

Chapter 3

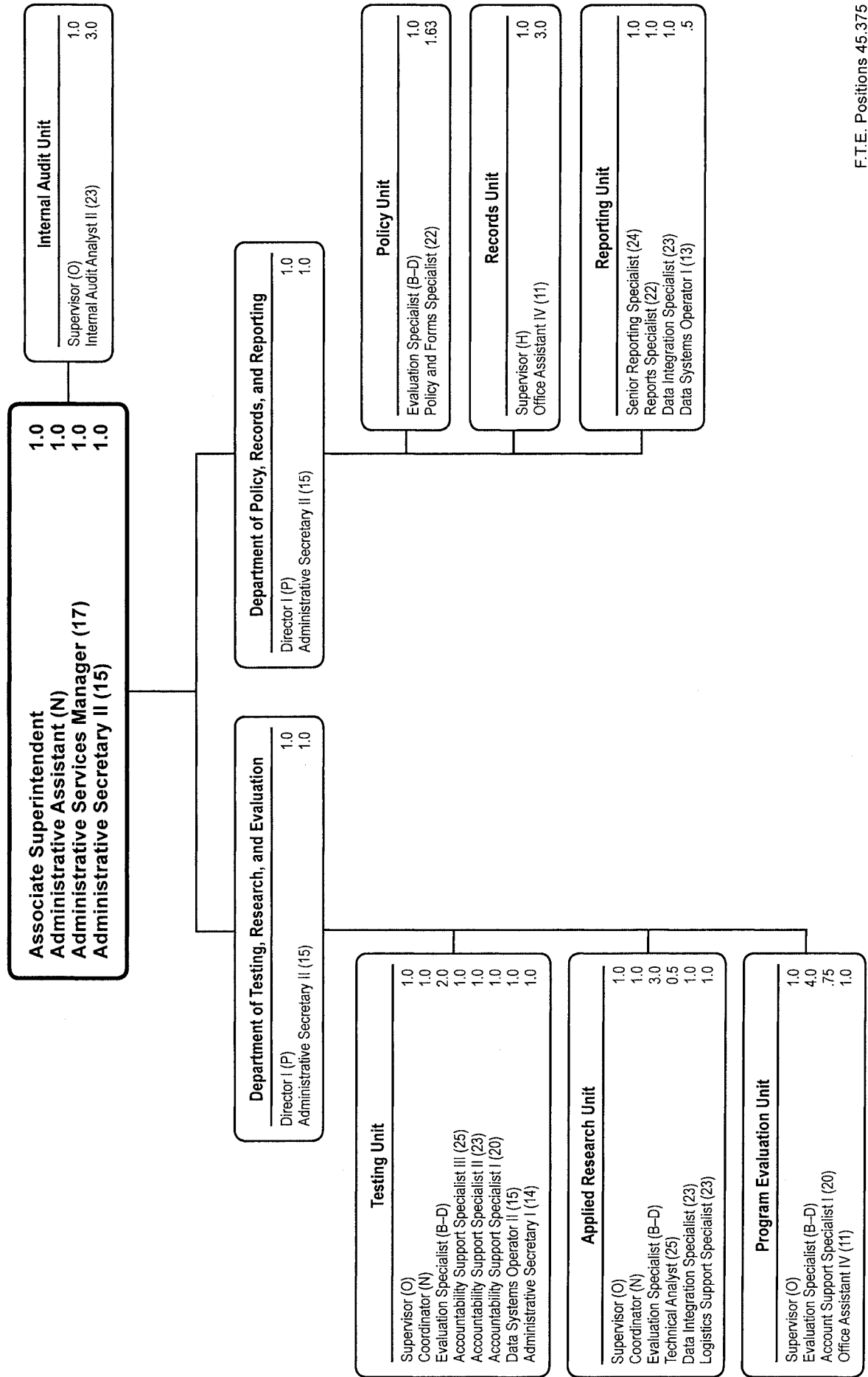
Office of Shared Accountability

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**Office of Shared Accountability
Summary of Resources
By Object of Expenditure**

OBJECT OF EXPENDITURE	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 BUDGET	FY 2010 CHANGE
POSITIONS					
Administrative	9,000	9,000	10,000	10,000	
Business/Operations Admin.	1,000	1,000	1,000	1,000	
Professional	11,000	11,000	10,000	10,000	
Supporting Services	22,500	25,750	25,875	24,375	(1,500)
TOTAL POSITIONS	43,500	46,750	46,875	45,375	(1,500)
01 SALARIES & WAGES					
Administrative	\$943,200	\$1,133,121	\$1,279,860	\$1,289,737	\$9,877
Business/Operations Admin.		75,263	75,263	76,919	1,656
Professional	835,897	1,116,318	997,510	1,005,310	7,800
Supporting Services	1,469,803	1,725,588	1,743,088	1,732,858	(10,230)
TOTAL POSITION DOLLARS	3,248,900	4,050,290	4,095,721	4,104,824	9,103
OTHER SALARIES					
Administrative					
Professional	171,475	183,106	141,675	42,687	(98,988)
Supporting Services	210,015	109,022	121,022	111,343	(9,679)
TOTAL OTHER SALARIES	381,490	292,128	262,697	154,030	(108,667)
TOTAL SALARIES AND WAGES	3,630,390	4,342,418	4,358,418	4,258,854	(99,564)
02 CONTRACTUAL SERVICES	336,330	224,343	224,343	218,744	(5,599)
03 SUPPLIES & MATERIALS	23,607	71,437	55,437	20,359	(35,078)
04 OTHER					
Staff Dev & Travel	13,665	20,114	20,114	7,568	(12,546)
Insur & Fixed Charges					
Utilities					
Grants & Other					
TOTAL OTHER	13,665	20,114	20,114	7,568	(12,546)
05 EQUIPMENT	7,742	11,856	11,856		(11,856)
GRAND TOTAL AMOUNTS	\$4,011,734	\$4,670,168	\$4,670,168	\$4,505,525	(\$164,643)

Office of Shared Accountability



Mission

The mission of the Office of Shared Accountability (OSA) is to ensure the success of all Montgomery County Public Schools (MCPS) students by providing high quality data analysis, research, evaluation, reporting, regulatory processes, and testing services. Based on federal, state, and local mandates, the mission also includes developing governance guidelines and monitoring compliance. OSA facilitates improvement efforts by providing information that supports policy and program decision-making processes throughout MCPS.

Major Functions

The Department of Testing, Research, and Evaluation (DTRE) is comprised of three units: Testing, Applied Research, and Evaluation. The Testing Unit (TU) provides data that is used to monitor student achievement and support educational decisions. This unit manages the administration and reporting of local and state assessments, and supports the administration of national assessments such as PSAT, SAT, and the National Assessment of Educational Progress. TU also provides technical assistance and empirical information to support test development, item analyses, scoring and reporting of countywide assessments.

The Applied Research Unit (ARU) conducts research to understand factors that influence student outcomes and perceptions of school quality, including the production of extensive research reports on academic indicators and standardized tests that support data-driven decision-making, school improvement, and academic achievement. ARU engages in a number of collaborative projects with other MCPS offices and with agencies and institutions outside of MCPS. In addition, ARU coordinates requests made to MCPS for external research and assists in developing surveys to report on systemwide initiatives. The functions and activities of ARU are aligned with the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence* and support the goals of the plan in a variety of ways. Research conducted by the ARU provides trend and gap analysis used to measure the attainment of data points that monitor milestones of success and guide school improvement planning as well as to monitor the success of community-based programs and partnerships. In addition, surveys regarding the quality of services and supports provided by MCPS that are administered to students, parents, and staff provide information for continuous improvement throughout the school system. ARU develops and maintains internal and public websites to ensure that these research findings and survey results are disseminated widely and are accessible to a variety of stakeholders.

The Program Evaluation Unit (PEU) designs and conducts comprehensive evaluations of MCPS programs and initiatives to provide evaluative information on outcomes and processes through the application of scientific tools and techniques. These evaluations focus on the Board of Education and superintendent's priority areas and initiatives to improve student learning, key curricula that support these priority areas and initiatives; and federal and state grants.

In addition, PEU staff provide technical assistance and consultation to other MCPS program staff, develop evaluation plans for major grant proposals sought by the school system, and collaborate with outside higher education institutions in the evaluation of some grant funded programs operating within the school system. PEU findings play an integral role in programmatic decisions regarding both internally funded and grant funded educational programs.

The Department of Policy, Records and Reporting (DPRR) is comprised of three units: Policy, Records, and Reporting. Within the MCPS strategic plan, DPRR supports Goal 3: Strengthen Productive Partnerships for Education and Goal 5: Provide High-quality Business Services that are Essential to the Educational Success of Students.

The Policy Unit supports Goals 3 and 5 of the strategic plan by coordinating and managing revisions to and codification of policies and regulations; providing technical assistance to responsible offices, departments, divisions, and external stakeholders for reviewing, updating, and revising policies and regulations; and monitoring, reviewing, and analyzing state and federal legislation to ensure alignment between MCPS policies and regulations and local, state, and federal laws. The unit publishes MCPS policies and regulations, both in paper form and electronically.

The Records Unit supports Goal 5 by monitoring and implementing state requirements for maintenance of student records, ensuring the timely and accurate entry of information into a student's electronic and paper record, and serving the needs of the public who require access to their records. The Records Unit is responsible for the creation, maintenance, and retention of student records. Additionally, the Records Unit administers a systemwide forms management and control program that ensures accurate and consistent data collection.

A major function of the Reporting Unit is compliance with federal, state and local reporting requirements. The Reporting Unit supports Goals 3 and 5 by providing infrastructure support for collecting and sharing data, monitoring data to ensure accuracy, verifying and transmitting data reports, and serving as a resource for the system and the community for ad hoc student data requests. Additionally, the Reporting Unit produces formal reports, including Schools at a Glance, Special Education at a Glance, and School Safety at a Glance.

The Internal Auditing Unit (IAU) conducts financial and program audits of funds appropriated by the county, as well as funds within the Independent Activity Fund at individual school sites. These audits ensure that expenditures of such funds (including federal, state, and private grant monies) conform to statutory or other restrictions on their use and ensure compliance with reporting requirements for use of these funds. IAU also is responsible for managing the MCPS external audit contract, interacting with MSDE on auditing issues, assessing the school system's internal financial controls, and advising managers of any required corrective actions. Training and assistance are provided to managers to

enable them to identify and minimize the risk of loss of the system's resources; prepare accurate, timely, reliable operating information supported by appropriate documentation; provide help to schools dealing with outside vendors; and monitor compliance with specific policies and regulations.

Trends and Accomplishments

OSA has faced increased demands for services and products due to 1) increased requests for access to and collection of data to support strategies and milestones in the MCPS Strategic Plan; 2) increased policy and regulatory requirements related to federal, state and local mandates; 3) mandates at both the federal and state level for high stakes testing and accountability; 4) increased awareness of the value and increased staff capacity of using data-drive and research-based decision making to guide both systemic and school level improvements; 5) increased requests for implementation and outcome evaluations of major reforms, initiatives and policies; 6) increased collaboration with other MCPS offices to support the collection and appropriate use of data; 7) increased collaboration and partnerships, particularly in grant supported initiatives, that require evaluation services; and 8) increased demand for internal financial controls, monitoring, and compliance.

During the 2007–2008 school year, OSA produced many products in support of the MCPS mission, vision and goals, as highlighted below.

- Pioneered the development of the prediction models and worked with the Office of the Chief Technology Officer to design reports that allow schools to view their status on strategic plan data points such as SAT participation and performance with daily updates.
- Administered and processed data for local, state, and national exams.
- Investigated the status of implementation and impact on student learning of several MCPS initiatives. These evaluations focused on priority areas and initiatives such as collaborative problem solving, middle school reform, High School Plus, secondary learning centers, Read 180, grading and reporting, and the professional growth systems.
- Wrote reports including those on strategic plan data points, standardized assessments, Schools at a Glance, and Safety at a Glance.
- Provided methodological support, consultations, and technical assistance to other MCPS program staff and offices.
- Revised/developed 43 policies, regulations and exhibits and 143 forms.
- Filed multiple reports to ensure system compliance with state and federal requirements.
- Received and processed over 24,000 records for students who withdrew or graduated from MCPS schools in 2007
- Processed approximately 10,000 diplomas.

- Successfully completed 85 Independent Activity Fund (IAF) audits and 16 studies of operations for use by senior leadership and school management.

Major Mandates

- MCPS Strategic Plan—OSA is the reporting office for most of the data points in Goals 1 and 2 of the strategic plan. This involves data collection, analysis, interpretation, and establishment of five-year targets.
- Local Mandates—OSA coordinates a comprehensive review of all MCPS policies and regulations to ensure compliance with federal, state, and local law; conformity between practice and policy or regulatory language; alignment with Board of Education goals and initiatives with relevant current research; and, with related policies and regulations.
- Local Assessment Mandates—OSA administers, scores, and reports on standardized tests for Grade 2. Additionally, OSA provides data analysis, assists in item development, and establishes standards for locally developed assessments in elementary, middle, and high school to support MCPS curricular efforts.
- Grant Mandates—OSA provides support for the development and implementation of grant evaluation activities.
- Implementing a comprehensive Board of Education policy development process, as well as the management of the publication of the Policies and Regulations Handbook.
- State Mandates—OSA monitors student records maintenance in accordance with provisions in Code of Maryland Regulations (COMAR) 13A.08.02 and Annotated Code of Maryland, Article 54, and managing the changing state requirements for enrollment for the purposes of calculating basic aid.
- State Graduation Requirements—OSA certifies that students completing the appropriate requirements will receive a state diploma, certificate of merit, or certificate of completion (COMAR 13A.03.02). OSA also supports the administrations of the HSA program. These end-of-course exams are a requirement for a Maryland High School Diploma. Reporting the results and analyses of these assessments and supporting MCPS staff members with data analysis and interpretation of results also are key functions of OSA.
- Federal and State Testing Requirements—OSA supports the administration of over 140,000 tests annually for the Maryland School Assessment Program. Additionally, testing of English for Speakers of Other Languages students is conducted annually to comply with this mandate. Reporting the results of these assessments and supporting MCPS staff members with data analysis and interpretation also are key functions of OSA.
- Federal Mandates—Preparing and submitting Annual Civil Rights and Equal Employment Opportunity Commission (EEOC) reports, as required by the federal government, and student accounting reports required by the state, including attendance, enrollment, entries, and withdrawals.

- Baldrige Initiatives—OSA develops, administers, reports survey results used by other MCPS offices and departments to support continuous improvement.

Strategies

- Refining the communication and management of the data OSA produces. Increasingly, school leaders and teachers will be able to access data themselves rather than requesting data be produced for them. This will facilitate using data as a tool for transformation at the classroom, school, and district level. Coinciding with the development of the Data Warehouse, MCPS must build the capacity of individuals throughout the system to access data through Data Warehouse. This means that resources will shift from providing information and data sets, to providing support for builders and users of the data system, (e.g., teachers, administrators, etc.).
- Increasing capacity to use online assessments to facilitate the collection and analysis of data. This will enable OSA to shift resources from the management of paper surveys and assessments to improve the speed with which OSA provides feedback to schools and students. In part, online assessments will enable quick if not immediate feedback to teachers for in-house assessments.
- Build system capacity for decision-making through effective consultations. OSA seeks to empower schools and departments to access data more effectively. OSA seeks to transfer to customers the skills needed to support Adequate Yearly Progress appeals, creating data sets or determining the impact of the strategies used. This effort will allow OSA to perform more complex analyses and to create complex prediction models to be embedded later in the DW.
- Support strategic planning in MCPS. OSA plays a key role in providing data for the system improvement processes including the Annual Report, The Baldrige improvement planning process, and more. OSA also supports key program initiatives and MSTAT sessions. Through these activities, OSA supports the systemwide efforts at building and managing its accountability system. By encouraging these accountability efforts to be spread throughout the system, OSA seeks to support the notion that shared accountability truly means shared responsibility for students and the system's growth.
- Quality control. OSA aims to facilitate the use of data in the system to help schools monitor and improve performance. OSA supports efforts throughout the system to identify best practices and procedural improvements. OSA seeks to provide error-free data that is quickly available and easily understood. OSA continues to improve monitoring and reporting of student information and other state reporting requirements. The Auditing and Reporting Units continue to refine the outcomes of internal and external audits and to support schools' improvements in the management of financial and student records. These efforts are designed to identify and reduce risk by increasing accuracy, reliability and the ability to support

the data used to demonstrate compliance with the district, county, state and federal regulations and requirements.

Performance Measurements

Performance Measures: DTRE will maintain high level (over 95 percent very satisfied or satisfied) of customer satisfaction for ad hoc data requests.

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
TBD%	TBD%	95%

Explanation: DTRE responds to numerous internal and external customers' needs for data, analysis, presentations, and consulting services. Annually, OSA will administer a satisfaction survey requesting feedback on the timeliness, utility, and overall satisfaction customers had with DTRE services.

Performance Measures: Each year the number of hits on OSA's survey results Web site will increase.

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
136,811	140,000	144,000

Explanation: DTRE will refine the Web site to support all customers and stakeholders.

Performance Measures: DTRE will lessen the time from the receipt of data to development and delivery of parent home reports.

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
TBD weeks	TBD weeks	TBD weeks

Explanation: DTRE will collaborate with the Chief Technology Office to reduce delivery time for home reports.

Performance Measure: DPRR will complete ad hoc student data requests.

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
75	90	90

Explanation: DPRR is receiving an increasing number of ad hoc requests for student data as the system has moved to increased data-driven decision making and accountability.

Performance Measurement: Increase the provision of technical assistance to school staff in the areas of enrollment procedures, attendance practices and procedures, and immunization compliance.

	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Recommended
<i>Sessions provided:</i>			
High Schools	10	10	10
Middle Schools	8	8	8
Elementary Schools	4	4	4

Explanation: Technical assistance is provided to help record keepers understand the procedures that must be followed in order for MCPS to have student records that will stand up to MSDE audit requirements. While MCPS performed well on the last MSDE audit, the addition of new requirements, new school staff, and the potential financial consequences to the school system require that more staff time be devoted to providing technical assistance in these areas.

Budget Explanation Office of Shared Accountability—621/622/623/624/625/626/627

The current FY 2009 budget for this office has changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of a budget neutral reorganization of the office that involved the reclassification of some positions and a net increase of .12 FTEs. Funds were realigned from non-position salaries of \$29,431 and supplies and materials of \$16,000 to position salaries to fund the office's reorganization.

The FY 2010 request for this office is \$4,505,525, a decrease of \$164,643 from the current FY 2009 budget of \$4,670,168. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$99,290

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$99,290 in continuing salary costs to reflect step or longevity increases for current employees.

Realignment—(\$60,889)

There is a realignment of \$60,889 from professional part-time salary account in the Applied Research Unit to the professional part-time salary account within the Office of the Chief Operating Officer. In addition, there is a budget-

neutral realignment that moves a 1.0 evaluation specialist position and \$98,748 from the Applied Research unit to the Testing unit.

Other—\$4,505

An additional \$4,505 is budgeted for increases in the annual audit contract.

Reductions—(\$207,549)

Office of Shared Accountability—(\$45,728)

Reductions in the Office of Shared Accountability are as follows:

- Consultants—(\$4,650)
- Office supplies—(\$15,145)
- Program supplies—(\$15,933)
- Travel out—(\$10,000)

Department of Policy, Records, and Reporting—(\$53,653)

Reductions in the Department of Policy, Records, and Reporting are as follows:

- 0.5 data operator I position in the Department of Policy, Records, and Reporting—(\$20,118)
- Travel out—(\$1,416)
- Dues, registrations, and fees—(\$1,130)
- Furniture and equipment—(\$4,656)
- Lease purchase of equipment—(\$7,200)
- Contractual services—(\$5,454)
- Supporting services part-time salaries—(\$9,679)
- Program supplies—(\$4,000)

Department of Testing, Research, and Evaluation—(\$108,168)

Reductions in the Testing, Research, and Evaluation Unit are as follows:

- 1.0 accountability support specialist III position in the Testing unit—(\$70,069)
- Professional part-time salaries—(\$38,099)

Office of Shared Accountability - 624/621/622/623/625/626/627

Dr. Stacy L. Scott, Associate Superintendent

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
01 Salaries & Wages					
Total Positions (FTE)	43.500	46.750	46.875	45.375	(1,500)
Position Salaries	\$3,248,900	\$4,050,290	\$4,095,721	\$4,104,824	\$9,103
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		183,106	141,675	42,687	(98,988)
Supporting Services Part Time		109,022	121,022	111,343	(9,679)
Other					
Subtotal Other Salaries	381,490	292,128	262,697	154,030	(108,667)
Total Salaries & Wages	3,630,390	4,342,418	4,358,418	4,258,854	(99,564)
02 Contractual Services					
Consultants		4,650	4,650		(4,650)
Other Contractual		219,693	219,693	218,744	(949)
Total Contractual Services	336,330	224,343	224,343	218,744	(5,599)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		7,705	7,705	7,705	
Office		18,645	18,645	3,500	(15,145)
Other Supplies & Materials		45,087	29,087	9,154	(19,933)
Total Supplies & Materials	23,607	71,437	55,437	20,359	(35,078)
04 Other					
Local Travel		7,568	7,568	7,568	
Staff Development		12,546	12,546		(12,546)
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	13,665	20,114	20,114	7,568	(12,546)
05 Equipment					
Leased Equipment		7,200	7,200		(7,200)
Other Equipment		4,656	4,656		(4,656)
Total Equipment	7,742	11,856	11,856		(11,856)
Grand Total	\$4,011,734	\$4,670,168	\$4,670,168	\$4,505,525	(\$164,643)

Office of Shared Accountability - 624/625/626/627/621/622/623

Dr. Stacy L. Scott, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	624 Off Shared Act/Dpt Test, Res & Eval						
1	Associate Superintendent			1.000	1.000	1.000	
1	P Director I		1.000		1.000	1.000	
1	N Administrative Assistant			1.000	1.000	1.000	
1	17 Admin Services Manager I			1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000		2.000	2.000	
1	14 Administrative Secretary I		2.000	2.000			
	Subtotal		4.000	5.000	6.000	6.000	
	625 Testing Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	N Coordinator		2.000	2.000	1.000	1.000	
1	BD Evaluation Specialist			1.000	1.000	2.000	1.000
1	BD Instructional Specialist		2.000	2.000			
1	25 Accountability Supp Spec III		1.000	1.000	2.000	1.000	(1.000)
1	23 Accountability Support Spec II			1.000	1.000	1.000	
1	20 Accountability Support Spec I		1.000	1.000	1.000	1.000	
1	15 Data Systems Operator II		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I				1.000	1.000	
1	11 Office Assistant IV		1.000	1.000			
1	9 Office Assistant II		2.000	1.000			
	Subtotal		11.000	12.000	9.000	9.000	
	626 Applied Research Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	N Coordinator				1.000	1.000	
1	BD Evaluation Specialist		3.000	3.000	4.000	3.000	(1.000)
1	25 Technical Analyst		.500	.500	.500	.500	
1	25 Logistics Support Specialist		1.000	1.000	1.000	1.000	
1	23 Data Integration Spec		1.000	1.000	1.000	1.000	
1	23 Accountability Support Spec II		1.000				
	Subtotal		7.500	6.500	8.500	7.500	(1.000)
	627 Program Evaluation Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	BD Evaluation Specialist		5.000	4.000	4.000	4.000	
1	20 Accountability Support Spec I				.750	.750	
1	11 Office Assistant IV				1.000	1.000	
1	9 Office Assistant II			1.000			
	Subtotal		6.000	6.000	6.750	6.750	
	621 Dept. of Policy, Records, Reporting						
1	P Director I		1.000		1.000	1.000	
1	O Supervisor			1.000			

Office of Shared Accountability - 624/625/626/627/621/622/623

Dr. Stacy L. Scott, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	621 Dept. of Policy, Records, Reporting						
1	24 Senior Reporting Specialist			1.000	1.000	1.000	
1	23 Data Integration Spec		1.000	1.000	1.000	1.000	
1	22 Reports Specialist		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000	1.000			
1	13 Data Operator I			.625	1.000	.500	(.500)
	Subtotal		5.000	6.625	6.000	5.500	(.500)
	622 Policy and Records Unit						
1	O Supervisor		1.000				
1	K Supervisor		1.000	1.000			
1	H Records Management Supervisor				1.000	1.000	
1	BD Evaluation Specialist				1.000	1.000	
1	BD Instructional Specialist		1.000	1.000			
1	22 Policy Specialist		1.000	1.625	1.625	1.625	
1	11 Office Assistant IV		2.000	3.000	3.000	3.000	
	Subtotal		6.000	6.625	6.625	6.625	
	623 Internal Audit Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	23 Internal Audit Analyst II		3.000	3.000	3.000	3.000	
	Subtotal		4.000	4.000	4.000	4.000	
	Total Positions		43.500	46.750	46.875	45.375	(1.500)