



# Special Review Report

Board of Education

Montgomery Public Schools

May 30, 2018

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DEFENDANT'S  
EXHIBIT  
**228**

## Montgomery Current Status

- Systems Accreditation
- State Intervention
- Substantive Change
- Special Review



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## Special Review

Conducted on March 19-21, 2018

## Special Review Team

Comprised of six educators  
trained for Special Reviews



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# Special Review Purpose

The purpose of the AdvancED Special Review for the Montgomery County Public Schools System (MPS) focused on **the impact of the substantive changes experienced by MPS in relation to the requirements for accreditation.**





# Focus of the Special Review

## Issues identified as the basis for State Intervention

- Student Achievement
- Fiscal Performance
- Governing Effectiveness

## Impact on the Accreditation Standards

- Leadership Capacity (11)
- Learning Capacity (12)
- Resource Capacity (8)



# Activities of the Special Review Team

## Aligned to purpose/focus of the Special Review

- Interviews
- Classroom observations using the *Effective Learning Environment Observation Tool* (eleot<sup>®</sup>)
- Artifact review
- Team deliberations
- Report preparation



# Findings of the Special Review Team

- Findings are evaluated through the:
  - *AdvancED Performance Standards for School Systems*
  - AdvancED Accreditation Policies
  - AdvancED Assurances for School Systems
- Findings provide Improvement Priorities that require:
  - Decisive corrective action
  - Within prescribed timeframes



# Performance Standards' Results – Reported in four ratings

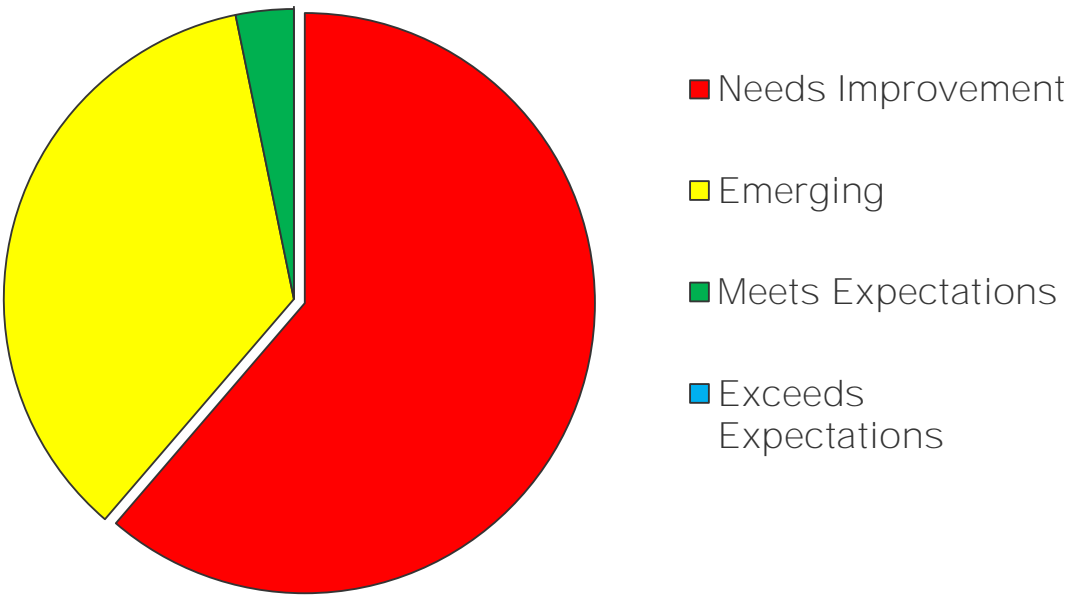
Rating	Description
<b>Needs Improvement</b>	Identifies key areas that need more focused improvement efforts
<b>Emerging</b>	Represents areas to enhance and extend current improvement efforts
<b>Meets Expectations</b>	Pinpoints quality practices that meet the Standards
<b>Exceeds Expectations</b>	Demonstrates noteworthy practices producing clear results that exceed expectations





# Standards Diagnostic Results

## Ratings Overview across the three Domains



Rating	Number of Standards
Needs Improvement	19
Emerging	11
Meets Expectations	1
Exceeds Expectations	0



# Seven Standards in Violation

Standard	
1.4	The governing authority establishes and ensures adherence to policies that are designed to support system effectiveness.
1.5	The governing authority adheres to a code of ethics and functions within defined roles and responsibilities.
1.8	Leaders engage stakeholders to support the achievement of the system's purpose and direction.
2.1	Learners have equitable opportunities to develop skills and achieve the content and learning priorities established by the system.
2.2	The learning culture promotes creativity, innovation and collaborative problem solving.
3.7	The system demonstrates strategic resource management that includes long-range planning and use of resources in support of the system's purpose and direction.
3.8	The system allocates human, material, and fiscal resources in alignment with the system's identified needs and priorities to improve student performance and organizational effectiveness.

D<sup>®</sup>

# Findings – Leadership Capacity

## Improvement Priority 1

Review, revise, and comply with all board policies and state laws.



# Improvement Priority 1



## Directives

1. Collaborate with the State Intervention Team, MPS superintendent, and MPS district level staff to conduct and document a policy audit.
2. Collaborate with the State Intervention Team, MPS superintendent and MPS district level staff to develop and document a policy review, revision, and adoption schedule/timeline in compliance with board policy.

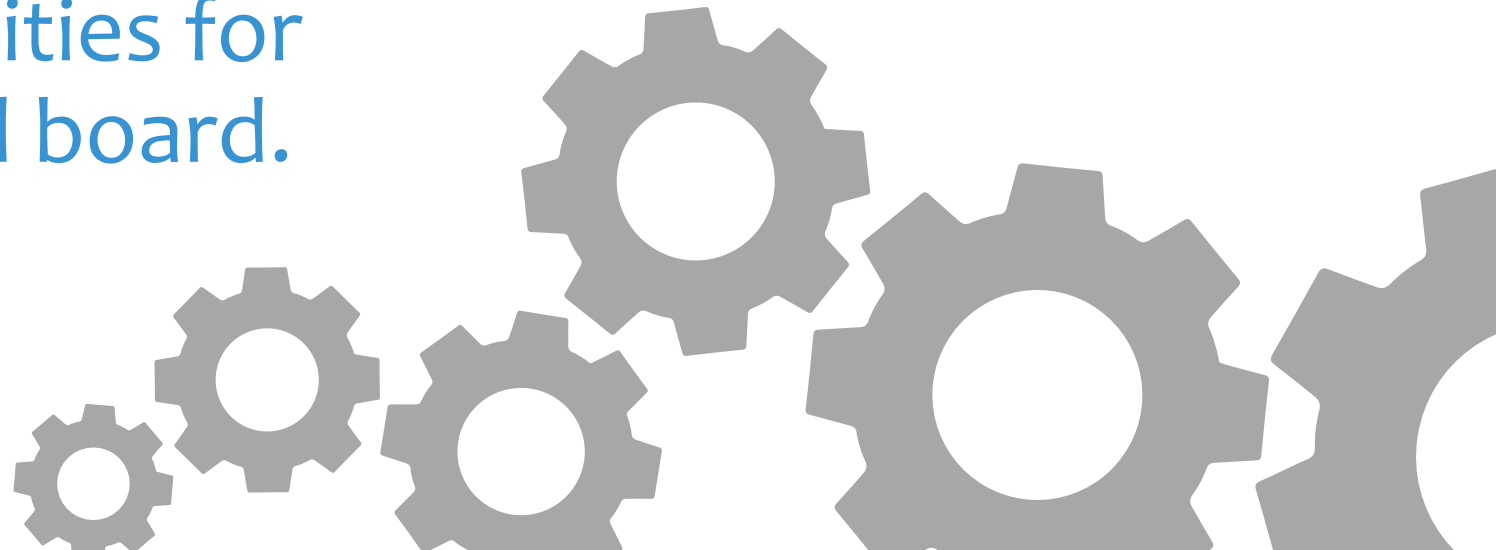
*Note: Report consists of additional Directives, narratives, etc.*



# Findings – Leadership Capacity

## Improvement Priority 2

Develop, document, implement, and adhere to a code of ethics policy which defines the specific roles and responsibilities for members of a school board.



# Improvement Priority 2



## Directives

1. Participate in and document professional development focused on team building to develop trust and build positive relationships.
2. Conduct a literature review, case study and/or book review on highly effective governing boards and professional decorum.





# Findings – Leadership Capacity

## Improvement Priority 3

Implement a communications plan that ensures timely and consistent dissemination of information and awareness of the system's decisions and actions by internal and external stakeholders.



# Improvement Priority 3



## Directives

1. Reevaluate the operational effectiveness of the organizational chart and communicate the outcome to stakeholders.
2. Ensure principals' are accountable for communicating information to their staffs.



# Findings – Learning Capacity

## Improvement Priority 4

Foster a culture of student-centered learning that promotes research-based practices including personalized learning, differentiation, integration of technology, collaboration, inquiry-based learning and higher order thinking.



# Improvement Priority 4



## Directives

1. Identify, implement, and evaluate professional learning on specific research-based instructional strategies that are proven to enhance student learning and engagement.
2. Routinely monitor implementation of student engagement through eleot observations.



# Findings – Learning Capacity

## Improvement Priority 5

Engage teachers, content area specialists, and other instructional staff in collaborative conversations about curricular processes and instructional expectations.



# Improvement Priority 5



## Directives

1. Include representative groups of teachers, content area specialists, and other instructional staff in reviewing the wealth of curriculum documents housed on the website and determine which items will be mandated for implementation and use.
2. Establish a means to clearly communicate instructional expectations and monitor adherence to these expectations.

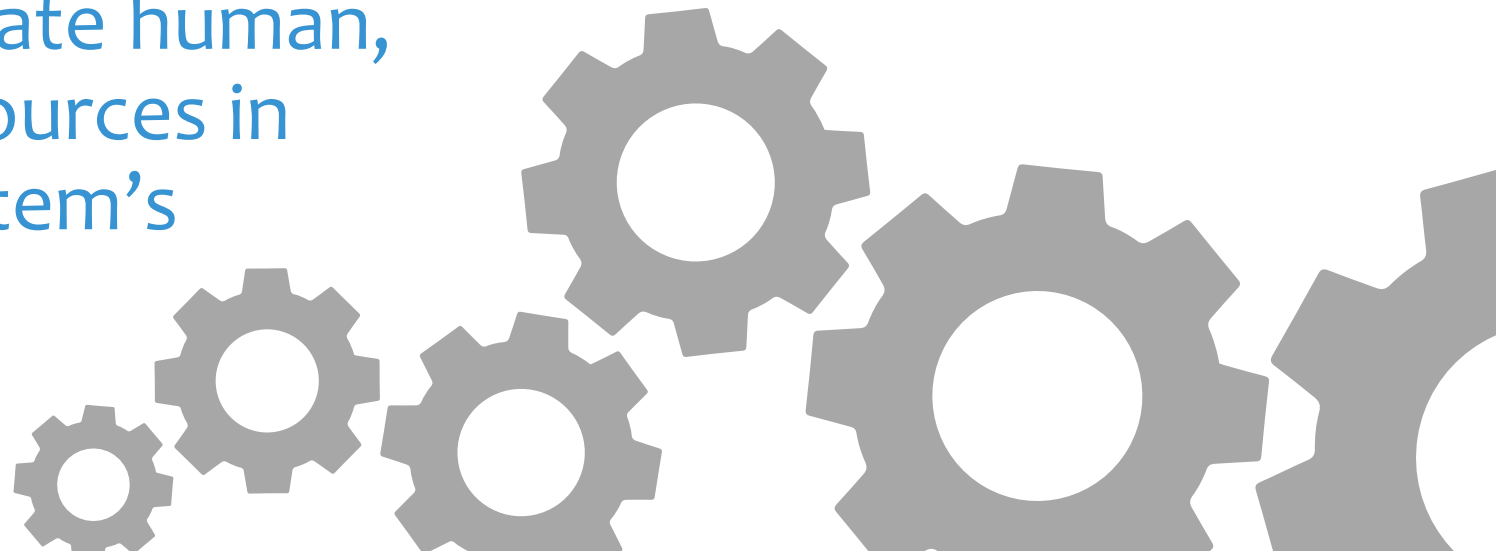




# Findings – Resource Capacity

## Improvement Priority 6

Develop, implement, and monitor an effective budget process to strategically manage resources to meet current budgetary requirements and allocate human, material, and fiscal resources in alignment with the system's priorities.



# Improvement Priority 6



## Directives

1. Develop and implement a plan to achieve and sustain the required one month's operating balance and provide monthly updates to the Board and stakeholders during regularly scheduled board meetings and/or other venues.
2. Ensure that monthly financial statements and other required information and/or documents are submitted to the Alabama State Department of Education as required by law.



# Accreditation Status

In accordance with AdvancED Policy, MPS will continue with an accreditation status of

**Accredited Under Review**

A **Monitoring Review** will be conducted prior to December 2018 to evaluate progress on the

**Improvement Priorities**



## Next Steps



Review/Share Findings



Develop/Implement Plans on  
Improvement Priorities



Host Monitoring Review



Continuously Improve



*By making the realities and complexities  
of schooling visible, we make  
improvement possible.*



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