CHAPTER 3

Office of Shared Accountability

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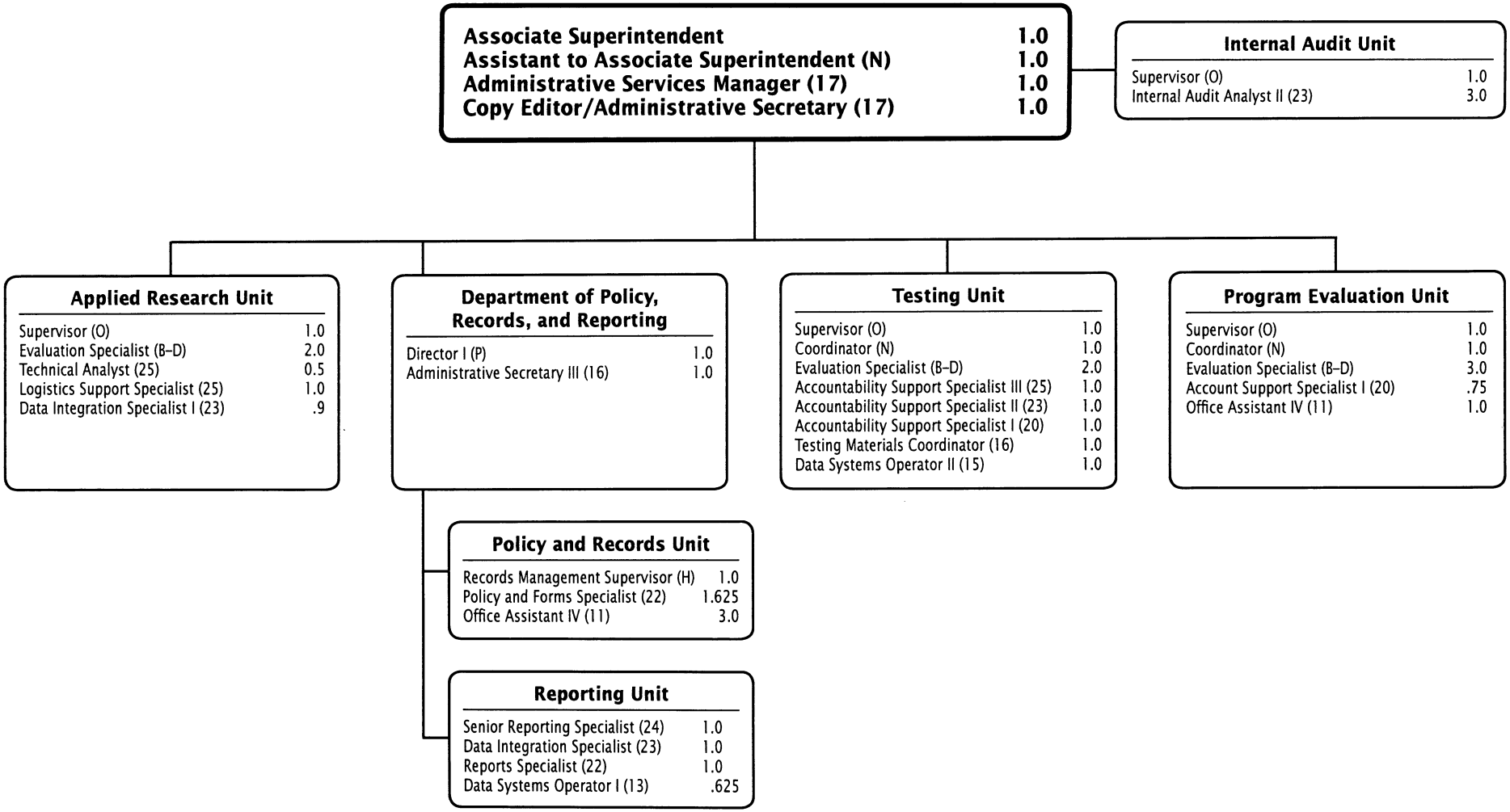
Office of Shared Accountability
Summary of Resources
By Object of Expenditure

OBJECT OF EXPENDITURE	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	FY 2013 BUDGET	FY 2013 CHANGE
POSITIONS					
Administrative	9.000	9.000	9.000	9.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional	9.500	8.500	8.500	7.000	(1.500)
Supporting Services	24.500	23.400	23.400	23.400	
TOTAL POSITIONS	**44.000**	**41.900**	**41.900**	**40.400**	**(1.500)**
01 SALARIES & WAGES					
Administrative	$1,113,190	$1,153,378	$1,153,378	$1,139,554	($13,824)
Business/Operations Admin.	76,919	76,919	76,919	80,727	3,808
Professional	942,245	856,663	856,663	718,866	(137,797)
Supporting Services	1,751,948	1,677,949	1,677,949	1,732,566	54,617
TOTAL POSITION DOLLARS	**3,884,302**	**3,764,909**	**3,764,909**	**3,671,713**	**(93,196)**
OTHER SALARIES					
Administrative					
Professional	51,349	47,687	47,687	47,687	
Supporting Services	127,676	116,817	116,817	116,817	
TOTAL OTHER SALARIES	**179,025**	**164,504**	**164,504**	**164,504**	
TOTAL SALARIES AND WAGES	**4,063,327**	**3,929,413**	**3,929,413**	**3,836,217**	**(93,196)**
02 CONTRACTUAL SERVICES	**159,742**	**198,290**	**198,290**	**190,099**	**(8,191)**
03 SUPPLIES & MATERIALS	**22,411**	**24,659**	**24,659**	**24,659**	
04 OTHER					
Local/Other Travel	8,358	6,944	6,944	6,944	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
TOTAL OTHER	**8,358**	**6,944**	**6,944**	**6,944**	
05 EQUIPMENT					
GRAND TOTAL AMOUNTS	**$4,253,838**	**$4,159,306**	**$4,159,306**	**$4,057,919**	**($101,387)**

Office of Shared Accountability



F.T.E. Positions 40.4

Mission *The mission of the Office of Shared Accountability (OSA) is to provide timely, responsive, and useful information that supports high expectations, equitable practices, and continuous improvement efforts throughout Montgomery County Public Schools (MCPS).*

Major Functions

OSA consists of the Applied Research, Internal Audit, Program Evaluation, and Testing units, and the Department of Policy, Records and Reporting.

The functions and activities of the Applied Research (AR) unit 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. The AR unit 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. The AR unit also develops prediction models and monitoring tools that are designed to inform articulation and instructional decisions. The AR unit conducts research to examine the relationship between the Seven Keys to College Readiness and postsecondary outcomes of MCPS graduates. Research conducted by the AR unit 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 and administered to students, parents, and staff provide information for continuous improvement throughout the school system. The AR unit engages in a number of collaborative research projects with other MCPS offices and with agencies and institutions outside of MCPS. In addition, the AR unit coordinates requests made to MCPS for external research and assists in developing surveys to report on systemwide initiatives. The AR unit 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 Internal Audit (IA) unit conducts financial and program audits of funds appropriated by MCPS, 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. The IA unit also is responsible for managing the MCPS external audit contract, interacting with the Maryland State Department of Education (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 school-based and non-school-based managers to enable them to identify and minimize the risk of loss of the system's resources; to prepare accurate, timely, reliable operating information supported by appropriate documentation; to provide help to schools and offices dealing with outside vendors; and to monitor compliance with specific policies and regulations.

The Program Evaluation (PE) unit designs and conducts comprehensive evaluations of MCPS programs and initiatives to provide quantitative and qualitative information on fidelity of programs' or initiatives' implementation and their outcomes through the application of scientific tools and techniques. These evaluations focus on priority areas and initiatives of the Board of Education (BOE) and superintendent of schools to ensure success for every student and improve student learning. Evaluations are also done for key curricula that support these priority areas and initiatives and federal and state grants. In addition, the PE unit staff members provide technical assistance and consultation to other MCPS program staff, develop evaluation plans for major grant proposals sought by the school system, provide psychometric consultation and analyses, and collaborate with outside higher education institutions in the evaluation of selected programs operating within the school system. The PE unit's evaluation findings play an integral role in programmatic decisions regarding both internally-funded and grant-funded educational programs instituted to benefit students.

The Testing unit (Testing) provides data for measuring and monitoring student achievement. This responsibility includes a comprehensive program of student assessment, including local exams and all facets of assessments mandated by MSDE in compliance with the *No Child Left Behind Act of 2001*. Testing also supports the administration of the Preliminary Scholastic Achievement Test (PSAT) to all Grade 10 students, the TerraNova second edition (TN/2) to all Grade 2 students, and the National Assessment of Educational Progress (NAEP). Testing unit staff members have primary responsibility for overseeing the administration (training, materials, security) of these assessments, as well as the analysis and reporting of the results to MSDE, the MCPS BOE, MCPS staff, and the public.

The Department of Policy, Records, and Reporting is comprised of three units: Policy, Records, and Reporting. The Policy unit develops and manages revisions to and codification of policies and regulations; provides technical assistance to responsible offices, departments, divisions, and external stakeholders for reviewing, updating, and revising policies and regulations; and monitors, reviews, and analyzes 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. Additionally, the Policy unit administers a systemwide forms management and control program that ensures accurate and consistent data collection.

The Records unit is responsible for the creation, maintenance, and retention of student records and some employee records, as well as office records. The Records unit monitors and implements state requirements for maintenance of student records and supports schools in ensuring the timely and accurate entry of information into a student's electronic and paper record. The unit also serves the needs of the public who require access to their records.

A major function of the Reporting unit is to ensure compliance with federal, state, and local reporting requirements. The Reporting unit provides 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 and Security at a Glance.

Trends and Accomplishments

OSA has faced increased demands for services and products in each of the following areas:

- Policy and regulatory requirements related to federal, state, and local mandates
- Requests for access to and collection of data to support strategies and milestones in the MCPS strategic plan
- Mandates at both the federal and state level for high-stakes testing and accountability
- Awareness of the value and increased staff capacity of using data-driven and research-based decision making to guide both systemic and school-level improvements
- Requests for implementation and outcome evaluations of major reforms, initiatives, and policies
- Collaboration with other MCPS offices to support the collection and appropriate use of data
- Collaboration and partnerships, particularly in grant-supported initiatives, that require evaluation services
- Demand for internal financial controls, monitoring, and compliance and increased federal and state reporting requirements

During the 2010–2011 school year, OSA supported the MCPS mission, vision, and goals through the following activities:

- Oversaw the administration of a comprehensive program of online and/or paper-pencil student assessments, including more than 300,000 assessments mandated by MSDE, as well as 50,000 national assessments such as the PSAT, InView, TN/2, and NAEP assessments and 350,000 countywide high school final exams
- Conducted more than 75 training sessions for school-based staff on topics including differentiated accountability, adequate yearly progress, test administration and security, and data interpretation; conducted training sessions for school and central office staff on the use of middle and high school monitoring tools to help staff identify students who are at academic risk and can be supported by intervention strategies
- Provided comprehensive aggregated student achievement data to stakeholders throughout the district that may be used to identify strengths and weaknesses in student and school performance and to evaluate instructional programs
- Completed nine outcome evaluations in the form of reports, briefs, or data summary memoranda on MCPS programs and initiatives to determine whether programs are meeting their goals and objectives
- Completed 14 implementation or formulative evaluations of MCPS programs and initiatives in the form of reports, briefs, cases, or data summary memoranda to determine fidelity of programs/initiatives implementation and provide formative information for the purpose of their improvement or enhancement
- Developed instruments and conducted 204 face-to-face interviews with school staff, students, or parents
- Developed instruments and conducted a total of 239 observations of Math 7 classes, Student Instructional Program Planning and Implementation meetings, alternative program classes, full-day Head Start classes, and secondary English for Speakers of Other Languages classes
- Provided ongoing technical support and data analysis support to MCPS M-Stat and MCPS cross-functional project teams
- Provided evaluation support in the form of reports, data summary memoranda, data analysis, consultations to six major federal/or state grants to provide services for MCPS. Developed requests for proposals and conducted or assisted in the evaluations of these grant-funded projects
- Provided ongoing methodological support and responded to ad hoc requests for technical assistance, consultation, or data analyses from other MCPS departments and MCPS/Higher Education Partnerships
- Published reports including those on strategic plan data points, standardized assessments, Schools at a Glance, Special Education at a Glance, and School Safety and Security at a Glance
- Managed the production of the *Annual Report on Our Call to Action: Pursuit of Excellence*
- Revised/developed 25 policies, regulations, and exhibits and 130 forms

- Provided ongoing training and support to school-based record keepers
- 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 92 Independent Activity Fund audits and seven studies of operations for use by senior leadership and school management
- Collaborated in the process to recommend the successor external auditor to audit MCPS; subsequently approved by the BOE for contract
- Developed administered, and analyzed and reported results for approximately 200,000 MCPS satisfaction surveys of parents, students, and staff. These surveys included the Surveys of School Environment, Surveys of Supporting Services, and the Non-School-based Staff Survey of Work Environment. Developed instruments and administered 2,828 student surveys; 790 teacher surveys, and 4,920 parent surveys for use in program evaluation
- Administered and reported results for the Graduate Survey administered to 10,000 Grade 12 students
- Processed and reported summary results of nearly 200,000 high school standardized test scores (approximately 100,000 SAT and ACT scores; 60,000 PSAT scores; 31,000 AP and IB exam scores)
- Provided report and analysis of local assessment data used to monitor primary reading strategic plan data points for primary reading and elementary and middle school mathematics
- Developed and maintained internal and public websites to disseminate research findings and survey results
- Provided trend and gap analysis used to measure attainment of data points in order to monitor milestones of success

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. OSA also coordinates the logistics and production of the annual report.
- BOE 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; and alignment with BOE goals and initiatives with relevant current research, and with related polices and regulations. OSA also oversees a comprehensive BOE policy development process, as well as the management of the publication of the Policies and Regulations Handbook.
- Grant Mandates—OSA provides support for the development and implementation of grant evaluation activities.
- Federal Mandates—OSA is responsible for administration of the Family Education Rights and Privacy Act.
- 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 manages 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 High School Assessment (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 190,000 tests annually for the Maryland School Assessment (MSA) program. Assessments Include the MSAs, Modified MSAs, HSAs, Modified HSAs, Alternate HSAs, Language Assessment System Links, and NAEP. Reporting the results of these assessments and supporting MCPS staff members with data analysis and interpretation also are key functions of OSA.
- Federal Mandates—OSA prepares and submits Office for Civil Rights and Equal Employment Opportunity Commission reports, as required by the federal government, and student accounting reports required by the state, including attendance, enrollment, entries, and withdrawals.
- Local Assessment Mandates—OSA manages the administration of locally administered assessments including training, test security, distribution and collection of secure materials, loading test scores, and reporting results. Assessments include the TN/2, InView, and MCPS countywide final exams.

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. Collaborating with the development of the Data Warehouse, OSA and the Office of the Chief Technology Officer must build the capacity of individuals throughout the system to access data through Data Warehouse. This means that real-time data will be provided to support and the end users of the data (e.g., teachers, administrators, etc.).

- Designing and implementing monitoring tools to increase the research-driven decision-making capacity of administrators and teachers.
- Designing and implementing monitoring tools that enable school staff to timely identify and monitor of students at risk.
- Increasing capacity to use digital technology in conducting assessments to facilitate the collection and analysis of data. This will enable a shift of resources from the management of paper surveys and assessments to quicker, more accurate feedback to schools and students. In some cases, online assessments may enable immediate feedback to teachers for in-house assessments.
- Building system capacity for decision making. OSA seeks to empower schools and departments to access data more effectively. OSA seeks to transfer to customers the skills needed to support work toward Adequate Yearly Progress goals, 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 Data Warehouse.
- Supporting strategic planning in MCPS. OSA plays a key role in providing data for the system improvement processes including the *Annual Report on Our Call to Action: Pursuit of Excellence*, and the Baldrige school improvement process.
- Facilitating quality control. OSA facilitates the use of accurate, error-free data to help schools monitor and improve performance. OSA supports efforts throughout the system to identify and communicate best practices and procedural improvements. OSA continues to improve monitoring and reporting of student information and other state reporting requirements. The Internal Audit 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 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 Measure: Each year the number of hits on OSA's survey results website will increase.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
435,715	457,500	480,375

Explanation: OSA will refine the website to support all customers and stakeholders.

Performance Measure: OSA will reduce the time from the release of data to development and delivery of parent home reports.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
6 weeks	5 weeks	5 weeks

Explanation: OSA is continuously evaluating processes and technology to reduce the time needed to clean data files and prepare, print, and send home reports.

Performance Measure: OSA will review and respond to ad hoc data analysis requests.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
53	56	60

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

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

Sessions provided:

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
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 FY 2013 request for this office is $4,057,919, a decrease of $101,387 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$57,601
There is an increase of $57,601 for continuing salary costs to reflect step or longevity increases for current employees.

Efficiencies and Reductions—($158,988)
There is a reduction of a 1.0 evaluation specialist in the Program Evaluation Unit at a savings of $100,531 and a 0.5 evaluation specialist in the Applied Research Unit at a savings of $50,266. The elimination of these positions will delay evaluations of instructional programs and will increase the time required to complete ad hoc requests for student data. Remaining staff will work closely with other MCPS units to prioritize evaluation requests. There also is a savings of $8,191 related to the cost of the annual external audit contract.

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

Adrian Talley, Associate Superintendent

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	44.000	41.900	41.900	**40.400**	(1.500)
Position Salaries	$3,884,302	$3,764,909	$3,764,909	**$3,671,713**	($93,196)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		47,687	47,687	**47,687**	
Supporting Services Part Time		116,817	116,817	**116,817**	
Other					
Subtotal Other Salaries	179,025	164,504	164,504	**164,504**	
Total Salaries & Wages	4,063,327	3,929,413	3,929,413	**3,836,217**	(93,196)
02 Contractual Services					
Consultants					
Other Contractual		198,290	198,290	**190,099**	(8,191)
Total Contractual Services	159,742	198,290	198,290	**190,099**	(8,191)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,800	7,800	**7,800**	
Other Supplies & Materials		16,859	16,859	**16,859**	
Total Supplies & Materials	22,411	24,659	24,659	**24,659**	
04 Other					
Local/Other Travel		6,944	6,944	**6,944**	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	8,358	6,944	6,944	**6,944**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$4,253,838	$4,159,306	$4,159,306	**$4,057,919**	($101,387)

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

Mr. Adrian Talley, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	624 Office of Shared Accountability						
1	Associate Superintendent		1.000	1.000	1.000	**1.000**	
1	N Asst. to Assoc Supt			1.000	1.000	**1.000**	
1	N Administrative Assistant		1.000				
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	**1.000**	
1	17 Admin Services Manager I		1.000	1.000	1.000	**1.000**	
1	16 Administrative Secretary III		1.000	1.000			
	Subtotal		**5.000**	**5.000**	**4.000**	**4.000**	
	625 Testing Unit						
1	O Supervisor		1.000	1.000	1.000	**1.000**	
1	N Coordinator		1.000	1.000	1.000	**1.000**	
1	BD Evaluation Specialist		1.500	2.500	2.000	**2.000**	
1	25 Accountability Supp Spec III		1.000	.900	1.000	**1.000**	
1	23 Accountability Support Spec II		1.000	1.000	1.000	**1.000**	
1	20 Accountability Support Spec I		1.000	1.000	1.000	**1.000**	
1	16 Testing Materials Coordinator		1.000	1.000	1.000	**1.000**	
1	15 Data Systems Operator II		1.000	1.000	1.000	**1.000**	
	Subtotal		**8.500**	**9.400**	**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	2.000	2.500	**2.000**	(.500)
1	25 Data Integration Specialist II			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 Specialist		1.000		.900	**.900**	
	Subtotal		**7.500**	**6.500**	**5.900**	**5.400**	**(.500)**
	627 Program Evaluation Unit						
1	O Supervisor		1.000	1.000	1.000	**1.000**	
1	N Coordinator				1.000	**1.000**	
1	BD Evaluation Specialist		4.000	4.000	4.000	**3.000**	(1.000)
1	20 Accountability Support Spec I		.750	.750	.750	**.750**	
1	11 Office Assistant IV		1.000	1.000	1.000	**1.000**	
	Subtotal		**6.750**	**6.750**	**7.750**	**6.750**	**(1.000)**
	621 Dept. of Policy, Records, Reporting						
1	P Director I		1.000	1.000	1.000	**1.000**	
1	24 Senior Reporting Specialist		1.000	1.000	1.000	**1.000**	
1	23 Data Integration Specialist		1.000	1.000	1.000	**1.000**	
1	22 Reports Specialist		1.000	1.000	1.000	**1.000**	
1	16 Administrative Secretary III				1.000	**1.000**	
1	15 Administrative Secretary II		1.000				

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

Mr. Adrian Talley, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	621 Dept. of Policy, Records, Reporting						
1	13 Data Systems Operator		.625	.625	.625	**.625**	
	Subtotal		**5.625**	**4.625**	**5.625**	**5.625**	
	622 Policy and Records Unit						
1	H Records Management Supervisor		1.000	1.000	1.000	**1.000**	
1	BD Evaluation Specialist		1.000				
1	22 Policy/Forms Specialist		1.625	1.625	1.625	**1.625**	
1	11 Office Assistant IV		3.000	3.000	3.000	**3.000**	
	Subtotal		**6.625**	**5.625**	**5.625**	**5.625**	
	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		**44.000**	**41.900**	**41.900**	**40.400**	**(1.500)**