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 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	FY 2012 BUDGET	FY 2012 CHANGE
POSITIONS					
Administrative	10.000	9.000	9.000	9.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional	10.000	9.500	9.500	9.500	
Supporting Services	24.500	24.500	24.500	24.500	
TOTAL POSITIONS	**45.500**	**44.000**	**44.000**	**44.000**	
01 SALARIES & WAGES					
Administrative	$1,277,376	$1,153,378	$1,153,378	$1,167,521	$14,143
Business/Operations Admin.	76,919	76,919	76,919	79,256	2,337
Professional	1,002,051	961,694	961,694	949,012	(12,682)
Supporting Services	1,737,085	1,738,538	1,738,538	1,784,145	45,607
TOTAL POSITION DOLLARS	**4,093,431**	**3,930,529**	**3,930,529**	**3,979,934**	**49,405**
OTHER SALARIES					
Administrative					
Professional	43,571	47,687	47,687	47,687	
Supporting Services	117,341	116,817	116,817	116,817	
TOTAL OTHER SALARIES	**160,912**	**164,504**	**164,504**	**164,504**	
TOTAL SALARIES AND WAGES	**4,254,343**	**4,095,033**	**4,095,033**	**4,144,438**	**49,405**
02 CONTRACTUAL SERVICES	**213,488**	**198,290**	**198,290**	**198,290**	
03 SUPPLIES & MATERIALS	**17,420**	**24,659**	**24,659**	**24,659**	
04 OTHER					
Staff Dev & Travel	7,262	6,944	6,944	6,944	
Insur & Fixed Charges					
Utilities					
Grants & Other					
TOTAL OTHER	**7,262**	**6,944**	**6,944**	**6,944**	
05 EQUIPMENT					
GRAND TOTAL AMOUNTS	**$4,492,513**	**$4,324,926**	**$4,324,926**	**$4,374,331**	**$49,405**

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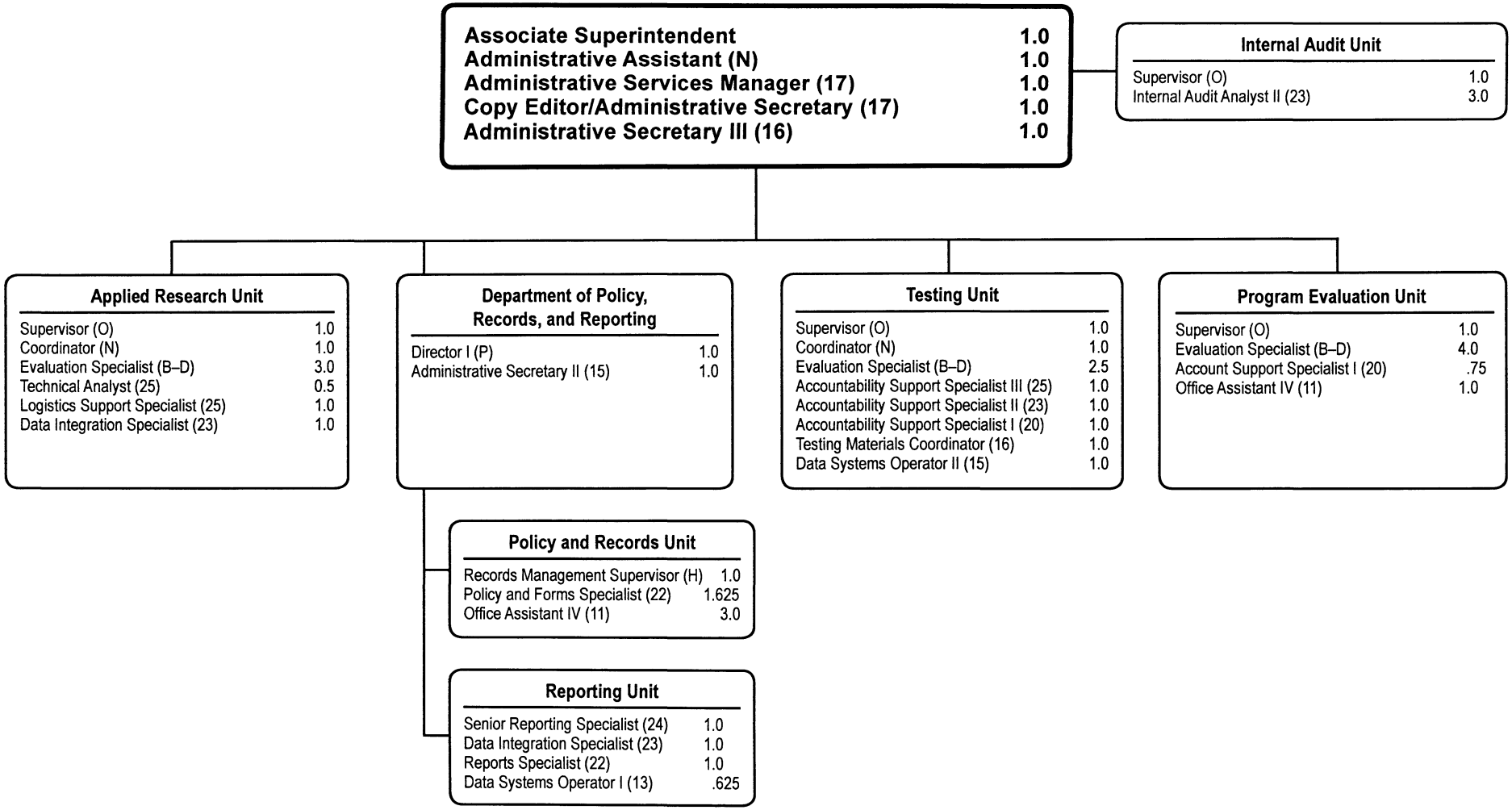

F.T.E. Positions 44.00

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

Dr. Renee A. Foose, Associate Superintendent 301-279-3553

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 MCPS.

Major Functions

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

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 Montgomery County Public Schools (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 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.

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 provides technical assistance and consultation to other MCPS program staff, develops evaluation plans for major grant proposals sought by the school system, and collaborates 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 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 Department of Policy, Records and Reporting is comprised of three units: Policy, Records, and Reporting. The Policy Unit coordinates and manages 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 monitors and implements 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 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 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 2009-2010 school year, OSA supported the MCPS mission, vision, and goals as highlighted below.

- Oversaw the administration of a comprehensive program of online and/or paper-pencil student assessments, more than 300,000 assessments mandated by MSDE, as well as 50,000 national assessments such as the Preliminary Scholastic Achievement Test (PSAT), InView, TerraNova second edition, and National Assessment of Educational Progress assessments and 350,000 Countywide High School Final Exams
- Conducted more than 75 training sessions on topics including differentiated accountability, adequate yearly progress, test administration and security, and data interpretation
- 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
- Completed nine comprehensive outcome evaluations, two evaluation briefs, and eight data memos on MCPS programs and initiatives to determine whether programs are meeting their goals and to provide formative information for the purpose of their improvement or enhancement
- Conducted six implementation evaluations of MCPS programs and initiatives to determine whether programs were meeting their goals and provide formative information for the purpose of their improvement or enhancement
- Developed instruments and administered 5,671 student surveys; 729 teacher surveys, and 87 tutor surveys
- Developed instruments and conducted a total of 204 classroom observations of Algebra 2 classes, advanced courses through the Middle School Reform initiative; and Elementary 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
- Wrote or reviewed the evaluation components of five major federal or state grants for MCPS and conducting or assisting in the evaluations of these grant-funded projects
- Provided ongoing and responded to ad hoc requests for technical assistance, consultation, and 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, and Safety and Security at a Glance
- Managed the production of the Annual Report on *Our Call to Action: Pursuit of Excellence* and the Strategic Plan Improvement Targets for Elementary, Middle, and High Schools
- 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 2006
- Processed approximately 10,000 diplomas
- Successfully completed 82 Independent Activity Fund audits and 15 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, Surveys of Supporting Services, 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 nearly 200,000 standardized test scores (approximately 100,000 SAT and ACT scores; 60,000 PSAT scores; 31,000 AP and IB exam scores)
- 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 polices and regulations.
- Local Assessment Mandates—OSA administers, scores, and reports on standardized tests for Grade 2. Additionally, OSA provides data analysis, assists in item

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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 High School Assessment 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 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: Pursuit of Excellence* 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 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
371,190	375,000	375,000

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
6 weeks	6 weeks	6 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.

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
52	60	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.

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
Sessions provided:			
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 2012 request for this office is $4,374,331, an increase of $49,405 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$49,405
There is an increase of $49,405 for continuing salary costs to reflect step or longevity increases for current employees.

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

Dr. Renee A. Foose, Associate Superintendent

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	45.500	44.000	44.000	**44.000**	
Position Salaries	$4,093,431	$3,930,529	$3,930,529	**$3,979,934**	$49,405
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	160,912	164,504	164,504	**164,504**	
Total Salaries & Wages	4,254,343	4,095,033	4,095,033	**4,144,438**	49,405
02 Contractual Services					
Consultants					
Other Contractual		198,290	198,290	**198,290**	
Total Contractual Services	213,488	198,290	198,290	**198,290**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		7,705	7,705	**7,705**	
Office		7,800	7,800	**7,800**	
Other Supplies & Materials		9,154	9,154	**9,154**	
Total Supplies & Materials	17,420	24,659	24,659	**24,659**	
04 Other					
Local Travel		6,944	6,944	**6,944**	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	7,262	6,944	6,944	**6,944**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$4,492,513	$4,324,926	$4,324,926	**$4,374,331**	$49,405

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

Dr. Renee A. Foose, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	624 Office of Shared Accountability						
1	Associate Superintendent		1.000	1.000	1.000	**1.000**	
1	Q Director II		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	**1.000**	
1	17 Admin Services Manager I		1.000	1.000	1.000	**1.000**	
1	16 Administrative Secretary III		1.000	1.000	1.000	**1.000**	
	Subtotal		**6.000**	**5.000**	**5.000**	**5.000**	
	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		2.000	1.500	1.500	**2.500**	1.000
1	25 Accountability Supp Spec III		1.000	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	**1.000**	
1	15 Data Systems Operator II		1.000	1.000	1.000	**1.000**	
	Subtotal		**9.000**	**8.500**	**8.500**	**9.500**	**1.000**
	626 Applied Research 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		3.000	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 Specialist		1.000	1.000	1.000	**1.000**	
	Subtotal		**7.500**	**7.500**	**7.500**	**7.500**	
	627 Program Evaluation Unit						
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**	
	Subtotal		**6.750**	**6.750**	**6.750**	**6.750**	
	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	15 Administrative Secretary II		1.000	1.000	1.000	**1.000**	
1	13 Data Systems Operator		.625	.625	.625	**.625**	
	Subtotal		**5.625**	**5.625**	**5.625**	**5.625**	

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Dr. Renee A. Foose, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	622 Policy and Records Unit						
1	H Records Management Supervisor		1.000	1.000	1.000	**1.000**	
1	BD Evaluation Specialist		1.000	1.000	1.000		(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**	**6.625**	**6.625**	**5.625**	**(1.000)**
	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		**45.500**	**44.000**	**44.000**	**44.000**	