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 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	FY 2012 BUDGET	FY 2012 CHANGE
POSITIONS					
Administrative	11.000	8.000	8.000	8.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional					
Supporting Services	35.500	33.500	33.500	32.500	(1.000)
TOTAL POSITIONS	**47.500**	**42.500**	**42.500**	**41.500**	**(1.000)**
01 SALARIES & WAGES					
Administrative	$1,572,325	$1,227,481	$1,227,481	$1,201,397	($26,084)
Business/Operations Admin.	92,828	91,691	91,691	95,943	4,252
Professional					
Supporting Services	2,372,255	2,429,891	2,429,891	2,477,664	47,773
TOTAL POSITION DOLLARS	**4,037,408**	**3,749,063**	**3,749,063**	**3,775,004**	**25,941**
OTHER SALARIES					
Administrative					
Professional	155,915	162,685	162,685	158,685	(4,000)
Supporting Services	20,430	55,790	55,790	33,142	(22,648)
TOTAL OTHER SALARIES	**176,345**	**218,475**	**218,475**	**191,827**	**(26,648)**
TOTAL SALARIES AND WAGES	**4,213,753**	**3,967,538**	**3,967,538**	**3,966,831**	**(707)**
02 CONTRACTUAL SERVICES	**43,587**	**91,744**	**91,744**	**91,044**	**(700)**
03 SUPPLIES & MATERIALS	**227,516**	**171,694**	**171,694**	**171,694**	
04 OTHER					
Staff Dev & Travel	76,993	115,645	115,645	115,645	
Insur & Fixed Charges		290,827	290,827	333,345	42,518
Utilities					
Grants & Other	44,121	62,822	62,822	62,822	
TOTAL OTHER	**121,114**	**469,294**	**469,294**	**511,812**	**42,518**
05 EQUIPMENT	**26,208**	**10,011**	**10,011**	**58,061**	**48,050**
GRAND TOTAL AMOUNTS	**$4,632,178**	**$4,710,281**	**$4,710,281**	**$4,799,442**	**$89,161**

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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

Board of Education—711

Roland Ikheloa, Chief of Staff 301-279-3617

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 Board of Education continues to lead MCPS through an exciting but challenging era of increasing needs and limited resources. The Board's actions are geared to devising innovative ways to address the complex needs of our ever-changing population, while maintaining the excellent quality of our school system. 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 2009-2010 school year, the Board of Education took action on Policy GIH, Funding Other Postemployment Benefits, which sets forth the priorities of MCPS concerning postemployment health benefits for eligible employees and retirees; Policy GIJ, Operating Fund Investments, which establishes the investment scope, objectives, and guidelines for the investment of school district operating funds; and Policy JHF, Bullying, Harassment, or Intimidation, which directs MCPS to implement a systemwide prevention and intervention program.
- The Board also rescinded four policies: Policy ECD, Use of Playgrounds, because the use of playgrounds is not a matter central to the governance of the school system thus warranting a policy; as well as Policy GBB, Department of Employee Assistance Services, Policy GFA,

Establishment of Permanent and Conditional Positions, and Policy GMB, Internship Program in School Administration, because they are addressed in Policy GAA, Positive Work Environment in a Self-renewing Organization.

- The Board modified the following policies: Policy ABC, Parental Involvement, to set forth the guidelines for encouraging parent and family involvement in the school community to support children's education, healthy development, and well-being; Policy BOA, Legal Services, to clarify that the Board will receive evaluative reports on legal services on a cycle aligned with contract reconsideration; Policy ECK, Use of Smith Center for Non-MCPS Groups, to authorize the superintendent of schools to permit the use of the Smith Center by non-profit groups; Policy EID, Defined Contribution Retirement Savings Plans, to provide defined contribution retirement savings programs for all employees; Policy GFC, Reassignment of Employees Within Two Years of Normal Retirement Eligibility, to set forth the guidelines for maintaining salary and retirement benefit levels for personnel who are transferred or assigned to positions with a lower salary classification, especially within two years of retirement; and Policy GIG, Funding Retirement/Pension System, to set forth the priorities of the MCPS Employees Retirement and Pension System.
- 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 39 bills supported by the Board during the regular 2010 session, 16 were enacted.
- During FY 2010, the Board adjudicated 73 appeals. Thirty-six were related to student suspension, expulsions, teacher dismissals, early entrance to kindergarten, admission to highly gifted centers, and complaints from the public; 37 related to transfers and consortia assignments. In addition, the Office of the Board of Education handled an average of eight 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, harassment, and discipline), school environment (staff, climate, safety and security), curricular issues (class/grade placement, graduation requirements, and curriculum), enrollment (mainly related to determinations of residency), special education (mainly related to Individualized Education Programs) and transportation (special education and bus stops).
- 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 2012 request for this office is $1,070,096, an increase of $20,372 over the current FY 2011 budget of $1,049,724. An explanation of this change follows.

Continuing Salary Costs—$20,372
There is an increase of $20,372 for continuing salary costs to reflect step or longevity increases for current employees.

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Board of Education - 711

Roland Ikheloa, Chief of Staff - Ombudsman

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	7.000	7.000	7.000	**7.000**	
Position Salaries	$728,990	$712,979	$712,979	**$733,351**	$20,372
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	135,350	136,040	136,040	**136,040**	
Total Salaries & Wages	864,340	849,019	849,019	**869,391**	20,372
02 Contractual Services					
Consultants		35,000	35,000	**35,000**	
Other Contractual					
Total Contractual Services	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	7,140	7,228	7,228	**7,228**	
04 Other					
Local Travel		12,957	12,957	**12,957**	
Staff Development		83,920	83,920	**83,920**	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		61,600	61,600	**61,600**	
Total Other	105,587	158,477	158,477	**158,477**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment	4,681				
Grand Total	$982,463	$1,049,724	$1,049,724	**$1,070,096**	$20,372

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Board of Education - 711

Roland Ikheloa, Chief of Staff - Ombudsman

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 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**	

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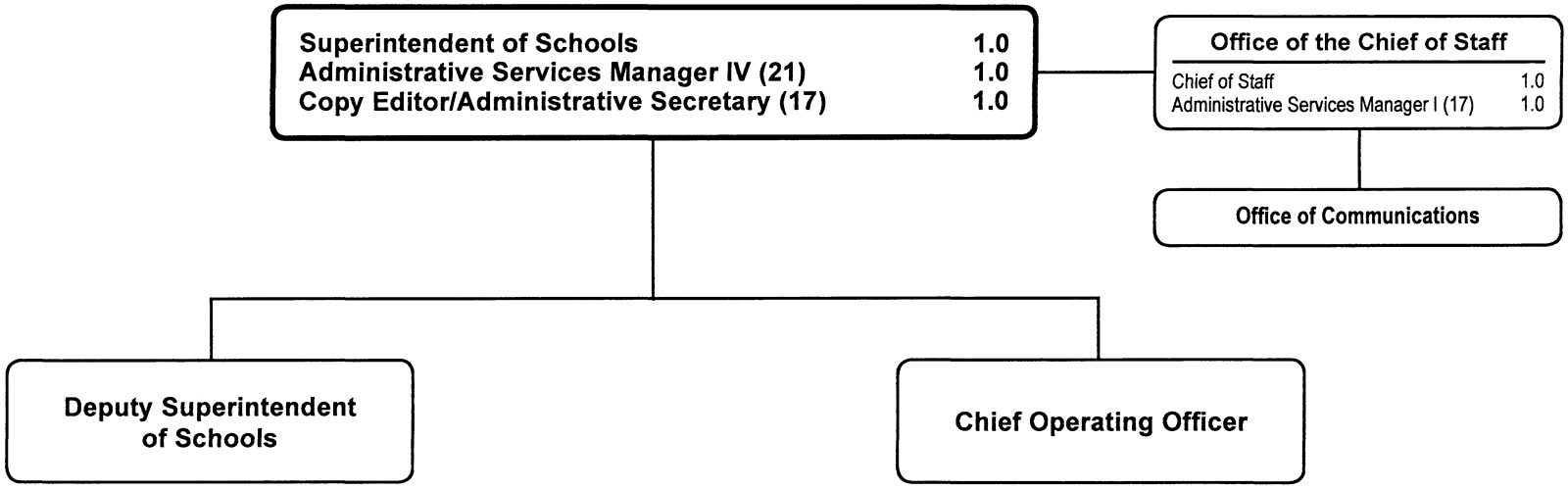
Office of the Superintendent of Schools



F.T.E. Positions 5.0

Office of the Superintendent of Schools—611

Dr. Jerry D. Weast, Superintendent of Schools 301-279-3381

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, ensure quality teaching and accountability, and provide the highest level of resources necessary to engage students and their parents in the learning community of their schools and provide 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 Board of Education's 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, 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 Board as both superintendent and secretary-treasurer. The superintendent works closely with the president and vice president of the Board and provides the Board 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 Board's own office staff to develop thorough responses to inquiries and requests, prepare meeting documents, and successfully complete the business of the Board.

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 partnership the superintendent maintains in the implementation of effective strategies to improve teaching and learning.

Trends and Accomplishments

MCPS was named one of seven recipients 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 public school district to receive this recognition in the history of the Baldrige Award and is, by far, the largest. In fact, MCPS has nearly seven times the number of students as the previous largest district to receive the award. MCPS is the first Maryland-based organization to be a Baldrige recipient.

Also in 2010, MCPS was selected as a finalist for the prestigious Broad Prize for Urban Education, providing MCPS students with $250,000 in college scholarships. The Broad Prize is the largest education prize in the country.

Such high honors are the result of strategic academic and organizational initiatives that began back in 1999 and 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. The reform work of the district is now chronicled in a book published by Harvard Press in July 2009 entitled Leading for Equity: The Pursuit of Excellence in Montgomery County Public Schools. Ms. Stacey Childress and Dr. David Thomas of the Harvard Business School, along with noted educational writer Mr. Denis Doyle, studied MCPS' reforms and the significant progress made in narrowing the achievement gap in various areas in order to produce this book to help other reform-minded districts advance their work. The authors distilled the MCPS reform efforts into six critical lessons that other districts can adopt.

After 11 years, there is ample evidence that the reforms directed by the Board 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 the enrollment in advanced mathematics of more than half of all students in Grade 5. Ongoing improvements in middle school, including reforms based on more rigorous and inclusive academic programs, are under way, with 62 percent of all eighth grade students taking and passing algebra, up from 57 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 seven 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. U.S. News and World Report also named three MCPS high schools among its top 100 in the nation. The performance of our high school students on the SAT and ACT continue to significantly outpace the nation and

the state. The MCPS graduation rate of 83.1 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 1,500 students and there were 600 more children enrolled for whom English is not their primary language. A total of 16,898 students receive services for disabilities and 17,664 students receive assistance through the English for Speakers of Other Languages Program (ESOL), nearly half of the entire state enrollment of ESOL students. Approximately 144,000 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 staff.

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 the intentional transformation of schools through 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 2012 request for this office is $603,940, a decrease of $33,833 from the current FY 2011 budget of $637,773. An explanation of this change follows.

Continuing Salary Costs—($33,833)
There is decrease of $33,833 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

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Office of the Superintendent of Schools - 611

Dr. Jerry D. Weast, Superintendent of Schools

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	6.000	5.000	5.000	**5.000**	
Position Salaries	$662,333	$619,631	$619,631	**$585,798**	($33,833)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,379	1,379	**1,379**	
Other					
Subtotal Other Salaries	7,758	1,379	1,379	**1,379**	
Total Salaries & Wages	670,091	621,010	621,010	**587,177**	(33,833)
02 Contractual Services					
Consultants					
Other Contractual		767	767	**767**	
Total Contractual Services	420	767	767	**767**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,500	10,500	**10,500**	
Other Supplies & Materials					
Total Supplies & Materials	8,251	10,500	10,500	**10,500**	
04 Other					
Local Travel		721	721	**721**	
Staff Development		4,775	4,775	**4,775**	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	3,753	5,496	5,496	**5,496**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$682,515	$637,773	$637,773	**$603,940**	($33,833)

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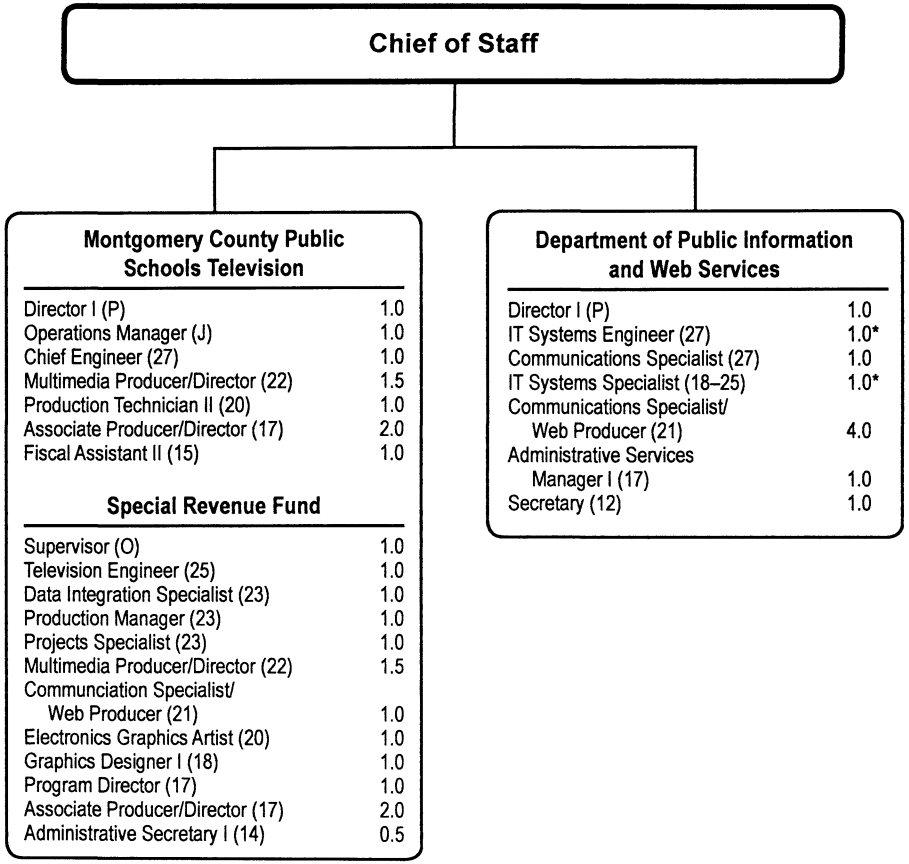
Office of the Superintendent of Schools - 611

Dr. Jerry D. Weast, Superintendent of Schools

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	Superintendent of Schools		1.000	1.000	1.000	**1.000**	
1	Chief of Staff		1.000	1.000	1.000	**1.000**	
1	Admin Services Manager IV	21	1.000	1.000	1.000	**1.000**	
1	Copy Editor/Admin Sec	17	1.000	1.000	1.000	**1.000**	
1	Admin Services Manager I	17	1.000	1.000	1.000	**1.000**	
1	Administrative Secretary I	14	1.000				
	Total Positions		**6.000**	**5.000**	**5.000**	**5.000**	

Office of Communications



F.T.E. Positions 29.5

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

Office of Communications—641/412/860

Brian K. Edwards, Chief of Staff 301-279-3145

Mission

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

Major Functions

The OC is responsible for coordinating systemwide internal and external communications aligned with the MCPS strategic plan. The OC supports schools, students and staff; promotes family–school partnerships; supports school system central offices and business operations; and informs stakeholders, including the public, about the school system. The office is made up of two units: the Department of Public Information and Web Services and 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. Student interns contribute to the project and their learning by working alongside web producers. 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 in multiple languages through e-mail, phone calls, MCPS TV, website announcements, and text messaging. The OC also assists schools with their communications needs by providing guidance, working with the media, and developing and reviewing letters 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, 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.

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 also is responsible for cablecasting 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 is involved in every aspect of central services and the business operations of the school system and 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 30 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.

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 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 bulletin, develops multimedia information 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 media inquiries and fulfilling Maryland Public Information Act requests that are filed by the media and individuals. In addition, the office conducts press conferences and coordinates the dissemination of Board of Education policies for review by community stakeholders.

Trends and Accomplishments

Effective two-way communication and positive family–school partnerships are essential to student success.

Office of Communications—641/412/860

Brian K. Edwards, Chief of Staff 301-279-3145

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. In 2010, the office launched the Parent Guide, a new 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 plays an important role in directly supporting schools, students and staff. In 2009–2010, the OC moved an additional 62 school and office websites into the Web Publishing System which enables webmasters to update their websites more easily and frequently. OC created new web-based resources including a web-only version of MCPS Careers and implemented updates on top level pages. A Twitter account was implemented to provide new media users with another avenue of access to important school system information. The office provides direct support to students through a variety of tools and resources it has developed. Students took more than 200,000 practice tests and answered 1.5 million practice questions last year on the High School Assessment Online website developed by the OC in collaboration with the Office of Curriculum and Instructional Programs. Students created almost 7,000 course worksheets on the Course Bulletin website. Students also accessed two cable television programs produced by the OC to enhance their learning: "The Math Dude" and "Homework Hotline Live." "The Math Dude" reinforces algebra concepts and can be viewed on MCPS cable Channel 34, on the web, and is available as a podcast. The program was viewed more than 20,000 times on the web with more than 14,500 downloads. More than 1,100 students also received direct help through the call-in program, "Homework Hotline Live" during 2009–2010. During 2009–2010, OC staff made 123 service calls to schools totaling more than 1,000 hours for repairs to all TV-related equipment in school media centers.

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 is able to provide information 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 more than 38,000 subscribers and during 2009–2010, more than 2.1 million 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 33,000 subscribers to Alert MCPS. The office also publishes a print newsletter, Parent Connection, which is distributed to nearly 100,000 parents quarterly and also is available in six languages. During the past ten years, the office has quadrupled the number of television programs that inform parents and students about school programs and resources, from 89 in 1999–2000 to 392 in 2009–2010, an increase of more than 440 percent. Over the past two years, the OC has averaged 406 original video programs each year for staff development, parent and community information, and instruction. Each year, the office increases the number of television programs and videos produced in languages other than English, with 73 developed in 2009–2010. In that same year, the OC completed 263 original informational programs for parents and the community. The OC played a key role in planning and preparation for the H1N1 flu by developing communications to parents in multiple languages, creating an H1N1 website, and providing resources to schools.

OC staff continues to work collaboratively with county government agencies to provide information to parents and students about CyberSafety. More than 1,000 parents and 2,000 students participated in one of the 42 sessions that were conducted by staff from the State's Attorney's Office, the Montgomery County Police Department, and MCPS.

The OC provided web-related training to 390 MCPS staff (20 sessions were done in collaboration with the Technology Consulting Team) to support the more than 1,000 school and office webmasters and fielded more than 3,900 requests for assistance as part of its daily ongoing support to webmasters. The OC also publishes the internal newsletter, The Bulletin, and in 2009–2010, it published 38 editions—double the number from the previous year. New features have been added that recognize staff for exceptional work, and tips on healthy living, the environment and more. The new online version of The Bulletin had 497,000 page views and continues to be improved for 2010–2011 with updated content and usability.

The OC has primary responsibility for media relations and providing information to the public. In 2009–2010, the office handled more than 793 media inquires, issued more than 150 press releases, conducted 14 press conferences, and responded to 69 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 strategic plan for the Montgomery County Public Schools 2009–2014 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 to empower parents to be involved in their children's education
- Collaborate with community, business, and civic organizations and other MCPS offices to conduct informational events for families throughout the county to support schools, engage parents, and improve student achievement
- Implement ongoing processes to gather stakeholder feedback on the effectiveness of communication and parent and community outreach
- 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 2010 Actual	FY 2011 Estimate	FY 2012 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 83 percent of all MCPS QuickNotes subscribers.

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

	FY 2010 Actual	FY 2011 Estimate	FY 2012 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 measures 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: Total number of school and office Websites in the MCPS Web Publishing System.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
125	200	260

Explanation: This measure indicates how many webmasters have access to a system that makes it easier to update a Website, resulting in more timely and effective communication and labor and time savings for school staff. It also reduces the demand for training and support and facilitates a smooth succession as webmasters turn over.

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
73	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 2012 request for this office is $1,574,732, an increase of $42,458 over the current FY 2011 budget of $1,532,274. An explanation of this change follows.

Continuing Salary Costs—$60,506
There is an increase of $60,506 for continuing salary costs to reflect step or longevity increases for current employees

Realignment—$0
Realignments are budgeted to address priority spending needs in this department. There is a realignment of $9,700 from professional part-time salaries, supporting services part-time salaries, and television copyright fees to fund replacement equipment for the office.

Reductions—($18,048)
There is a reduction of $18,048 budgeted for supporting services part-time salaries. Ongoing projects will be prioritized or performed by the staff within the office.

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

The FY 2012 request for this fund is $1,550,674, an increase of $60,164 over the current FY 2011 budget of $1,490,510. An explanation of this change follows.

Continuing Salary Costs—$60,164
There is an increase of $60,164 for continuing salary costs to reflect step or longevity increases for current employees

Realignment—$0
There are a number of realignments budgeted within this fund to address priority spending needs. There are reductions of a 1.0 master control operator position and $66,870, and a 1.0 multimedia producer/director position and $74,534. There is an offsetting increase of $67,561 for a 1.0 communication specialist/web producer position. In addition, there are realignments increasing employee benefits by $35,493 and equipment replacement by $38,350.

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Dept. of Public Information and Web Services - 642/412/641

Brian K. Edwards, Chief of Staff

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	20.500	16.500	16.500	**16.500**	
Position Salaries	$1,634,949	$1,348,813	$1,348,813	**$1,409,319**	$60,506
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		29,185	29,185	**25,185**	(4,000)
Supporting Services Part Time		39,109	39,109	**21,061**	(18,048)
Other		7,720	7,720	**2,720**	(5,000)
Subtotal Other Salaries	25,492	76,014	76,014	**48,966**	(27,048)
Total Salaries & Wages	1,660,441	1,424,827	1,424,827	**1,458,285**	33,458
02 Contractual Services					
Consultants					
Other Contractual		38,377	38,377	**37,677**	(700)
Total Contractual Services	24,349	38,377	38,377	**37,677**	(700)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		4,574	4,574	**4,574**	
Office		8,807	8,807	**8,807**	
Other Supplies & Materials		35,874	35,874	**35,874**	
Total Supplies & Materials	21,073	49,255	49,255	**49,255**	
04 Other					
Local Travel		1,382	1,382	**1,382**	
Staff Development		7,200	7,200	**7,200**	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		1,222	1,222	**1,222**	
Total Other	3,072	9,804	9,804	**9,804**	
05 Equipment					
Leased Equipment		10,011	10,011	**10,011**	
Other Equipment				**9,700**	9,700
Total Equipment	21,527	10,011	10,011	**19,711**	9,700
Grand Total	$1,730,462	$1,532,274	$1,532,274	**$1,574,732**	$42,458

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Office of Communications - 641/642/412

Brian K. Edwards, Chief of Staff

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	641 Office of Communications						
1	Director		1.000				
1	P Director I		1.000				
1	16 Communications Assistant		1.000				
	Subtotal		**3.000**				
	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	M Specialist		1.000				
1	27 Communications Specialist			1.000	1.000	**1.000**	
1	21 Comm Spec/Web Producer		4.000	4.000	4.000	**4.000**	
1	21 Bulletin Editor		1.000				
1	17 Admin Services Manager I		1.000	1.000	1.000	**1.000**	
1	12 Secretary		1.000	1.000	1.000	**1.000**	
	Subtotal		**10.000**	**8.000**	**8.000**	**8.000**	
	412 Montgomery County Public Schools Televisio						
1	P Director I			1.000	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	2.000	2.000	**2.000**	
3	15 Fiscal Assistant II		1.000	1.000	1.000	**1.000**	
	Subtotal		**7.500**	**8.500**	**8.500**	**8.500**	
	Total Positions		**20.500**	**16.500**	**16.500**	**16.500**	

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Instructional Television Special Revenue Fund - 860

Dr. Dick Lipsky, Supervisor

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	14.000	14.000	14.000	**13.000**	(1.000)
Position Salaries	$1,011,136	$1,067,640	$1,067,640	**$1,046,536**	($21,104)
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	**1,942**	400
Subtotal Other Salaries	7,745	5,042	5,042	**5,442**	400
Total Salaries & Wages	1,018,881	1,072,682	1,072,682	**1,051,978**	(20,704)
02 Contractual Services					
Consultants		11,100	11,100	**11,100**	
Other Contractual		6,500	6,500	**6,500**	
Total Contractual Services	18,103	17,600	17,600	**17,600**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		25,000	25,000	**25,000**	
Other Supplies & Materials		79,711	79,711	**79,711**	
Total Supplies & Materials	191,052	104,711	104,711	**104,711**	
04 Other					
Local Travel		2,000	2,000	**2,000**	
Staff Development		2,690	2,690	**2,690**	
Insurance & Employee Benefits		290,827	290,827	**333,345**	42,518
Utilities					
Miscellaneous					
Total Other	8,702	295,517	295,517	**338,035**	42,518
05 Equipment					
Leased Equipment					
Other Equipment				**38,350**	38,350
Total Equipment				**38,350**	38,350
Grand Total	$1,236,738	$1,490,510	$1,490,510	**$1,550,674**	$60,164

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Instructional Television Special Revenue Fund - 860

Dr. Dick Lipsky, Supervisor

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 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**	
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	2.500	2.500	**1.500**	(1.000)
37	21	Comm Spec/Web Producer					**1.000**	1.000
37	20	Electronics Graph Artist		1.000	1.000	1.000	**1.000**	
37	20	Production Technician II		1.000				
37	18	Graphics Designer I		1.000	1.000	1.000	**1.000**	
37	17	ITV Production Technician		2.000	2.000			
37	17	ITV Master Control Operator		1.000	1.000	1.000		(1.000)
37	17	Assoc Producer/Director				2.000	**2.000**	
37	17	Program Director		1.000	1.000	1.000	**1.000**	
37	14	Administrative Secretary I		.500	.500	.500	**.500**	
	Total Positions			**14.000**	**14.000**	**14.000**	**13.000**	**(1.000)**