

**Chapter 3**  

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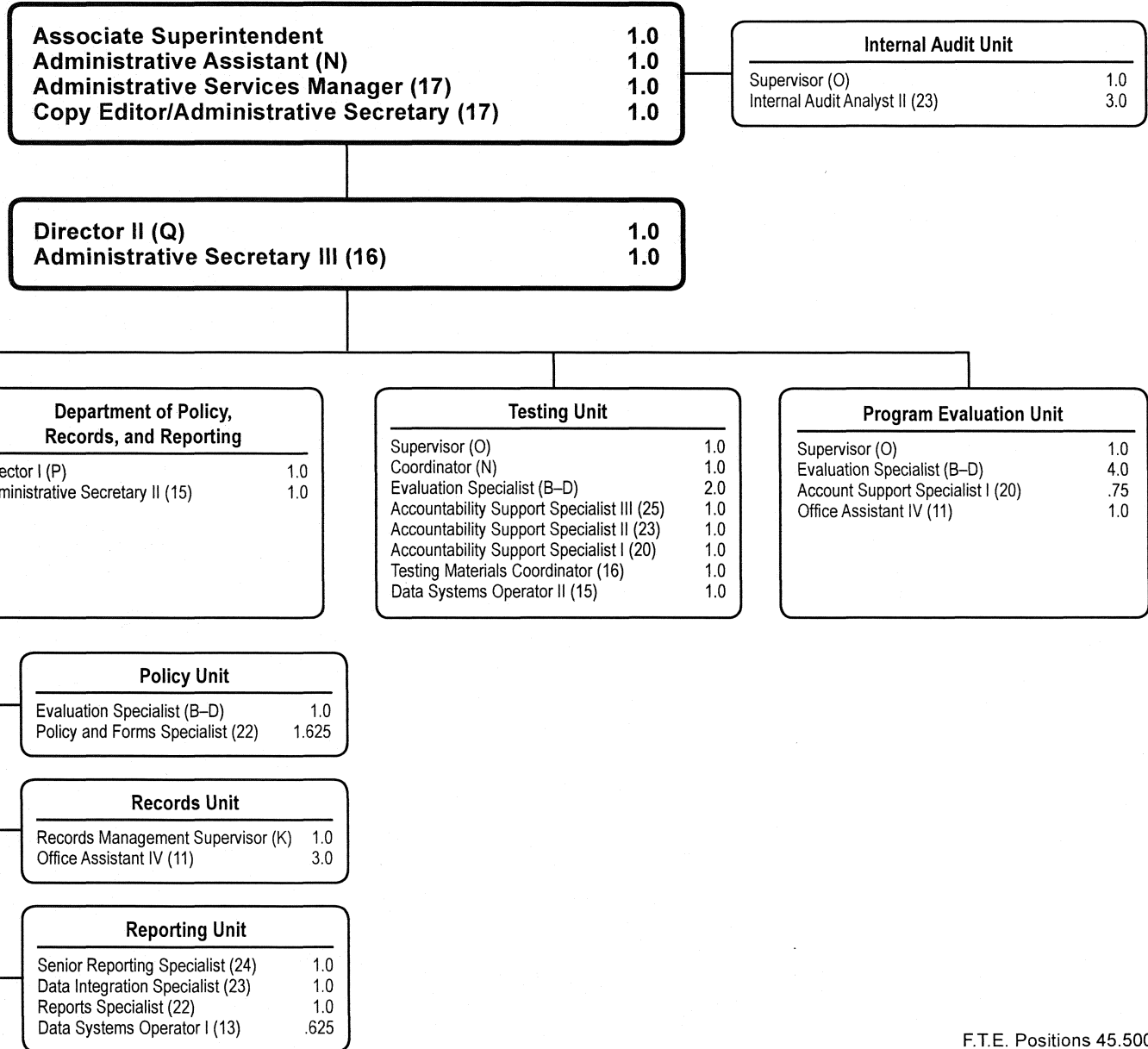
**Office of Shared Accountability**

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

<b>OBJECT OF EXPENDITURE</b>	<b>FY 2009 ACTUAL</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 CURRENT</b>	<b>FY 2011 BUDGET</b>	<b>FY 2011 CHANGE</b>
<b>POSITIONS</b>					
Administrative	10.000	10.000	10.000	10.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional	10.000	10.000	10.000	10.000	
Supporting Services	25.875	24.375	24.500	24.500	
<b>TOTAL POSITIONS</b>	<b>46.875</b>	<b>45.375</b>	<b>45.500</b>	<b>45.500</b>	
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$1,171,898	\$1,289,737	\$1,289,737	\$1,314,768	\$25,031
Business/Operations Admin.	74,740	76,919	76,919	79,227	2,308
Professional	986,140	1,005,310	1,005,310	1,033,500	28,190
Supporting Services	1,640,988	1,732,858	1,738,538	1,795,296	56,758
<b>TOTAL POSITION DOLLARS</b>	<b>3,873,766</b>	<b>4,104,824</b>	<b>4,110,504</b>	<b>4,222,791</b>	<b>112,287</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	102,312	42,687	47,687	47,687	
Supporting Services	130,438	111,343	116,817	116,817	
<b>TOTAL OTHER SALARIES</b>	<b>232,750</b>	<b>154,030</b>	<b>164,504</b>	<b>164,504</b>	
<b>TOTAL SALARIES AND WAGES</b>	<b>4,106,516</b>	<b>4,258,854</b>	<b>4,275,008</b>	<b>4,387,295</b>	<b>112,287</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>166,218</b>	<b>218,744</b>	<b>198,290</b>	<b>198,290</b>	
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>46,795</b>	<b>20,359</b>	<b>24,659</b>	<b>24,659</b>	
<b>04 OTHER</b>					
Staff Dev & Travel	10,308	7,568	7,568	7,568	
Insur & Fixed Charges					
Utilities					
Grants & Other					
<b>TOTAL OTHER</b>	<b>10,308</b>	<b>7,568</b>	<b>7,568</b>	<b>7,568</b>	
<b>05 EQUIPMENT</b>	<b>26,098</b>				
<b>GRAND TOTAL AMOUNTS</b>	<b>\$4,355,935</b>	<b>\$4,505,525</b>	<b>\$4,505,525</b>	<b>\$4,617,812</b>	<b>\$112,287</b>

# Office of Shared Accountability



Chapter 3 - 3

F.T.E. Positions 45.500

## 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 Testing Unit (TU) provides data that are 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 and Security at a Glance.

The Internal Audit 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-driven 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 2008-2009 school year, OSA supported the MCPS mission, vision, and goals as highlighted below.
- Conducted research used to conceptualize the Seven Keys to College Readiness and provided training and resources to stakeholders
- Oversaw the administration of a comprehensive program of online and/or paper-pencil student assessments, more than 445,000 assessments mandated by MSDE, as well as national assessments such as the Preliminary Scholastic Achievement Test (PSAT), InView, TerraNova Second edition, and National Assessment of Educational Progress assessments
- Informed stakeholders of MSDE's adequate yearly progress (AYP) accountability policies, procedures, and results
- Provided 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
- Conducted implementation and outcome evaluations of priority areas and initiatives including middle school reform, reading initiatives, Title I initiatives, Head Start, High School Plus, extended learning opportunities, educational technology, Professional Growth Systems, and Algebra II
- Published reports including those on strategic plan data points, standardized assessments, Schools at a Glance, and Safety and Security at a Glance
- Managed the production of the Annual Report on Our Call to Action and the Strategic Plan Improvement Targets for Elementary, Middle, and High Schools
- Provided methodological support, consultations, and technical assistance to other MCPS program staff and offices
- Revised/developed 32 policies, regulations and exhibits and 139 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 85 Independent Activity Fund (IAF) audits and 19 studies of operations for use by senior leadership and school management
- Developed instruments for, 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 (SSE), Surveys of Supporting Services (SSS), and the Survey of Work Environment of Non-school-based Staff.
- Administered and reported results for the Graduate Survey administered to 10,000 Grade 12 students.
- Processed and reported summary results of more than 200,000 standardized test scores (90,000 SAT critical reading, math, and writing subtests; 90,000 PSAT critical reading, math, and writing subtests; 25,000 AP exams).
- Provided consulting 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.
- 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 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 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—OSA prepares and submits 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, and 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 Data Warehouse.

- Support strategic planning in MCPS. OSA plays a key role in providing data for the system improvement processes including the Our Call to Action Annual Report, and the Baldrige school improvement process. OSA also supports key program initiatives by providing relevant and timely data.
- 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 are 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 Measure:** Each year the number of hits on OSA's survey results website will increase.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
303,367	350,000	350,000

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

**Performance Measure:** OSA will lessen the time from the receipt of data to development and delivery of parent home reports.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
13 weeks	10 weeks	9 weeks

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

**Performance Measure:** OSA will complete ad hoc student data requests.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
52	90	90

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

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Recommended</b>
<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 2010 budget for this office is changed from the budget adopted by the Board of Education on June 9, 2009. The change is a result of a realignment of \$20,454 from the contractual services account to the part-time salary accounts for \$10,474 and the office supplies account for \$4,300. In addition, \$5,680 has been moved into the position salary account to create an additional .125 Data System Operator I position.

The FY 2011 request for this office is \$4,617,812, an increase of \$112,287 from the current FY 2010 budget of \$4,505,525. An explanation of this change follows.

*Continuing Salary Costs—\$112,287*

There is an increase of \$112,287 in continuing salary costs to reflect step or longevity increases for current employees.

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

**Dr. Stacy L. Scott, Associate Superintendent**

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	46.875	45.375	45.500	<b>45.500</b>	
Position Salaries	\$3,873,766	\$4,104,824	\$4,110,504	<b>\$4,222,791</b>	\$112,287
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		42,687	47,687	<b>47,687</b>	
Supporting Services Part Time		111,343	116,817	<b>116,817</b>	
Other					
Subtotal Other Salaries	232,750	154,030	164,504	<b>164,504</b>	
<b>Total Salaries &amp; Wages</b>	4,106,516	4,258,854	4,275,008	<b>4,387,295</b>	112,287
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		218,744	198,290	<b>198,290</b>	
<b>Total Contractual Services</b>	166,218	218,744	198,290	<b>198,290</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		7,705	7,705	<b>7,705</b>	
Office		3,500	7,800	<b>7,800</b>	
Other Supplies & Materials		9,154	9,154	<b>9,154</b>	
<b>Total Supplies &amp; Materials</b>	46,795	20,359	24,659	<b>24,659</b>	
<b>04 Other</b>					
Local Travel		7,568	7,568	<b>7,568</b>	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	10,308	7,568	7,568	<b>7,568</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>	26,098				
<b>Grand Total</b>	<b>\$4,355,935</b>	<b>\$4,505,525</b>	<b>\$4,505,525</b>	<b>\$4,617,812</b>	<b>\$112,287</b>



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

Dr. Stacy L. Scott, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	<b>624 Office of Shared Accountability</b>						
1	Associate Superintendent		1.000	1.000	1.000	1.000	
1	Q Director II			1.000	1.000	1.000	
1	P Director I		1.000				
1	N Administrative Assistant		1.000	1.000	1.000	1.000	
1	17 Copy Editor/Admin Sec			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	
1	15 Administrative Secretary II		2.000	1.000			
	<b>Subtotal</b>		<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	
	<b>625 Testing Unit</b>						
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		1.000	2.000	2.000	2.000	
1	25 Accountability Supp Spec III		2.000	1.000	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	15 Data Systems Operator II		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000				
	<b>Subtotal</b>		<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>	
	<b>626 Applied Research Unit</b>						
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		4.000	3.000	3.000	3.000	
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	
	<b>Subtotal</b>		<b>8.500</b>	<b>7.500</b>	<b>7.500</b>	<b>7.500</b>	
	<b>627 Program Evaluation Unit</b>						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	BD Evaluation Specialist		4.000	4.000	4.000	4.000	
1	20 Accountability Support Spec I		.750	.750	.750	.750	
1	11 Office Assistant IV		1.000	1.000	1.000	1.000	
	<b>Subtotal</b>		<b>6.750</b>	<b>6.750</b>	<b>6.750</b>	<b>6.750</b>	
	<b>621 Dept. of Policy, Records, Reporting</b>						
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 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	

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

Dr. Stacy L. Scott, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	<b>621 Dept. of Policy, Records, Reporting</b>						
1	13 Data Operator I		1.000	.500	.625	.625	
	<b>Subtotal</b>		<b>6.000</b>	<b>5.500</b>	<b>5.625</b>	<b>5.625</b>	
	<b>622 Policy and Records Unit</b>						
1	H Records Management Supervisor		1.000	1.000	1.000	1.000	
1	BD Evaluation Specialist		1.000	1.000	1.000	1.000	
1	22 Policy Specialist		1.625	1.625	1.625	1.625	
1	11 Office Assistant IV		3.000	3.000	3.000	3.000	
	<b>Subtotal</b>		<b>6.625</b>	<b>6.625</b>	<b>6.625</b>	<b>6.625</b>	
	<b>623 Internal Audit Unit</b>						
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	
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>Total Positions</b>		<b>46.875</b>	<b>45.375</b>	<b>45.500</b>	<b>45.500</b>	