A Value Chain that Starts in Preschool

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Superintendent of Schools
Montgomery County Public Schools

US Department of Education
Listening and Learning About Early Learning
April 23, 2010


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MCPS Free and Reduced-Price Meals

2009
41,464
1998
28,768

44.1 PERCENT

MCPS ESOL

2009
17,664
1998
8,689

103 PERCENT
A Tale of Two Counties
131 Elementary Schools

Green Zone
65

Red Zone
66

Stages of Change
An Organizational Maturity Model

- React
  Random acts "Butterflies and Bunnies"

- Establish meaningful expectations
  A North Star

- Identify existing conditions
  Barriers and blind spots

- Align people, systems, structures
  It's the culture!

- Innovate and monitor
  From Gotcha' to intentional results

EFFECT ON PERFORMANCE

DESATED STATE
**Stages of Change**
An Organizational Maturity Model

- **CLEAR**
  - No Child Left Behind + –
  - 80% College Ready ++

- **COMPPELLING**
  - Pre-No Child Left Behind – –
  - Typical Mission and Vision Statements – +

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**DELIBERATE EXCELLENCE**

- **1650 SAT, 24 ACT**
- **3 on AP exam, 4 on IB exam**
- **Algebra 2 by Grade 11, "C" or higher**
- **Algebra 1 by Grade 8, "C" or higher**

**State Standards**
**Below Standard**
System-School-Student

**GRADUATION REQUIREMENTS**
- Attendance
- Exit Tests
- Course Requirements
Early Success Performance Plan

ELO: Extended Learning Opportunity—Summer Adventures in Learning

Pre-K  Grade K  Grade 1  Grade 2  Grade 3

ASP  ASP  ASP

ASP: After-school Programs

All components include congruent and aligned reading, writing, and mathematics curriculum with ongoing assessment and language development.

CONTINUOUS IMPROVEMENT
Curriculum • Assessment • Professional Development • Technology • Research • Parent Involvement

Early Success Performance Plan

Success for Every Student

Standards Based Curriculum
Professional Development
Diagnostic Assessments
Extended Learning Opportunities
Instructional Management System
Smaller Class Sizes
Parent Involvement
Full-Day Kindergarten

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Kindergarten

**READING SIMPLE TEXT**

**PERCENTAGE OF STUDENTS READING SIMPLE TEXT BY THE END OF KINDERGARTEN BY RACIAL/ETHNIC GROUP (TEXT LEVEL 6)**

![Bar chart showing percentage of students reading simple text by racial/ethnic group in kindergarten, with data for 2006, 2007, 2008, and 2009.](image)

Source: Office of Shared Accountability

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**Elementary School**

**TERRANOVA 2ND EDITION**

**PERCENTAGE OF TEST TAKERS WHO SCORED AT OR ABOVE THE 50th NP AND 70th NP ON THE TERRANOVA 2nd EDITION (TN/2) READING IN 2009**

![Bar chart showing percentage of test takers scoring at or above 50th and 70th National Percentile in Grade 2, with data for 2009.](image)


© 2009 MONTGOMERY COUNTY PUBLIC SCHOOLS - ROCKVILLE, MARYLAND
ADVANCED MATH
PERCENTAGE OF STUDENTS PROFICIENT IN MATH 6 OR HIGHER BY RACIAL/ETHNIC GROUP

Grade 5

MIDDLE SCHOOL

ALGEBRA 1
PERCENTAGE OF STUDENTS WHO COMPLETED ALGEBRA 1 WITH A "C" OR HIGHER, BY RACIAL/ETHNIC GROUP

Source: Office of Shared Accountability

© 2009 MONTGOMERY COUNTY PUBLIC SCHOOLS - ROCKVILLE, MARYLAND
Grade 11

ALGEBRA 2
Percentage of Students Completing Algebra 2 with a "C" or Higher, by Racial/Ethnic Group, 2009

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>African American</th>
<th>Asian American</th>
<th>Hispanic</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>54%</td>
<td>33%</td>
<td>73%</td>
<td>30%</td>
<td>69%</td>
</tr>
</tbody>
</table>

Source: Office of School Accountability

AP Participation and Performance
National, Maryland, and MCPS Class of 2009

<table>
<thead>
<tr>
<th></th>
<th>Percent Taking an AP Exam</th>
<th>Percent of AP Exams with Score of 3 or Higher</th>
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</thead>
<tbody>
<tr>
<td>Public School Students, Class of 2009</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>US</th>
<th>Maryland</th>
<th>MCPS</th>
<th>US</th>
<th>Maryland</th>
<th>MCPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>26.5%</td>
<td>40.0%</td>
<td>64.4%</td>
<td>15.9%</td>
<td>24.8%</td>
<td>48.7%</td>
</tr>
</tbody>
</table>

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Percentage of AP Exams Scoring 3 or Higher

All Students - 2009

<table>
<thead>
<tr>
<th></th>
<th>Nation</th>
<th>Maryland</th>
<th>MCPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>57%</td>
<td>61%</td>
<td>72%</td>
</tr>
<tr>
<td>African American</td>
<td>25%</td>
<td>28%</td>
<td>33%</td>
</tr>
<tr>
<td>Asian American</td>
<td>48%</td>
<td>48%</td>
<td>72%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>53%</td>
<td>55%</td>
<td>59%</td>
</tr>
<tr>
<td>White</td>
<td>63%</td>
<td>63%</td>
<td>78%</td>
</tr>
</tbody>
</table>

SEVEN KEYS TO COLLEGE READINESS

2009 Results

1. Advanced reading K-2
   - Grade K: Test Level 6
   - Grade 1: Beyond Test Level 16
   - Grade 2: 70th percentile TN/2
   - 78.2%, 83.2%, 45%

2. Advanced reading MSA
   - ES 41.2%, MS 51.3%

3. Advanced math Grade 5
   - 48.8%

4. Algebra 1 by Grade 8, "C" or higher
   - 62.0%

5. Algebra 2 by Grade 11, "C" or higher
   - 54.0%

6. 3 on AP, 4 on IB
   - 49.5%

7. 1650 SAT, 24 ACT
   - 48.3%
Data-Driven Schools See Rising Scores

U.S. Secretary of Education
Arne Duncan

...says Montgomery is a model in using data to spur improvement. "They're doing a tremendous amount right" ... Montgomery's data system should be "the norm, not the exception."

College-Prep Success
Growth in the number of Montgomery County students with a passing score of 3 or higher on AP tests

Kindergarten Scores
District officials largely dismiss suggestions that the system with a number of years, all

The Montgomery County Public Schools Story
Harvard Education Press 2009

LEADING
FOR
EQUITY
THE PURSUIT OF EXCELLENCE IN MONTGOMERY COUNTY PUBLIC SCHOOLS

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