CHAPTER 9

Board of Education
Office of the Superintendent of Schools

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Board of Education and Office of the Superintendent
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	8.000	8.000	8.000	8.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional					
Supporting Services	33.500	31.000	32.000	32.000	
TOTAL POSITIONS	**42.500**	**40.000**	**41.000**	**41.000**	
01 SALARIES & WAGES					
Administrative	$1,263,510	$1,182,481	$1,182,481	$1,224,634	$42,153
Business/Operations Admin.	93,190	91,691	91,691	95,943	4,252
Professional					
Supporting Services	2,375,487	2,257,189	2,257,189	2,378,374	121,185
TOTAL POSITION DOLLARS	**3,732,187**	**3,531,361**	**3,531,361**	**3,698,951**	**167,590**
OTHER SALARIES					
Administrative					
Professional	152,878	158,685	158,685	158,685	
Supporting Services	49,925	32,742	32,742	32,742	
TOTAL OTHER SALARIES	**202,803**	**191,427**	**191,427**	**191,427**	
TOTAL SALARIES AND WAGES	**3,934,990**	**3,722,788**	**3,722,788**	**3,890,378**	**167,590**
02 CONTRACTUAL SERVICES	**75,366**	**91,044**	**91,044**	**90,889**	**(155)**
03 SUPPLIES & MATERIALS	**161,973**	**145,653**	**145,653**	**121,330**	**(24,323)**
04 OTHER					
Local/Other Travel	97,674	108,805	108,805	106,255	(2,550)
Insur & Employee Benefits	331,183	314,373	314,373	322,471	8,098
Utilities					
Miscellaneous	99,952	68,572	68,572	66,972	(1,600)
TOTAL OTHER	**528,809**	**491,750**	**491,750**	**495,698**	**3,948**
05 EQUIPMENT		**58,061**	**58,061**	**48,361**	**(9,700)**
GRAND TOTAL AMOUNTS	**$4,701,138**	**$4,509,296**	**$4,509,296**	**$4,646,656**	**$137,360**

Board of Education

Board of Education

Chief of Staff-Ombudsman	1.0
Staff Assistant, Policy and Communications	1.0
Staff Assistant, Legislative and Intergovernmental Relations	1.0
Administrative Services Manager IV (21)	1.0
Administrative Secretary, Board of Education (20)	1.0
Administrative Secretary, Board of Education (17)	1.0
Administrative Secretary II (15)	1.0

F.T.E. Positions 7.0

Mission *The mission of the Board of Education is to provide leadership and oversight for a high-quality educational system with community supported goals, policies, and resources committed to benefit our diverse student population. The Office of the Board of Education enables the elected Board to function as a cohesive and effective body in performing its responsibilities to adopt educational policy, ensure accountability, promote intergovernmental relations, and respond to community and student concerns.*

Major Functions

As required by Maryland law, the Board maintains a "reasonably uniform" system of public schools designed to provide quality education and equal educational opportunity for all children.

Specifically, the Board determines, with the advice of the superintendent, the educational policies of the county school system. It also adopts, codifies, and makes available to the public the rules and regulations for conducting and managing the public schools. The powers and mandatory duties of the Board of Education are defined in the Education Article of the Annotated Code of Maryland and Title 13A of the Code of Maryland Regulations. The Board's primary functions, aligned to support the strategic plan for the Montgomery County Public Schools (MCPS) strategic plan, *Our Call to Action: Pursuit of Excellence*, include, but are not limited to, the following:

- Selecting and appointing the superintendent of schools
- Adopting operating and capital budgets
- Making decisions on educational, budgetary, facility, and financial matters
- Establishing curriculum guides and courses of study
- Making continuous appraisal of the educational and administrative management of the school system
- Establishing school boundaries
- Acting in a quasi-judicial capacity, in particular, deciding appeals
- Advancing a legislative agenda
- Appointing personnel

To carry out its duties, the Board usually meets twice each month, convening for one all-day meeting and one evening meeting. Other meetings may be held to hear appeals; review and act on budgets and facilities; preside over public hearings; meet with other elected officials and public bodies; host community forums; hold parent, student, and employee meetings; and hold local, state, and national association meetings.

The Board performs its functions as a committee of the whole and through the work of the following standing committees: Communications and Public Engagement, Fiscal Management, Policy, Special Populations, and Strategic Planning. These committees all work in alignment with their individual charters and the strategic plan to further the mission of the Board of Education by providing leadership and oversight of the school system.

The Board office works with the community and appropriate MCPS offices to address concerns related to school system decisions or actions. The office also researches and analyzes educational policies, practices, and budgets; coordinates all appeals before the Board; and provides legislative and intergovernmental information and represents the Board's positions on these matters. The office maintains all records of the Board and handles its correspondence, calendars, and meeting materials.

Trends and Accomplishments

The Office of the Board of Education supports the Board's work, improves upon customer service to Board members and the community, ensures robust collaboration with key stakeholders, and allows for increased reporting, analysis, and communications capabilities. The Board is committed to constantly improving the school system's educational practices in response to the community's willingness to examine alternative models of delivering educational services. Board protocols and processes, supported by Board office staff, ensure a proper alignment of committee assignments and work plans with the work of the full Board and the vision of the Board's academic priorities with the overarching goal of strengthening the Board's ability to harness its resources and use its committees as effectively as possible to support the work of the Board. Strengthening alignment of committee work with the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*, enables the Board to ensure coherence in its overall work plan and facilitates the Board's efforts to be proactive in its work. Over the past few years, the Board's committees have evolved to more mature committees as they have assumed more responsibility in tackling key aspects of the Board's work.

The Board also continuously reviews, and adapts to, changes in education laws, bylaws, rules, regulations, and policies. What follows is a summary of some of the Board's actions in the past fiscal year:

- During the 2010–2011 school year, the Board of Education modified the following policies: Policy ABC, *Parent and Family Involvement*, which sets forth the Board's commitment to promoting meaningful family-school partnerships as an essential component to students' academic success; Policy FKB, *Sustaining and Modernizing* Montgomery County Public Schools (MCPS) Facilities, which sets forth guidelines to establish a systematic approach for replacement of building systems and facilities for MCPS and was

renamed to accurately describe the contents of the policy; and Policy IED, *Framework and Structure of High School Education*, which was updated to reflect the Board's commitment to providing a challenging and comprehensive high school program that meets and exceeds the graduation requirements of the state of Maryland and prepares all students for postsecondary education and the workplace.

- The Board also rescinded two policies: Policy IGA, *High School Core Courses*, and Policy ISA, *High School Graduation Requirements and Waiver of Four-Year Enrollment Requirement for Graduation*, given that relevant provisions from these policies were incorporated into Policy IED, *Framework and Structure of High School Education.*
- To ensure that the Board's voice is heard on statewide funding and legislative issues relevant to the needs of MCPS students and staff, the Board adopts a legislative platform each year prior to the legislative session of the Maryland General Assembly. The legislative platform is shared with community stakeholders and elected officials in Montgomery County and across the state and is the basis for Board positions on legislation proposed throughout the legislative session. Of the 25 bills supported by the Board during the regular 2011 session, 11 were enacted.
- During FY 2011, the Board adjudicated 82 appeals. Thirty-three were related to student suspension, expulsions, teacher dismissals, early entrance to kindergarten, admission to highly gifted centers, and complaints from the public; 49 related to transfers and consortia assignments. In addition, the Office of the Board of Education handled an average of five complaints per month made to the ombudsman, which were received through telephone calls, written correspondence, and walk-in visits. The ombudsman cases involved school-related cases clustered around student behavior (bullying), school environment (staff, climate, safety and security), curricular issues (class/grade placement, graduation requirements, and curriculum), enrollment (mainly related to determinations of residency), transportation (bus routes and bus safety), and human resources (terminations).
- For the past six years, the Board has implemented a process for public involvement in the MCPS strategic plan and operating budget. This process greatly enhances public involvement in long-range strategic issues and emphasizes public involvement in the "development" phase of the strategic plan and the operating budget, instead of primarily in the "critique" phase following the superintendent's presentation of the operating budget. This process also has involved a heavy emphasis on bilingual support through the use of bilingual support staff and translation equipment. Input from community members is constantly being analyzed and collated and the results shared with the Board and community members. As a result of this enhanced process for community involvement, community members from varied experiences and backgrounds have offered invaluable input into the update of the strategic plan and alignment of the budget with strategic plan initiatives.

Major Mandates

- The Board is required to carry out Maryland's education laws and the bylaws, rules, regulations, and policies of the State Board of Education.
- The board also adopts, codifies, and makes available to the public policies and regulations for the conduct and management of the county public schools.

Strategies

- The Office of the Board of Education will continue to support the Board in its work of monitoring and reviewing MCPS activities and programs to ensure that they are consistent with the Board's action areas. This will be done through appropriate research and consultation with the Office of the Superintendent of Schools.
- The long-range plans to achieve the MCPS vision for the future, the five goals necessary to reach that vision, and the academic priorities identified to guide specific actions to achieve the goals
- These activities will be accomplished through increased and effective collaboration with the superintendent and staff and through the use of appropriate technologies. The Board office will continue to seek ways to expand outreach to the community and improve two-way communication between the Board and the community. In the coming year, the office will place an increased emphasis on data gathering and information sharing and using the data to ensure that the work of the office is aligned the with the Board's strategic plan.

Budget Explanation
Board of Education—711

The FY 2013 request for this office is $1,075,808, an increase of $26,084 over the current FY 2012 budget of $1,049,724. An explanation of this change follows.

Continuing Salary Costs—$26,084
There is an increase of $26,084 for continuing salary costs to reflect step or longevity increases for current employees.

Board of Education - 711

Roland Ikheloa, Chief of Staff - Ombudsman

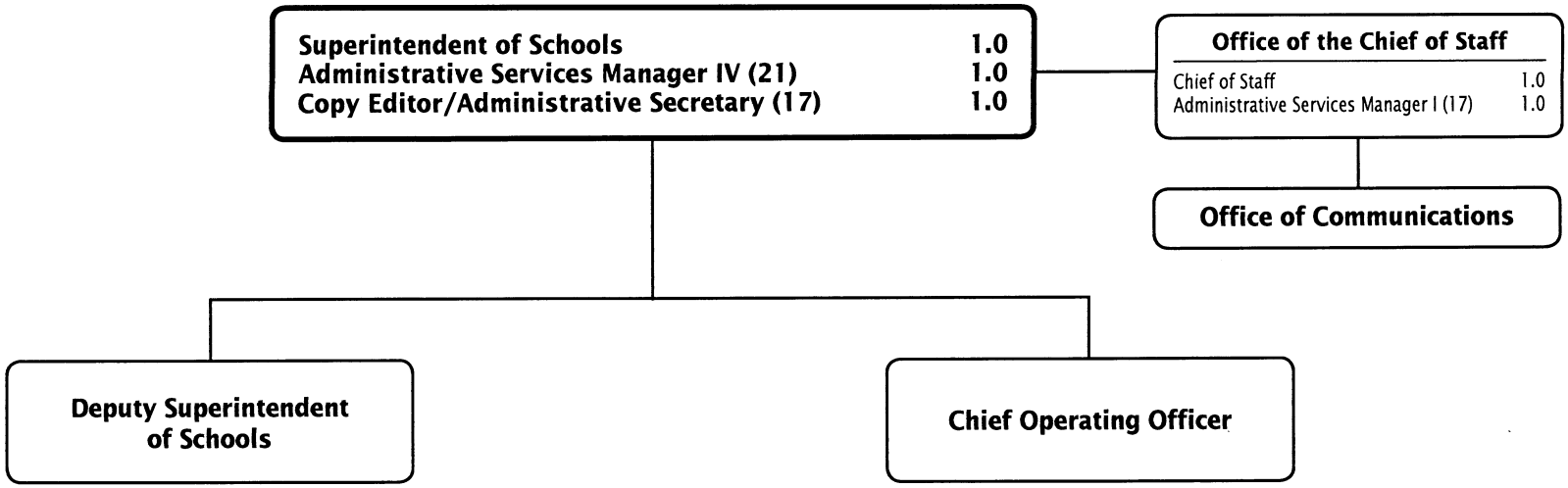
Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	7.000	7.000	7.000	**7.000**	
Position Salaries	$732,767	$712,979	$712,979	**$739,063**	$26,084
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		133,500	133,500	**133,500**	
Supporting Services Part Time					
Other		2,540	2,540	**2,540**	
Subtotal Other Salaries	135,689	136,040	136,040	**136,040**	
Total Salaries & Wages	868,456	849,019	849,019	**875,103**	26,084
02 Contractual Services					
Consultants		35,000	35,000	**35,000**	
Other Contractual					
Total Contractual Services	35,715	35,000	35,000	**35,000**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,228	7,228	**7,228**	
Other Supplies & Materials					
Total Supplies & Materials	3,403	7,228	7,228	**7,228**	
04 Other					
Local/Other Travel		12,957	96,877	**96,877**	
Insur & Employee Benefits					
Utilities					
Miscellaneous		61,600	61,600	**61,600**	
Total Other	185,402	74,557	158,477	**158,477**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$1,092,976	$965,804	$1,049,724	**$1,075,808**	$26,084

Board of Education - 711

Roland Ikheloa, Chief of Staff - Ombudsman

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
1		Chief of Staff - Ombudsman		1.000	1.000	1.000	**1.000**	
1	P	Staff Assistant		2.000	2.000	2.000	**2.000**	
1	21	Admin Services Manager IV		1.000	1.000	1.000	**1.000**	
1	20	Admin Secretary to the Board		1.000	1.000	1.000	**1.000**	
1	17	Admin Secretary, BOE		1.000	1.000	1.000	**1.000**	
1	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
		Total Positions		**7.000**	**7.000**	**7.000**	**7.000**	

Office of the Superintendent of Schools



F.T.E. Positions 5.0

Mission *The mission of the Office of the Superintendent of Schools is to provide high-quality educational leadership in attaining excellence in teaching and learning in the Montgomery County Public Schools (MCPS).*

Major Functions

The superintendent supports the policies and academic priorities of the Board of Education and has overall responsibility for the attainment of rigorous standards of performance for students and employees. The superintendent leads educational initiatives designed to improve achievement for all students from prekindergarten through Grade 12, ensures quality teaching and accountability, and provides the highest level of resources necessary to engage students and their parents in the learning community of their schools and provides students with the academic credentials necessary in a global society.

The superintendent directs the academic and administrative functions of the school system and provides leadership in the implementation of the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*; the annual operating budget; the six-year capital improvements program; and other initiatives. The superintendent's duties and responsibilities include those identified by law, and by the policies and decisions of the Board of Education (BOE), and administrative regulations governing the operation of the school system. The superintendent leads the work of all schools and offices through an executive staff, with the primary assistance of the chief operating officer and the deputy superintendent of schools. Personnel in the superintendent's immediate office include the chief of staff and support professionals.

The superintendent supports the responsibilities and functions of the BOE as both superintendent and secretary-treasurer. The superintendent works closely with the president and vice president of the BOE and provides them with guidance and counsel on matters of educational and public policy, academic standards and accountability, public funding, personnel, land use, and legal matters. His leadership team and office personnel work collaboratively with the BOE's office staff to develop thorough responses to inquiries and requests, prepare meeting documents, and successfully complete the business of the BOE.

The superintendent also works closely with the leaders of parent and employee organizations; federal, state, and local officials; business leaders; civic and community representatives; and leaders of professional associations, universities, and organizations focused on school reform and improvement. These efforts reflect the public partnerships that the superintendent maintains in the implementation of effective strategies to improve teaching and learning.

Trends and Accomplishments

MCPS was named a recipient of the 2010 Malcolm Baldrige National Quality Award, the highest presidential honor an American organization can receive for performance excellence through innovation, improvement and visionary leadership. MCPS is only the sixth school system to receive this award, and is the largest, by far. MCPS also is the first Maryland-based organization to be a Baldrige recipient.

Also in 2010, MCPS was selected as a finalist for the Broad Prize for Urban Education, providing MCPS students with $250,000 in college scholarships. MCPS is the first district in Maryland and the Washington region to be named a finalist for this prestigious award, which is the largest education prize in the country.

Such high honors are the result of strategic academic and organizational initiatives that continue to place MCPS among the very best school systems in the United States. These initiatives include ongoing improvements in teaching and learning, curriculum design and content, employee skills and expertise, programs and services for students with special needs, measures of progress and accountability, technology, parent and community outreach, and communications. MCPS continues to be a model district for others engaged in reforming their educational practices. Education leaders from across the nation and around the world travel to MCPS to learn about the work taking place here to increase academic rigor and close the achievement gap. There is ample evidence that the reforms directed by the BOE have produced outstanding results for students. Improvements in early childhood and elementary education have resulted in substantial progress in student achievement on state and county measures of academic performance, including a steady increase in the number of students scoring "Advanced" on the Maryland School Assessment in reading, with 92 percent of students scoring at the "Proficient" or "Advanced" level. The upgraded Elementary Integrated Curriculum—Curriculum 2.0—was voluntarily implemented in 112 schools in kindergarten, Grade 1, or both during the 2010–2011 school year. MCPS Curriculum 2.0 intensifies the focus on teaching the whole child; integrates thinking, reasoning, and creativity; and is based on new and internationally driven standards in reading, writing, and math (Common Core State Standards).

Ongoing improvements in middle school, including reforms based on more rigorous and inclusive academic programs, are under way, with almost 65 percent of all eighth grade students taking and passing algebra, up from 62 percent the previous year. Strategic improvements in the high school program have resulted in unprecedented levels of student achievement on national measures of academic rigor, including the Advanced Placement and International Baccalaureate programs. All eligible high schools have been rated by

Newsweek as among the best in America in each of the magazine's previous national rankings (2003, 2005, 2006, 2007, 2008, 2009, and 2010). In 2010, MCPS had more high schools in the top 100 than any other district. In 2011, eight MCPS high schools were listed among the top 500 in the nation, according to a new measuring system created by Newsweek to rate the success of a high school in "turning out college-ready (and life-ready) students." MCPS once again produced impressive results on the Washington Post's 2011 High School Challenge Index, with five of our school system's 25 high schools being listed in the top 100 in the national rankings and all MCPS high schools being ranked in the top 100 regionally. The performance of our high school students on the SAT and ACT continues to significantly outpace the nation and the state. Students in the Class of 2010 produced the highest-ever composite score on the SAT—1647—outperforming their Maryland and national peers. For the third year in a row, the MCPS graduation rate (85.7 percent) leads the nation's major school districts, according to an Education Week study. The Seven Keys to College Readiness was introduced in January 2009, providing parents and students benchmarks and a definitive path for academic success following high school graduation.

The priority of closing the achievement gap by race and ethnicity, while simultaneously raising standards for all students, remains a significant challenge for the system and a central component for all initiatives. Of special focus is the underachievement of African American and Hispanic students, who represent more than 46 percent of total enrollment.

These efforts coincide with priorities for improving achievement for students with disabilities, students with limited English proficiency, and students challenged by poverty, mobility, homelessness, and immigration. The number of students living in poverty increased last year by 3,732 students, and there were 1,100 more children enrolled for whom English is not their primary language. A total of 17,307 students receive services for disabilities and 18,793 students receive assistance through the English for Speakers of Other Languages Program (ESOL), nearly half of the entire state enrollment of ESOL students. Approximately 147,000 children attend schools in the system, the highest enrollment in Maryland and the 16th largest enrollment in the nation.

These initiatives and other increases in the costs of education, particularly in recruiting and maintaining a high-quality workforce, are challenges affecting the school system's ability to sustain ongoing programs and services. As part of the MCPS Framework for Equity and Excellence, MCPS launched the Hiring for Excellence and Equity Initiative in 2010. Its focus is transforming the selection and orientation process to ensure every employee assumes 100 percent responsibility for the success of every student. High-quality public education is a priority in Montgomery County and remains a key element in measuring the county's quality of life. These measures enhance the continued progress of individual schools, the continued improvement in systemwide student achievement, and the overall excellence of more than 22,000 women and men who work in the system as educators and support professionals.

The implementation of the federal *No Child Left Behind Act of 2001* and the *Maryland Bridge to Excellence in Public Education Act* are but two of the major factors affecting school improvement, standards, and accountability in the school system. These federal and state initiatives were preceded by the Board of Education's adoption of the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence,* which is revised annually.

Comprehensive planning strategies to design and implement the operating budget—based on the Malcolm Baldrige Criteria for Performance Excellence, with significant involvement of parents, employees, students, and other stakeholders—have been recognized repeatedly, including the 2005 U.S. Senate Productivity Award for Maryland. MCPS is the only large school system in the nation to receive a state productivity award, which measured system operations against corporate benchmarks. In 2006 the system was a finalist for the Baldrige National Quality Award before receiving it in 2010. The system's financial practices consistently receive recognition for excellence in financial reporting from the Government Finance Officers Association. These experiences are used as benchmarks for other school districts through the American Productivity and Quality Center in Houston. Forbes magazine also named the school system as one of the top five in the nation for delivering high academic performance at a relatively low cost.

Major Mandates

The Office of the Superintendent of Schools administers the school system in accordance with the Education Article of the Annotated Code of Maryland, the bylaws of the Maryland State Board of Education as found in the Code of Maryland Regulations, and the policies and decisions of the Montgomery County Board of Education.

Strategies

- Continue to lead strategic improvements, reforms, services, and innovations designed to achieve the academic priorities of the Board of Education
- Continue to require high levels of achievement for all students, rigorous standards of performance by all employees, and effective collaboration with parents and other stakeholders in the improvement of public education in Montgomery County
- Continue to improve and implement the strategic plan, develop responsive operating and capital budget recommendations, and ensure successful deployment of resources for continuous school improvement

- Ensure fidelity of implementation for all Board of Education policies and decisions, as well as public accountability for student performance and organizational effectiveness
- Continue to benchmark with other school systems and organizations about academic improvements, cost savings, strategic planning, information management, and evaluation and assessment practices
- Assure the timely and responsive dissemination of student performance data to improve instruction, to assess student progress and instructional programs, and to engage parent involvement in teaching and learning with their children

Budget Explanation Office of the Superintendent of Schools—611

The FY 2013 request for this office is $622,957, a decrease of $14,816 from the current FY 2012 budget of $637,773. An explanation of this change follows.

Continuing Salary Costs—($14,816)
There is decrease of $14,816 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Efficiencies and Reductions—($347)
There is a reduction of $347 budgeted for contractual services. The current contractual agreement for the office copier will expire at the end of FY 2012.

Office of the Superintendent of Schools - 611

Dr. Joshua P. Starr, Superintendent of Schools

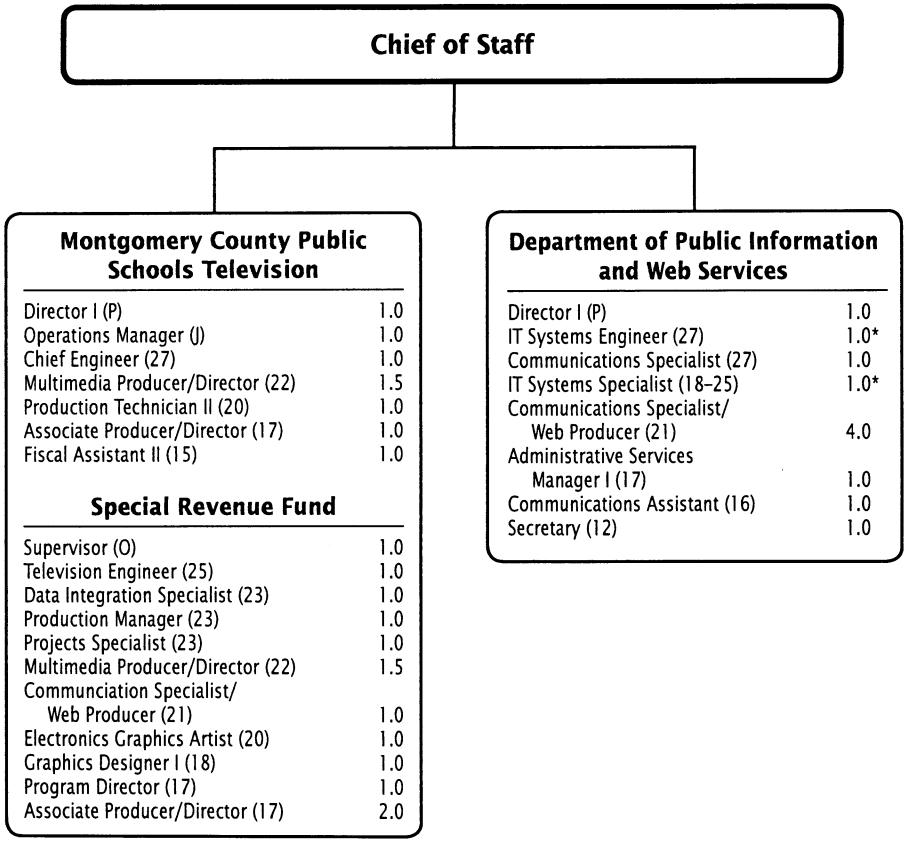
Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	5.000	5.000	5.000	**5.000**	
Position Salaries	$621,225	$619,631	$619,631	**$605,162**	($14,469)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,379	1,379	**1,379**	
Other					
Subtotal Other Salaries	2,108	1,379	1,379	**1,379**	
Total Salaries & Wages	623,333	621,010	621,010	**606,541**	(14,469)
02 Contractual Services					
Consultants					
Other Contractual		767	767	**420**	(347)
Total Contractual Services	715	767	767	**420**	(347)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,500	10,500	**10,500**	
Other Supplies & Materials					
Total Supplies & Materials	8,164	10,500	10,500	**10,500**	
04 Other					
Local/Other Travel		5,496	5,496	**5,496**	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	5,288	5,496	5,496	**5,496**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$637,500	$637,773	$637,773	**$622,957**	($14,816)

Office of the Superintendent of Schools - 611

Dr. Joshua P. Starr, Superintendent of Schools

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
1	Superintendent of Schools		1.000	1.000	1.000	**1.000**	
1	Chief of Staff - Ombudsman		1.000	1.000	1.000	**1.000**	
1	21 Admin Services Manager IV		1.000	1.000	1.000	**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**	
	Total Positions		**5.000**	**5.000**	**5.000**	**5.000**	

Office of Communications



F.T.E. Positions 30.5

(*In addition, there are 2.0 Capital Budget positions shown on this chart.)

Mission *The mission of the Office of Communications (OC) is to develop and guide the Montgomery County Public Schools (MCPS) strategic messages and news information using an integrated multimedia approach to communicate with internal and external stakeholders.*

Major Functions

The Office of Communications is responsible for coordinating systemwide internal and external communications aligned with the MCPS strategic plan. The OC supports schools, students and staff; informs stakeholders, including the public, about the school system; promotes family–school partnerships; and supports school system central offices and business operations. The office is made up of two units: the Department of Public Information and Web Services and the Montgomery County Public Schools Television unit (MCPS TV).

Support for Schools, Students, and Staff

The Office of Communications is responsible for a wide range of functions that support schools, students, and staff members. The OC's multiyear Web Publishing System Migration Project provides schools with new web designs, improved content, and a web publishing system that enables school webmasters to more easily and quickly update their website content. The OC provides ongoing training and support to school webmasters and provides support to maintain television production equipment and studios in schools.

During emergencies and crises, the office plays a vital role in disseminating information through e-mail, telephone calls, MCPS TV, website announcements, text messaging, and Twitter. The OC also assists schools with their communications needs by providing guidance, working with the media, and developing and reviewing communications materials to students, staff, and families.

Students are direct beneficiaries of many services provided by the OC. The OC publishes the online high school course bulletin and online High School Assessment prep course, which has received more than 1,815,850 page views since 2010, and produces "Homework Hotline Live" and "The Math Dude" to assist students with their course work.

The office produces multimedia resources to support staff development and other aspects of the staff professional growth systems. In addition, the OC develops and supports web-related systems that enable school staff to stream video, administer online surveys, and fill vacancies online.

Inform Stakeholders, including the Public, about the School System

The OC is central to the school system's efforts to keep stakeholders informed about MCPS and increase transparency of the school system. The office uses an array of communications tools—including web, video, social media, original television programming, electronic newsletters, and printed materials—to reach the maximum number of users. The OC manages the public MCPS website, www.montgomeryschoolsmd.org, which provides continuous access to information, data, and systems that help customers interact with the school system. The OC manages the content on critical websites and pages such as the Board of Education, Superintendent, budget, emergency website, and home page. The OC also manages a cable channel that provides news and information about MCPS programs, activities, and initiatives. In addition to parent newsletters and publications, the office publishes a weekly electronic staff newsletter (The Bulletin), develops multimedia informational products about MCPS, publishes online documents about the capital and operating budgets, and cablecasts and webcasts closed captioned Board of Education meetings. The OC also is responsible for responding to news media inquiries and fulfilling *Maryland Public Information Act* requests that are filed by the media and members of the public. In addition, the office conducts news conferences and coordinates the dissemination of Board of Education policies for review by community stakeholders.

Promote Family–School Partnerships

The OC develops numerous tools and mechanisms for providing information to parents and giving parents an opportunity to provide feedback about the school system. The OC publishes electronic and print parent newsletters in six languages, produces informational brochures and other multimedia resources for parents, maintains foreign language mini-websites for parents in five languages, and produces television programs and DVDs for parents in six languages on school system programs and resources. The OC manages the public website that allows families to access student grades, find forms, and pay fees online. The OC produces feedback cards and online surveys, and plays a pivotal role in organizing community forums, focus groups, and informational meetings where parents can voice their opinions, questions, and concerns. The office is also responsible for cable-casting the monthly Montgomery County Council of Parent Teacher Associations (MCCPTA) business meetings and providing information on MCPS programs, activities, and news in the MCCPTA delegates' packets each month.

Support School System Central Services and Business Operations

The OC plays an important role to ensure that operations run smoothly and efficiently. It manages the MCPS website to provide access to MCPS operational resources and manages the 37 servers and systems that schools and offices rely on to publish their web content. The services provided by the OC make it possible for the school system to accept electronic resumes, maintain an online staff directory, and access e-mail and ePaystub, and log into systems for staff development, data

analysis, and financial management. The OC also assists offices and the Office of the Chief Technology Officer by providing web designs for off-the-shelf web-based systems such as *myMCPS*, Outlook, and Applicant Tracking. In addition, the OC produces training videos for curriculum initiatives, instructional strategies, grading and reporting, safety and security, among others.

Trends and Accomplishments

Students, staff, and parents depend upon clear, timely, and relevant information to make decisions, to be effective partners in the work of the school system, and to be successful in the classroom and the workplace. To better serve the growing numbers of parents, staff, students, and community members using the MCPS website, the Office of Communications launched a redesign of the site in 2010–2011. More than 200 stakeholders provided input on users' experiences navigating the site as well as feedback on preliminary designs. Beginning with a focus on the main web pages, the website has been redesigned to make it easier for users to find information through better organized content and a significantly improved search function. As more internal and external stakeholders use the MCPS website, the total number of page views to the main page increased from 12 million in 2009–2010 to 13.6 million in 2010–2011, an increase of 13 percent. The Office of Communications launched updated sites to support the search for a new superintendent, the year-long budget process, the introduction of the Elementary Integrated Curriculum (Curriculum 2.0) and roll out of the Parent Guide to Special Education.

The Office of Communications continues to play an important role in directly supporting students, schools, and staff. Direct support to students is provided through a variety of tools and resources. By the end of the 2010–2011 school year, students reached a milestone of 10 million practice questions answered on the High School Assessment prep web application. Used by students all over the state, the HSA prep application was developed by the Office of Communications in partnership with the Office of Curriculum and Instructional Programs. Students also accessed two instructional television programs produced by the Office of Communications to enhance their learning: "Homework Hotline Live" and the "Math Dude." By expanding the ways in which students could seek help through "Homework Hotline Live!" more than 2,700 homework questions were answered through phone calls, text messages and e-mails, an increase of 59 percent compared with 2009–2010. The award-winning "Math Dude" series, which reinforces algebra concepts, was viewed nearly 120,000 times directly through MCPS TV web pages in 2010–2011. "Math Dude" can be viewed on the MCPS cable channel, on the web, and is available as a podcast.

In 2010–2011, an additional 48 school and office sites were moved into the Web Publishing System. Each migration simplified each site, eliminated inaccurate and outdated content, and further enabled webmasters to update their sites more easily and frequently. In total, 159 schools and 49 offices have been migrated to the Web Publishing System over the last five years.

The Office of Communications provided web-related training to 170 MCPS staff to support more than 1,200 school and office webmasters and fielded more than 2,280 requests for assistance as part of its daily support to webmasters. Office of Communications engineering staff made 136 service calls to repair all television-related equipment in school media centers, totaling 1,100 hours. Office of Communications staff reviewed, edited and wrote communications content for principals and provided support to school-based leadership at various community and public events.

Parents must have access to accurate and clear information in a variety of formats and languages if they are to be effective advocates for their children. The OC communicates with families through print, television, video, telephone, web, e-mail, and social media. The OC publishes a monthly electronic newsletter for parents, MCPS QuickNotes, which is available in six languages and now has nearly 39,000 subscribers; during 2010–2011, more than 1,991,840 e-mail messages were sent. In partnership with the Montgomery County Government, MCPS launched Alert MCPS in late 2009 to provide text messages and e-mails during weather-related emergencies and other major events that impact school system operations. There are currently more than 57,400 subscribers to Alert MCPS. The office also produced 432 original programs for parents and the general public, totaling over 425 hours of programming. Seventy-nine of those programs were produced in foreign languages. This original programming has garnered three Emmy Awards and more than 100 national television awards over the last decade, including best overall TV programming by the National Association of Telecommunications Officers and Advisors (NATOA) for the last three years. In 2010, the office launched the Parent Guide, an online tool available in six languages, which helps parents and students navigate the school system. This website contains videos, photos and links with useful information about enrollment, attendance, graduation requirements, extracurricular activities, specialty programs, academics and much more. The OC also played a key role in planning and preparation for the 133 FluMist vaccination clinics that were held in MCPS schools in 2010 by developing communications to parents in multiple languages, creating a FluMist website, and providing resources to schools.

The office increased the use of video and social media tools in 2010–2011 to disseminate news and information about MCPS to all stakeholders. Video packages produced by the office are included on the cablecast and webcast of MCPS News Update; the MCPS website; school webpages; the MCPS YouTube channel;

in electronic correspondence with parents, staff and community members; and on cable television. A total of 62 news videos were produced in 2010–2011, an increase of 73 percent compared with the previous year. This increase was facilitated by the switch to a Flash publisher that has improved the speed and quality of delivering video content. More than 6,200 users are following the MCPS Twitter feed, an increase of 55 percent compared with the previous year.

The Office of Communications also publishes the internal newsletter, The Bulletin, and in 2010–2011, it published 41 editions. The online Bulletin had 386,418 page views and continues to be improved for 2011–2012 with updated content and usability. There was a continuing trend of strong media interest in the school system in 2010–2011, an increase driven in part by the launch of a dozen hyper-local news websites. In 2010–2011, the Office of Communications handled more than 767 media inquiries, issued more than 154 press releases, conducted 7 news conferences, and responded to 84 *Maryland Public Information Act* requests.

Major Mandates

- The *Maryland Public Information Act* requires that MCPS grants the public a broad right of access to records.
- The *Americans with Disabilities Act* requires reasonable modifications for individuals with disabilities. Documents or products are provided in alternative formats when requested.
- The Maryland State Board of Education requires each school district to implement a parental involvement program. The policy encourages schools and local school systems to implement long-term comprehensive programs that build on the strength of families and communities to improve student achievement.
- The federal *No Child Left Behind Act of 2001* includes requirements for parent and community involvement.
- Montgomery County Board of Education Policy ABA, *Community Participation in Decision-Making* at the Local School, requires collaboration with a broad range of community members and access and opportunity for diverse community stakeholders to be involved in decision-making processes.
- Montgomery County Board of Education Policy ABC, *Parent and Family Involvement*, and MCPS Regulation ABC-RA, Parent Involvement, require effective, well-structured, and comprehensive parental involvement practices that reflect the cultural and linguistic diversity of local school communities.
- *Our Call to Action: Pursuit of Excellence*—The MCPS strategic plan for 2011–2016 requires systemic efforts to strengthen family–school relationships and continue to expand civic, business, and community partnerships that support improved student achievement.

Strategies

- Provide multimedia resources in multiple languages and multiple venues to inform parents, students, staff and community members about MCPS
- Provide services, technical assistance, and multimedia resources to schools for staff, students, and parents
- Collaborate with MCPS offices in the development of multimedia resources that support the implementation of the MCPS strategic plan
- Implement processes and cost-effective technologies that streamline and broaden access to communications

Performance Measures

Performance Measure: Total number of subscribers to MCPS QuickNotes e-mail news service.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
38,433	42,275	46,500

Explanation: MCPS QuickNotes is an e-mail news service that distributes information in six languages. The service includes a monthly e-newsletter and provides topic-specific information on a variety of subjects that a subscriber may choose. Parents make up 84 percent of all MCPS QuickNotes subscribers.

Performance Measure: Amount of content viewed from the MCPS Web.

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
Page views per year	39,885,237	45,000,000	51,000,000

Explanation: This measure indicates how frequently the public and staff use the MCPS Web to find information and access online systems important to school system operations such as ePaystub, financial management system, Edline, *myMCPS*, etc. Page views measure each time a web page is opened. It is a more reliable measure than web "hits," which is a measure of the number of files downloaded from the Web server.

Performance Measure: Television programs/videos in multiple languages available for parents.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
79	100	125

Explanation: This measure indicates the number of video programs created specifically to assist parents who speak languages other than English with understanding MCPS and how to help their child succeed. The programs currently are produced in English, Spanish, Chinese, Korean, Vietnamese, French, and American Sign Language.

Budget Explanation
Office of Communications—642/412

The FY 2013 request for this office is $1,452,830, an increase of $56,031 over the current FY 2012 budget of $1,396,799. An explanation of this change follows.

Continuing Salary Costs—$94,012
There is an increase of $94,012 for continuing salary costs to reflect step or longevity increases for current employees

Efficiencies and Reductions—($37,981)
There is a reduction of $1,050 budgeted for travel for professional development, a reduction of $1,600 budgeted for training support, and a reduction of $1,500 budgeted for dues, registrations and fees. These reductions can be made based on prior year spending trends. In addition, there is a reduction of $24,131 budgeted for program supplies and a reduction of $9,700 budgeted for equipment replacement.

Budget Explanation
Montgomery County Public School Television Special Revenue Fund—860

The FY 2013 request for this fund is $1,495,061, an increase of $70,061 over the current FY 2012 budget of $1,425,000. An explanation of this change follows.

Continuing Salary Costs—$70,061
There is an increase of $61,963 for continuing salary costs to reflect step or longevity increases for current employees. Also, there is an increase of $8,098 in benefits related to the increase in employee salaries.

Dept. of Public Information and Web Services - 642/412

Brian K. Edwards, Chief of Staff

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	16.500	15.500	16.500	**16.500**	
Position Salaries	$1,359,259	$1,231,386	$1,231,386	**$1,325,398**	$94,012
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		25,185	25,185	**25,185**	
Supporting Services Part Time		21,061	21,061	**21,061**	
Other		2,720	2,720	**2,720**	
Subtotal Other Salaries	57,523	48,966	48,966	**48,966**	
Total Salaries & Wages	1,416,782	1,280,352	1,280,352	**1,374,364**	94,012
02 Contractual Services					
Consultants					
Other Contractual		37,677	37,677	**37,869**	192
Total Contractual Services	19,812	37,677	37,677	**37,869**	192
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		8,807	8,807	**8,615**	(192)
Other Supplies & Materials		40,448	40,448	**16,317**	(24,131)
Total Supplies & Materials	54,629	49,255	49,255	**24,932**	(24,323)
04 Other					
Local/Other Travel		4,432	4,432	**1,882**	(2,550)
Insur & Employee Benefits					
Utilities					
Miscellaneous		5,372	5,372	**3,772**	(1,600)
Total Other	2,764	9,804	9,804	**5,654**	(4,150)
05 Equipment					
Leased Equipment		10,011	10,011	**10,011**	
Other Equipment		9,700	9,700		(9,700)
Total Equipment		19,711	19,711	**10,011**	(9,700)
Grand Total	$1,493,987	$1,396,799	$1,396,799	**$1,452,830**	$56,031

Dept. of Public Information and Web Services - 642/412

Brian K. Edwards, Chief of Staff

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	642 Dept. of Public Information and Web Services						
1	P	Director I	1.000	1.000	1.000	**1.000**	
1	O	Supervisor			1.000	**1.000**	
1	27	Communications Specialist	1.000	1.000	1.000	**1.000**	
1	21	Comm Spec/Web Producer	4.000	4.000	4.000	**4.000**	
1	17	Admin Services Manager I	1.000	1.000	1.000	**1.000**	
1	16	Communications Assistant			1.000	**1.000**	
1	12	Secretary	1.000	1.000	1.000	**1.000**	
	Subtotal		**8.000**	**8.000**	**10.000**	**10.000**	
	412 MCPS Television						
1	P	Director I	1.000	1.000			
3	J	Operations Manager	1.000	1.000	1.000	**1.000**	
3	27	Chief Engineer	1.000	1.000	1.000	**1.000**	
3	22	Multimedia Producer/Director	1.500	1.500	1.500	**1.500**	
3	20	Production Technician II	1.000	1.000	1.000	**1.000**	
3	17	Assoc Producer/Director	2.000	1.000	1.000	**1.000**	
3	15	Fiscal Assistant II	1.000	1.000	1.000	**1.000**	
	Subtotal		**8.500**	**7.500**	**6.500**	**6.500**	
	Total Positions		**16.500**	**15.500**	**16.500**	**16.500**	

Instructional Television Special Revenue Fund - 860

Dr. Dick Lipsky, Supervisor

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	14.000	12.500	12.500	**12.500**	
Position Salaries	$1,018,936	$967,365	$967,365	**$1,029,328**	$61,963
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		3,500	3,500	**3,500**	
Other		1,542	1,542	**1,542**	
Subtotal Other Salaries	7,483	5,042	5,042	**5,042**	
Total Salaries & Wages	1,026,419	972,407	972,407	**1,034,370**	61,963
02 Contractual Services					
Consultants		11,100	11,100	**11,100**	
Other Contractual		6,500	6,500	**6,500**	
Total Contractual Services	19,124	17,600	17,600	**17,600**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		15,000	15,000	**15,000**	
Other Supplies & Materials		63,670	63,670	**63,670**	
Total Supplies & Materials	95,777	78,670	78,670	**78,670**	
04 Other					
Local/Other Travel		2,000	2,000	**2,000**	
Insur & Employee Benefits		314,373	314,373	**322,471**	8,098
Utilities					
Miscellaneous		1,600	1,600	**1,600**	
Total Other	335,355	317,973	317,973	**326,071**	8,098
05 Equipment					
Leased Equipment					
Other Equipment		38,350	38,350	**38,350**	
Total Equipment		38,350	38,350	**38,350**	
Grand Total	$1,476,675	$1,425,000	$1,425,000	**$1,495,061**	$70,061

Instructional Television Special Revenue Fund - 860

Dr. Dick Lipsky, Supervisor

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
37	O	Supervisor		1.000	1.000	1.000	**1.000**	
37	25	Television Engineer		1.000	1.000	1.000	**1.000**	
37	23	Data Integration Specialist		1.000	1.000	1.000	**1.000**	
37	23	Production Manager		1.000	1.000	1.000	**1.000**	
37	23	Projects Specialist		1.000	1.000	1.000	**1.000**	
37	22	Multimedia Producer/Director		2.500	1.500	1.500	**1.500**	
37	21	Comm Spec/Web Producer			1.000	1.000	**1.000**	
37	20	Electronics Graph Artist		1.000	1.000	1.000	**1.000**	
37	18	Graphics Designer I		1.000	1.000	1.000	**1.000**	
37	17	ITV Master Control Operator		1.000				
37	17	Assoc Producer/Director		2.000	2.000	2.000	**2.000**	
37	17	Program Director		1.000	1.000	1.000	**1.000**	
37	14	Administrative Secretary I		.500				
	Total Positions			**14.000**	**12.500**	**12.500**	**12.500**	