department</b>	<b>Office</b>	<b>FY 2015 Adopted PD Budget</b>	<b>FY 2015 Total PD Expenditures</b>
		Office of Student Services	56,484	46,758
	<b>Superintendent's Office</b>		<b>12,000</b>	<b>40,928</b>
		Superintendent's Office	12,000	40,928
<b>100 - School Operating Total</b>			<b>\$2,080,105</b>	<b>\$1,572,846</b>
<b>201 - Community Activities</b>				
	<b>Community Activities Fund</b>		<b>56,758</b>	<b>111,724</b>
		Community Activities Fund	56,758	111,724
	<b>Human Resources</b>		<b>0</b>	<b>843</b>
		Human Resources	0	843
<b>201 - Community Activities Total</b>			<b>\$56,758</b>	<b>\$112,567</b>
<b>450 - Cafeteria</b>				
	<b>Food &amp; Nutrition Services Fund</b>		<b>6,700</b>	<b>3,564</b>
		Food & Nutrition Services Fund	6,700	3,564
<b>450 - Cafeteria Total</b>			<b>\$6,700</b>	<b>\$3,564</b>
<b>600 - Capital Projects</b>				
	<b>Capital Projects Fund</b>		<b>0</b>	<b>1,224</b>
		Capital Projects Fund	0	1,224
<b>600 - Capital Projects Total</b>			<b>\$0</b>	<b>\$1,224</b>
<b>700 - Grants &amp; Restricted Programs</b>				
	<b>Department of Instruction</b>		<b>0</b>	<b>206,659</b>
		Career, Technical & Adult Education	0	22,669
		Curriculum/Instruction	0	163,204
		Department of Instruction	0	1,344
		ESOL/HILT	0	19,442
	<b>Schools</b>		<b>0</b>	<b>328</b>
		Schools	0	328

Fund	Department	Office	FY 2015 Adopted PD Budget	FY 2015 Total PD Expenditures
	<b>Student Services &amp; Special Education</b>		<b>0</b>	<b>14,277</b>
		Office of Special Education	0	14,277
<b>700 - Grants &amp; Restricted Programs Total</b>			<b>\$0</b>	<b>\$221,264</b>
<b>Grand Total</b>			<b>\$2,143,563</b>	<b>\$1,911,466</b>

Table 4 shows the adopted budget for the current fiscal/school year, by fund, department, and office.

*Table 4: Professional Development Adopted Budget for FY 2016, by Department and Office*

Fund	Department	Office	FY 2016 Adopted PD Budget
<b>100 - School Operating</b>			
	<b>Administrative Services</b>		<b>26,235</b>
		Administrative Services	26,235
	<b>Department of Instruction</b>		<b>632,538</b>
		Career, Technical & Adult Education	5,000
		Curriculum/Instruction	481,646
		Department of Instruction	352
		Gifted Services	50,481
		Library Media Services	3,231
		Office of Minority Achievement	91,828
	<b>Facilities &amp; Operations</b>		<b>63,745</b>
		Facilities & Operations Management	10,695
		Maintenance	30,200
		Plant Operations	12,350
		Risk Management	1,500
		Transportation	9,000
	<b>Finance &amp; Management Services</b>		<b>18,205</b>
		Finance & Management Services	7,705
		Purchasing	10,500
	<b>Human Resources</b>		<b>550,879</b>
		Employee Assistance Program	10,296

<b>Fund</b>	<b>Department</b>	<b>Office</b>	<b>FY 2016 Adopted PD Budget</b>
		Human Resources	540,583
		<b>Information Services</b>	<b>178,566</b>
		Accountability, Assessment & Evaluation	17,880
		Enterprise Solutions	83,502
		Information Services Management	5,925
		Instructional & Innovative Technologies	49,409
		Service Support Center	21,850
		<b>Other School Programs</b>	<b>14,442</b>
		Other School Programs	14,442
		<b>School &amp; Community Relations</b>	<b>11,303</b>
		School & Community Relations	11,303
		<b>School Board</b>	<b>37,744</b>
		School Board	37,744
		<b>Schools</b>	<b>98,935</b>
		Schools	98,935
		<b>Student Services &amp; Special Education</b>	<b>86,403</b>
		Dept of Student Service & Special Ed	34,079
		Office of Special Education	34,840
		Office of Student Services	17,484
		<b>Superintendent's Office</b>	<b>12,000</b>
		Superintendent's Office	12,000
<b>100 - School Operating Total</b>			<b>\$1,730,995</b>
<b>201 - Community Activities</b>			
		<b>Community Activities Fund</b>	<b>59,176</b>
		Community Activities Fund	59,176
<b>201 - Community Activities Total</b>			<b>\$59,176</b>
<b>450 - Cafeteria</b>			

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<b>Fund</b>	<b>Department</b>	<b>Office</b>	<b>FY 2016 Adopted PD Budget</b>
	<b>Food &amp; Nutrition Services Fund</b>		<b>5,650</b>
		Food & Nutrition Services Fund	5,650
<hr/>			
	<b>450 - Cafeteria Total</b>		<b>\$5,650</b>
<hr/>			
	<b>Grand Total</b>		<b>\$1,795,821</b>



# Teacher Retention

The Career Advancement Program (CAP) is a knowledge- and skills-based differentiated compensation program that rewards full time T-Scale staff that demonstrate and document high quality professional practice and leadership that cultivates student achievement.

Participation in CAP is voluntary and requires the completion of one or two portfolio opportunities, designed to challenge and engage T-scale staff in a rigorous process of enhancing their knowledge and skills through substantive professional development and experiences. **CAP portfolio I** is locally developed and **CAP portfolio III** is the National Board for Professional Teaching Standards (NBPTS) certification for teachers and counselors. Teachers receive credit for portfolio III whether they achieve it in APS or elsewhere.

In addition, T-scale staff who are not eligible to pursue National Board certification through NBPTS (school psychologists, speech and language pathologists, audiologists, occupational therapists, physical therapists, social workers, or visiting teachers) are able to participate in CAP III through external certification programs identified by the Department of Student Services. Employees in these positions who achieve the designated certification are added to the CAP pay scale, but do not receive professional learning or support in that process from the Professional Development Office.

Teachers who achieve either of the portfolios are moved to the CAP salary schedule, which gives them the equivalent of an additional step on the pay scale, or a 5-7.5% higher salary if they are on longevity steps. Teachers remain on the CAP salary schedule for the duration of their career in APS, and they receive a bump for each portfolio they complete.

In order to assess whether CAP may have any impact on the retention rate for high quality staff, Human Resources provided the Office of Planning and Evaluation with teacher retention data from 2007 through the 2014-15 school year. The first CAP portfolio process began in the 2008-09 school year, and the first group of teachers who achieved CAP were moved to the CAP salary schedule in 2009-10.

The data presented in this appendix includes all staff on the CAP salary schedule, including those who achieved CAP through a pathway not supported by the APS Professional Development Office. **Table 1** shows the percentage of teachers who remained with APS from 2007 through the 2014-15 school year, by salary schedule.

Table 1: Percentage of Teachers Still with APS in 2015, by Salary Schedule

Salary Schedule	Still with APS	
	Count	Percentage
Regular (n=4,227)	2378	56%
CAP (n=349)	244	70%
Total	2622	

**Table 2** shows the reasons that teachers left APS between 2007 and the 2014-15 school year, and percentages for each reason by salary schedule. “Personal” includes reasons such as staying at home, not returning after taking family leave, or career change. “Resignation” includes reasons such as voluntary resignations, resignation in lieu of termination, or resignation with prejudice.

Table 2: Reason for Leaving, among Teachers who Left APS, by Salary Schedule

Salary Schedule	Reason for Leaving											
	Deceased		Personal		Relocation		Resignation		Retirement		Termination	
Regular (n=4227)	13	0%	71	2%	146	3%	978	23%	440	10%	201	5%
CAP (n=349)	0	0%	5	1%	8	2%	49	14%	41	12%	2	1%
Total	13		76		154		1027		481		203	

# Use of Substitutes

Human Resources provided the Office of Planning and Evaluation with data on the use of substitutes during the 2014-15 school year.

*Table 1: 2014-15 Substitute Requests by Type*

Type of Substitute Request	N	% of Total
Assistant - Other	1,268	3%
Assistant - Personal	769	2%
Assistant - Sick	3,491	9%
Teacher - Other	9,760	25%
Teacher - Personal	3,678	9%
Teacher - Sick	14,255	37%
Professional Development (Teachers and Assistants)	5,513	14%
Total	38,734	

“Other” describes anything not covered by the categories personal, sick, or professional development (such as jury duty).

*Table 2: 2014-15 Professional Development Substitute Requests by Month*

Month	N	% of Total
August	28	1%
September	405	7%
October	757	14%
November	661	12%
December	440	8%
January	521	9%
February	671	12%
March	498	9%
April	589	11%
May	638	12%
June	305	6%
Total	5,513	

Table 3: 2014-15 Professional Development Substitute Requests by Funding Source

Funding Source	N	% of Total
Department of Instruction	3,333	60%
Department of Student Services	359	7%
Human Resources	554	10%
Elementary School	813	15%
Middle School	235	4%
High School	138	3%
Program	81	1%
Total	5,513	

Table 4: Average Percentage of Teachers and Assistants who Took at Least One Half-Day of Leave for PD in 2014-15, by Level

Level	Average Percentage Taking PD Leave
Elementary	50%
Middle School	58%
High School	37%
Program	27%

Table 5: Number of Schools Falling into Given Ranges of Teachers and Assistants who Took at Least One Half-Day of Leave for PD in 2014-15, by Level

Level	Percentage of Teachers and Assistants Taking PD Leave	Number of Schools
Elementary	21-30%	1
	31-40%	3
	41-50%	9
	51-60%	5
	61-70%	4
Middle School	41-50%	1
	51-60%	3
	61-70%	0
	71-80%	1
High School	31-40%	3
Program	11-20%	2
	21-30%	2
	31-40%	0
	41-50%	2