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State Superintendent of Schools

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TO: Members of the State Board of Education
FROM: Lillian M. Lowery, Ed.D. *Lillian M. Lowery*
DATE: September 24, 2013
SUBJECT: MSDE Organizational Chart

This is to provide a copy of the revised MSDE organization chart to the State Board of Education. As I reflect back on the past year, I am proud of the progress we have made thus far and I am thankful you for the support I have received from the Maryland State Board of Education (SBOE).

With our excellent internal and external partners, the time has been ripe for purpose-driven change. While Maryland's overall education reform strategy has evolved over the years, MSDE had not yet made significant structural changes inside MSDE to best support the work ahead. As we look forward to meeting or exceeding the milestones and objectives surrounding this significant work, and sustaining it after RTTT, these changes were essential. With this in mind, following a comprehensive review of the organization, this realignment streamlines departmental functions in a cost-neutral fashion and with an eye toward promoting excellence, equity and efficiency.

These changes were designed to foster cross-division collaboration to better implement core initiatives, respond to new opportunities and expectations, and build greater accountability. We reconstituted MSDE's three deputy superintendents and modified these roles to accelerate the shift to a performance-oriented organization (in accord with Education Article §2-104) as follows:

- **Deputy Superintendent for School Effectiveness** → Chief Performance Officer (CPO), effective February 27, 2013.
- **Deputy Superintendent for Finance and Administration** → Chief Operating Officer (COO), effective February 27, 2013.
- **Deputy Superintendent for Teaching and Learning** → Chief Academic Officer (CAO), effective August 7, 2013.

MSDE consolidated and repurposed five existing assistant superintendent positions to create three redefined division director roles that provide clearer points of accountability:

- **Assistant Superintendent, Division of Academic Policy and Innovation**
- **Assistant Superintendent, Division of Curriculum, Assessment and Accountability**
- **Assistant Superintendent, Division of Educator Effectiveness (formerly Certification and Accreditation)**

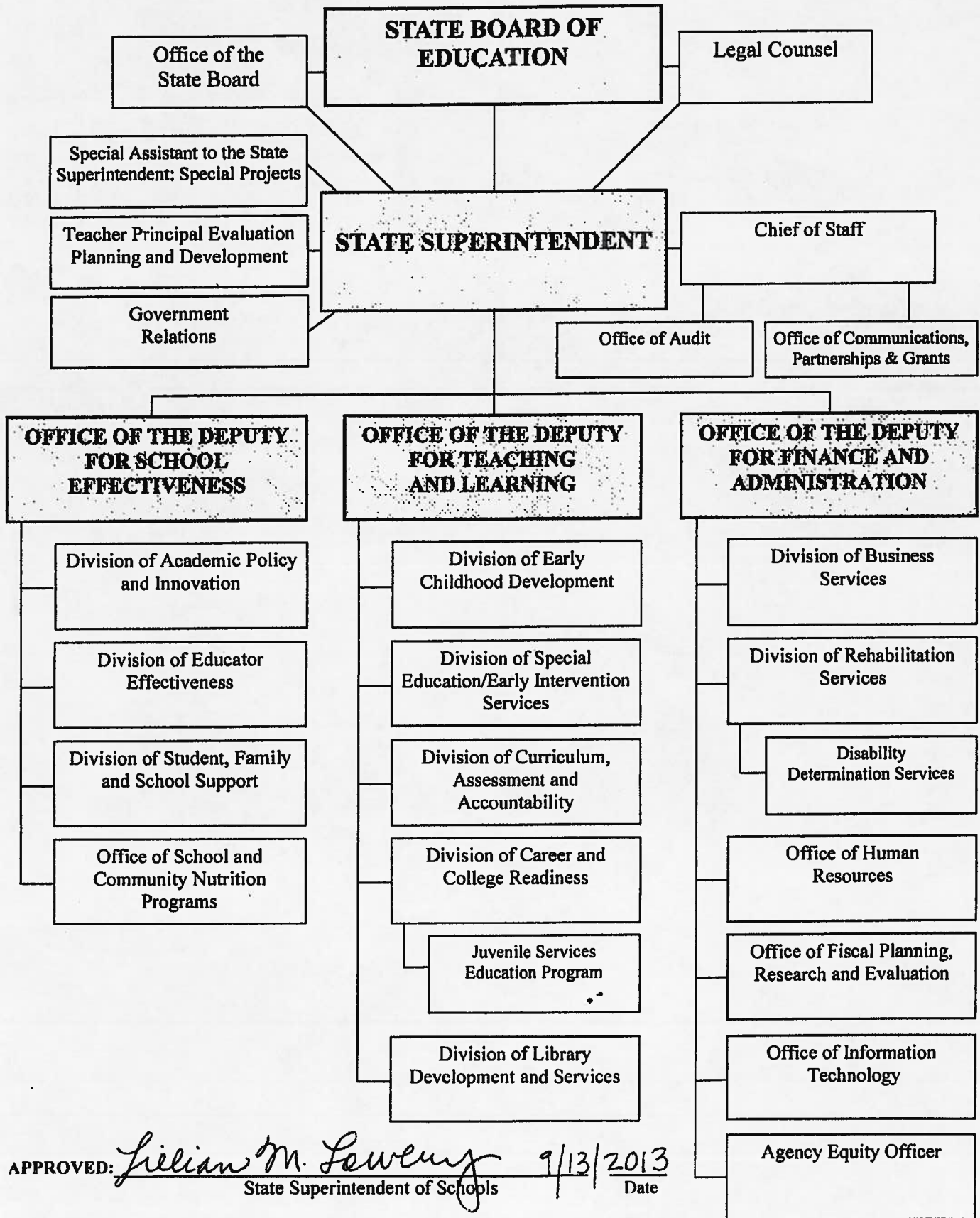
Finally, in order to spur innovation and ensure better coordination across divisions, MSDE established the following “innovation officers” roles:

- **Special Assistant to the State Superintendent:** This position serves the Superintendent in addressing special projects, most significantly as the Agency’s Digital/STEM Officer, and works with the MSDE leadership, local school systems, and other organizations to develop a framework aligned with STEM standards that takes into account State and regional job projections, delineates external partnership acquisition, and supports K-12 curricular offerings (effective August 7, 2013).
- **Breakthrough Officer (BTO):** The BTO is an existing position that will be repurposed to analyze low-performing schools and identify the nuanced leadership, assessment, curriculum, professional development, technology, or other changes necessary to improve educational outcomes.
- **Teacher Principal Evaluation (TPE) Planning and Development Officer:** The TPE Officer is specifically charged with providing leadership to the development of the Teacher/Principal Evaluation System and support to the 24 Local Education Agencies (LEAs) in the 2012-13 field test of the Teacher/Principal evaluations and the full implementation in 2013-14 and beyond.

MSDE continues its ongoing organizational assessment and refinements to ensure that the department’s structure is positioned to be effective. MSDE was fortunate to receive a grant from the Council of Chief State School Officers (CCSSO), a nationwide, nonpartisan, and nonprofit membership organization committed to creating a public education system that prepares every child for lifelong learning, work, and citizenship. CCSSO has been working with MSDE leadership to identify efficiencies aligned to the new organization, and adjust organization design and strategy accordingly.

We believe the changes outlined above, in their totality, will better position MSDE to deliver on the bold promise of continued improvement — with an eye toward excellence, equity and efficiency — and ensuring academic excellence for all Maryland students. Should you have any questions regarding the information contained in this report, please contact me at 410-767-0462 or Steve Brooks at 410-767-0011. Thank you for your ongoing efforts on behalf of a strong public education for all of Maryland’s children.

MARYLAND STATE DEPARTMENT OF EDUCATION



APPROVED: Lillian M. Lewenz 9/13/2013
 State Superintendent of Schools Date

EFFECTIVE DATE: July 1, 2013