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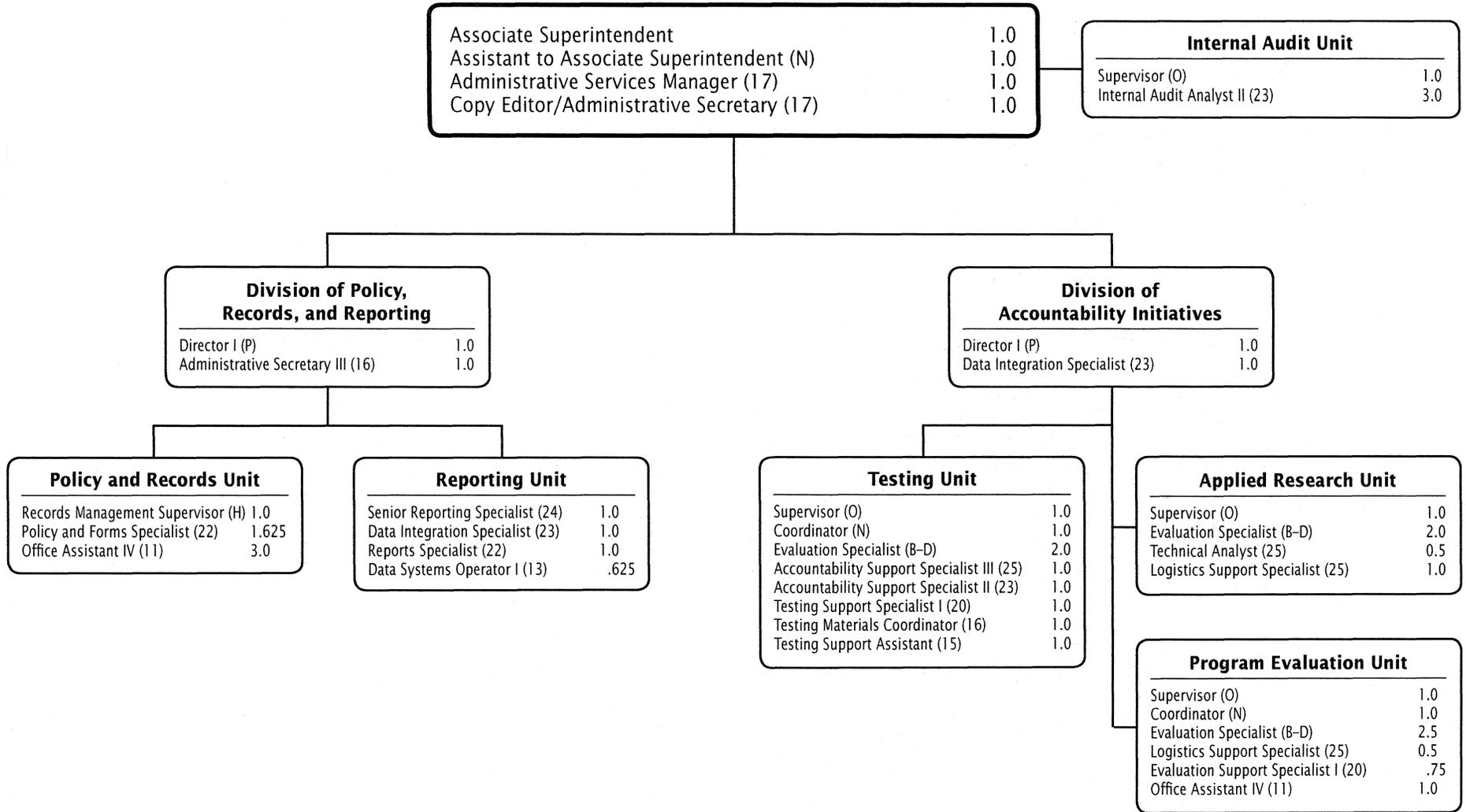
Office of Shared Accountability
Summary of Resources
By Object of Expenditure

OBJECT OF EXPENDITURE	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 BUDGET	FY 2016 CHANGE
POSITIONS					
Administrative	10.000	10.000	10.000	10.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional	6.500	7.000	7.000	6.500	(.500)
Supporting Services	24.000	24.000	24.000	24.000	
TOTAL POSITIONS	**41.500**	**42.000**	**42.000**	**41.500**	**(.500)**
01 SALARIES & WAGES					
Administrative	$1,245,836	$1,337,929	$1,337,929	$1,383,502	$45,573
Business/Operations Admin.	84,052	87,578	87,578	92,665	5,087
Professional	692,590	768,985	768,985	757,836	(11,149)
Supporting Services	1,849,514	1,923,206	1,923,206	1,957,692	34,486
TOTAL POSITION DOLLARS	3,871,992	4,117,698	4,117,698	4,191,695	73,997
OTHER SALARIES					
Administrative					
Professional	54,901	63,080	63,080	63,080	
Supporting Services	116,798	117,875	117,875	120,822	2,947
TOTAL OTHER SALARIES	171,699	180,955	180,955	183,902	2,947
TOTAL SALARIES AND WAGES	4,043,691	4,298,653	4,298,653	4,375,597	76,944
02 CONTRACTUAL SERVICES	123,233	334,046	334,046	184,046	(150,000)
03 SUPPLIES & MATERIALS	18,613	24,659	24,659	24,659	
04 OTHER					
Local/Other Travel	12,480	9,944	9,944	9,944	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
TOTAL OTHER	12,480	9,944	9,944	9,944	
05 EQUIPMENT					
GRAND TOTAL AMOUNTS	$4,198,017	$4,667,302	$4,667,302	$4,594,246	($73,056)

Office of Shared Accountability

Associate Superintendent	1.0
Assistant to Associate Superintendent (N)	1.0
Administrative Services Manager (17)	1.0
Copy Editor/Administrative Secretary (17)	1.0

Internal Audit Unit

Supervisor (O)	1.0
Internal Audit Analyst II (23)	3.0

Division of Policy, Records, and Reporting

Director I (P)	1.0
Administrative Secretary III (16)	1.0

Division of Accountability Initiatives

Director I (P)	1.0
Data Integration Specialist (23)	1.0

Policy and Records Unit

Records Management Supervisor (H)	1.0
Policy and Forms Specialist (22)	1.625
Office Assistant IV (11)	3.0

Reporting Unit

Senior Reporting Specialist (24)	1.0
Data Integration Specialist (23)	1.0
Reports Specialist (22)	1.0
Data Systems Operator I (13)	.625

Testing Unit

Supervisor (O)	1.0
Coordinator (N)	1.0
Evaluation Specialist (B–D)	2.0
Accountability Support Specialist III (25)	1.0
Accountability Support Specialist II (23)	1.0
Testing Support Specialist I (20)	1.0
Testing Materials Coordinator (16)	1.0
Testing Support Assistant (15)	1.0

Applied Research Unit

Supervisor (O)	1.0
Evaluation Specialist (B–D)	2.0
Technical Analyst (25)	0.5
Logistics Support Specialist (25)	1.0

Program Evaluation Unit

Supervisor (O)	1.0
Coordinator (N)	1.0
Evaluation Specialist (B–D)	2.5
Logistics Support Specialist (25)	0.5
Evaluation Support Specialist I (20)	.75
Office Assistant IV (11)	1.0

F.T.E. Positions 41.5

FY 2016 OPERATING BUDGET

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

MAJOR FUNCTIONS
The following are the major functions of OSA.

Applied Research
OSA conducts research to identify and 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. OSA develops prediction models and monitoring tools that inform articulation and instructional decisions. OSA conducts analysis associated with performance targets to monitor the MCPS strategic planning framework and guide school improvement planning. In addition, surveys regarding the quality of services and supports provided by MCPS are administered to students, parents, and staff to provide information for continuous improvement throughout the school system.

Internal Audit
Financial and program audits of funds appropriated by MCPS, as well as funds within the Independent Activity Fund at individual school sites, are conducted by OSA. 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. OSA also is responsible for managing the MCPS external audit contract, interacting with the Maryland State Department of Education (MSDE), the Maryland Public School Construction Program, and the Maryland Office of Legislative Audits on auditing issues, assessing the school system's internal financial controls, and advising managers of any required corrective actions.

Policy Review, Revision, and Development
Working with the Board of Education Policy Committee and the Executive Leadership Team, OSA develops and manages revisions to and codification of policies and regulations; collaborates with responsible offices, departments, divisions, and external stakeholders for reviewing, updating, and revising policies and regulations; and monitors, reviews, and analyzes state and federal legislation to ensure alignment between MCPS policies and regulations and local, state, and federal laws. Additionally, OSA administers a systemwide forms management and control program that ensures accurate and consistent data collection.

Program Evaluation
Comprehensive evaluations of MCPS programs and initiatives are conducted to provide quantitative and qualitative information on fidelity of programs' or initiatives' implementation and their outcomes through the application of scientific tools and techniques. Evaluations also are done for key curricula that support these priority areas and initiatives and federal and state grants. In addition, OSA provides technical assistance and consultation to other MCPS program staff, developing evaluation plans for major grant proposals sought by the school system, providing psychometric consultation and analyses; conducting longitudinal analysis of achievement data; evaluating community-based programs; and collaborating with outside higher education institutions in the evaluation of programs operating within the school system.

Records Maintenance and Retention (Students, Staff, and Offices)
In accordance with state and federal laws OSA is responsible for the maintenance and permanent retention of student records, some employee records, as well as certain office records; monitoring and implementing state requirements for maintenance of student records; supporting schools in 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.

Reporting (Federal, State, and Local)
A mandated function of OSA is to ensure compliance with federal, state, and local reporting requirements. OSA supports the infrastructure for collecting and sharing data, monitoring data to ensure accuracy, verifying and transmitting data reports to state and federal agencies, and serving as a resource for the system and the community for ad hoc student data requests.

Testing (Systemwide Assessments)
OSA oversees the administration of a comprehensive system of student assessments and provides data for measuring and monitoring student achievement. This includes local exams and all facets of assessments mandated by MSDE in compliance with the No Child Left Behind Act of 2001 (i.e., the Maryland School Assessment, Partnership for Assessing Readiness for College and Careers assessments, and Maryland High School Assessment). OSA also supports the administration of cognitive assessments for gifted and talented identification, the National Assessment of Educational Progress (NAEP), and the Assessing Comprehension and Communication in English State to State for English Language Learners English Language Proficiency Assessment. OSA staff members have primary responsibility for overseeing the administration (training, materials, security) of these assessments, supporting school testing coordinators in each school, as well as the analysis and reporting of the results to MSDE, the MCPS Board of Education, MCPS staff, and the public.

All OSA units receive, process, and respond to ad hoc requests by stakeholders throughout the school system.

ACCOMPLISHMENTS AND INITIATIVES

OSA continues to address the challenges of increased demands for services and products in each of the following areas:

» Policy and regulatory requirements related to federal, state, and local mandates.

» Mandates at both the federal and state levels for high-stakes testing and accountability.

» Awareness of the value and increased staff capacity of using data-driven and research-based decision making to guide both systemic and school-level improvements.

» Requests for implementation and outcome evaluations of major reforms, initiatives, and policies.

» Collaboration with other MCPS offices to support the collection and appropriate use of data.

» Collaboration and partnerships, particularly in grant-supported initiatives, that require evaluation services.

» Demand for internal financial controls, monitoring and compliance, and increased federal and state reporting requirements.

During the 2013–2014 school year, OSA supported the MCPS mission, vision, and goals through the following activities:

» Oversaw the development of Early Warning Indicators for potential MCPS student dropouts.

» Administered a comprehensive program of student assessments, including more than 225,000 assessments mandated by MSDE, 350,000 countywide high school final exams and national assessments such as the Preliminary SAT (PSAT), InView, and NAEP assessments.

» Conducted more than 70 professional development sessions for school-based staff on topics including the School Progress Index, accommodations for students with disabilities and English language learners, test administration and security, and data interpretation. Training sessions for school and central office staff on the use of monitoring tools to help staff identify students who are at academic risk and can be supported by intervention strategies were also conducted.

» Provided comprehensive aggregated student achievement data to stakeholders throughout the district for use in identifying strengths and weaknesses in student and school performance and to evaluate instructional programs.

» Designed data-collection instruments to evaluate MCPS programs and initiatives. Administered 6,337 student evaluation surveys; 837 teacher/staff surveys. Conducted 36 observations and 36 interviews.

» Completed eight comprehensive studies (including both implementation and outcome components), two formative studies, and two impact studies to evaluate MCPS programs, practices, and initiatives, or practices for the purpose of improvement or enhancement.

» Provided evaluation and consultation services for nine federal or state grants for MCPS.

» Provided more than 170 hours of methodological supports or technical assistance to MCPS committees and work groups.

» Responded to 53 ad hoc requests for technical assistance, consultation, and data analysis from other MCPS departments and MCPS/Higher Education Partnerships.

» Published reports, including those on systemwide data points, standardized assessments, Schools at a Glance, Special Education at a Glance, and School Safety and Security at a Glance.

» Managed the production of the Annual Report on Our Call to Action: Pursuit of Excellence.

» Revised/developed 40 policies, regulations, and exhibits and 125 forms.

» Provided more than 30 training sessions and support to school-based record keepers, pupil personnel workers, and guidance counselors.

» Received and processed more than 24,000 records for students who withdrew or graduated from MCPS schools in 2010.

» Processed more than 10,000 diplomas.

» Successfully completed 83 Independent Activity Fund audits and 13 studies of operations for use by senior leadership and school management.

» Collaborated with the offices of the Chief Operating Officer and Human Resources and Development to provide school finance professional development to school administrators and financial agents.

» Collaborated with Gallup, Inc. to administer, analyze, and report results for 72,000 student and 18,000 staff engagement surveys. Additionally, managed MCPS satisfaction surveys of 60,000 parents.

» Processed and reported summary results of nearly 200,000 high school standardized test scores (approximately 100,000 SAT and ACT scores; 60,000 PSAT scores; 31,000 Advanced Placement and International Baccalaureate exam scores).

» Provided report and analysis of local assessment data used to monitor primary reading strategic plan data points for primary reading and elementary and middle school mathematics.

» Processed approximately 45 requests for internal/external research/data collection activities.

» Managed the production of the first MCPS student code of conduct.

PERFORMANCE MEASURES

Performance Measure: Update the middle school and college readiness monitoring tools to provide school staff with actionable data.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
11	11	11

Explanation: OSA updates monitoring tools immediately after new data is available to allow school staff to provide timely interventions.

Performance Measure: Number of ad hoc data analysis requests to which OSA reviews and responds.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
53	58	63

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.

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget
The FY 2016 recommended budget for this office is $4,594,246, a decrease of $73,056 from the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—$111,944
Continuing Salary Costs—$111,944
There is an increase of $111,944 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Program Efficiencies and Reductions—($185,000)
There is reduction of $150,000 for a FY 2015 study of special education programs and services which will not require funding in FY 2016. In addition, a .5 evaluation specialist position and $35,000 was budgeted to conduct a study of the Kennedy Cluster project. This study is expected to be completed in FY 2015.

Office of Shared Accountability - 624/621/622/623/625/626/627
Geoffrey Sanderson, Associate Superintendent

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	41.500	42.000	42.000	**41.500**	(.500)
Position Salaries	$3,871,992	$4,117,698	$4,117,698	**$4,191,695**	$73,997
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		63,080	63,080	**63,080**	
Supporting Services Part Time		117,875	117,875	**120,822**	2,947
Other					
Subtotal Other Salaries	171,699	180,955	180,955	**183,902**	2,947
Total Salaries & Wages	4,043,691	4,298,653	4,298,653	**4,375,597**	76,944
02 Contractual Services					
Consultants					
Other Contractual		334,046	334,046	**184,046**	(150,000)
Total Contractual Services	123,233	334,046	334,046	**184,046**	(150,000)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,800	7,800	**7,800**	
Other Supplies & Materials		16,859	16,859	**16,859**	
Total Supplies & Materials	18,613	24,659	24,659	**24,659**	
04 Other					
Local/Other Travel		9,944	9,944	**9,944**	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	12,480	9,944	9,944	**9,944**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$4,198,017	$4,667,302	$4,667,302	**$4,594,246**	($73,056)

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

Geoffrey Sanderson, Associate Superintendent

CAT		DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
		624 Office of Shared Accountability						
1		Associate Superintendent		1.000	1.000	1.000	**1.000**	
1	P	Director I		1.000	2.000	2.000	**2.000**	
1	N	Asst. to Assoc Supt		1.000	1.000	1.000	**1.000**	
1	23	Data Integration Specialist		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**	
		Subtotal		**6.000**	**8.000**	**8.000**	**8.000**	
		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	2.000	2.000	**2.000**	
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	Testing Support Specialist		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	15	Testing Support Assistant			1.000	1.000	**1.000**	
		Subtotal		**9.000**	**9.000**	**9.000**	**9.000**	
		626 Applied Research Unit						
1	O	Supervisor		1.000	1.000	1.000	**1.000**	
1	BD	Evaluation Specialist		2.000	2.000	2.000	**2.000**	
1	25	Technical Analyst		.500	.500	.500	**.500**	
1	25	Logistics Support Specialist		1.000	1.000	1.000	**1.000**	
		Subtotal		**4.500**	**4.500**	**4.500**	**4.500**	
		627 Program Evaluation 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		2.500	3.000	3.000	**2.500**	(.500)
1	25	Logistics Support Specialist		.500	.500	.500	**.500**	
1	21	Evaluation Support Specialist			.750	.750	**.750**	
1	20	Testing Support Specialist		.750				
1	11	Office Assistant IV		1.000	1.000	1.000	**1.000**	
		Subtotal		**6.750**	**7.250**	**7.250**	**6.750**	**(.500)**
		621 Reporting Unit						
1	P	Director I		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**	

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

Geoffrey Sanderson, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	621 Reporting Unit						
1	16 Administrative Secretary III		1.000				
1	13 Data Systems Operator		.625	.625	.625	.625	
	Subtotal		**5.625**	**3.625**	**3.625**	3.625	
	622 Policy and Records Unit						
1	H Records Management Supervisor		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		**5.625**	**5.625**	**5.625**	5.625	
	623 Internal Audit Unit						
1	O Supervisor		1.000	1.000	1.000	**1.000**	
1	25 Internal Audit Analyst II		3.000	3.000	3.000	**3.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	4.000	
	Total Positions		**41.500**	**42.000**	**42.000**	**41.500**	(.500)