

October 22, 2005

To: Quality Schools Interim Committee

From: Madalyn Quinlan, Chief of Staff
Joan Anderson, Assistant Superintendent of Operations

Subject: Accredited Program Entitlement

This paper proposes a methodology for calculating the Accredited Program Entitlement for school district costs related to the district central office and school level administration and support services.

The Accredited Program Entitlement includes expenditures for general administration, building administration, support services for students, staffing associated with support services for instruction, business services, and food services. No capital outlay is included in the Accredited Program Entitlement. The chart attached to this memo shows the expenditure reporting categories that are associated with the Accredited Program Entitlement.

We attempted to build the Accredited Program Entitlement from the ground up based on the certified FTE requirements in the accreditation standards and actual staffing patterns in districts. The staffing requirements are ultimately driven by enrollment. Except for the districts with fewer than 150 students, we have used size categories in increments of 50 students. In order to reflect both the district and school level costs associated with the accredited program, we divided the Accredited Program Entitlement into 2 components: one for the central office and another for the school level.

Central Office

The certified staff for the central office include the district superintendent, assistant superintendents, district level program and activities coordinators, and curriculum coordinators. (Other certified staff in the central office, such as directors of special education or federal program coordinators, are excluded from the Accredited Program Entitlement either because they are included in another of the committee's proposed entitlements or they are funded from federal sources.)

The non-certified central office staff include the business manager, business clerical, district secretarial, nurses, human resources, superintendent support/public relations, information technology staff, central services, and athletic directors.¹

Based on our review of the staffing patterns of districts, we are proposing one staffing matrix for independent elementary districts (which are not combined with a high school district) and a

¹ Some schools report their athletic directors as certified staff. We have accounted for these positions as classified staff positions.

second matrix for K-12 districts, combined elementary and high school districts (which share a joint board), and independent high school districts.

The differences between the two matrices are:

- The portion of the superintendent's time assigned in districts with fewer than 500 students is less in the independent elementary districts than in the combined districts.
- The FTE allocated for district level program coordinators and activities coordinators is approximately one-half the FTE for the same positions in the combined districts.
- For school districts with more than 350 students, the FTE for curriculum coordinators is increased by .15 for the independent elementary districts and by .60 for the combined districts. This increase reflects the additional time for department chairs, which is greater for high school programs.
- No athletic directors are allocated for independent elementary districts.

In addition to the costs for salaries and benefits, the Accredited Program Entitlement includes costs for purchased services, administrative supplies and other expenditures. In this proposal, all of these costs would be allocated on a per-student basis at the district level, not the school level, even if a portion of the costs are attributable to specific schools.

School Level

For the purposes of the Accredited Program Entitlement, the term "school" applies to an accredited program, such as an elementary program, 7/8 program, middle school program, or high school program (ARM 10.55.901, 902 and 904). The accredited program is a set of course offerings and support services designed to meet the Montana accreditation standards. "School" does not equate to a school building. It is possible to have one accredited program in more than one school building (i.e., Helena High School and the PAL program) or more than one accredited programs in a single school building (i.e., Malta High School and Malta 7/8).

The certified staff for the school level includes principals or supervising teachers, assistant principals, librarians, counselors, and school program coordinators.

The classified staff include school secretaries and attendance and records clerks.

The proposed school level matrix would apply to all accredited schools whether elementary, middle, or high school programs. For the certified positions included in the Accredited Program Entitlement, the accreditation standards are equivalent for all three program levels. The requirements for classified staff also appear to be equivalent for the three levels. In schools with enrollment greater than 1000 students, we have added staff for attendance and record keeping. These schools are all high schools or middle schools.

Allocation of Funding

In order to determine the funding level for a specific school district, the first step would be to determine whether the district is an independent elementary district. The 166 independent elementary districts would be allocated funding based on the matrix for the independent elementary districts. All other districts would be allocated funding based on the matrix for K-12, combined districts and independent high school districts. For this second group, the central

office allocation would be determined based on the number of students in the school system (K-12). For combined districts, the monies could then be budgeted based on the proportion of ANB in elementary and high school districts.

The next step would be to determine the funding level generated by each accredited program (i.e., school) in the district based on the average number belonging in each of the accredited programs. The table below provides an example of the staffing that would be allocated for a school system.

Accredited Program Staff			
	ANB (Est.)	System FTE	School FTE
School System			
Havre Public Schools	1929	13.62	
Schools			
Sunnyside School	255		4.00
Highland Park School	294		4.00
Lincoln-McKinley School	257		4.00
Havre Middle School	451		5.00
Havre High School	672		8.75

Accredited Program
Decision Rules for Certified Staff

District Level

Certified Staff

- Superintendent (AD31): Number determined by the accreditation standards
- Assistant Superintendents: 1 assistant superintendent for every 5000 students
- Curriculum Coordinator: Number required by the accreditation standards. For combined districts with more than 350 students, the FTE for the curriculum coordinator is increased by .45 FTE for department chairs. For independent elementary districts with more than 350 students, the FTE for the curriculum coordinator is increased by .15 FTE for department chairs.
- For school systems with more than 5000 ANB, additional staffing for department chairs is added as multiple middle schools and high schools are needed.
 - ❖ For 5000 ANB: Assume 2 middle schools and 1 high school (Bozeman, Kalispell)
 - ❖ For 7500 ANB: Assume 2 middle schools and 2 high schools (Helena, Missoula)
 - ❖ For 10,000 ANB: Assume 3 middle schools and 2 high schools (Great Falls)
 - ❖ For 12,500 ANB: Assume 3 middle schools and 3 high schools
 - ❖ For 15,000 ANB: Assume 4 middle schools and 3 high schools (Billings)
- Psychologists: Funded by special education monies

Classified Staff

- Business Manager: 1 business manager or clerk for school systems with more than 40 ANB.
- Business Clerical: 0.5 FTE for school systems between 750- 1150, increasing by increments of 0.25 FTE for each additional 400 ANB. This category includes payroll techs, purchasing, clerical and record keeping personnel.
- District Secretarial: Equal to the number of superintendents and assistant superintendents
- Nurses: 0.22 nurses for 151-400 ANB, increasing by increments of 0.22 for each additional 400 ANB
- Human Resources: 1 FTE for districts with 400-500 ANB, increasing by increments of 0.5 FTE for each additional 500 ANB. Includes HR supervisors, specialists and techs.
- Superintendent Support/ Public Relations: 1 FTE for 5000-10,000 ANB; 2 FTE for schools with more than 10,000 ANB. Includes community relations and grant writing.
- Information Technology: 0.25 FTE for 0-350 ANB; 0.48 for districts with 351- 750, increasing by increments of 0.48 FTE for each additional 400 ANB
- Central Services: 0.25 FTE for 351- 750 ANB, increasing by 0.25 for each additional 400 ANB
- Athletic Director: 0.5 athletic directors for 400 ANB; 1 FTE athletic director for 800 ANB; 2 FTE athletic directors for more than 8000 ANB

School Level

Certified Staff

- Principals (AD34): Number determined by the accreditation standards
- Assistant Principals (AD35): No assistant principals are assigned to schools with 350 or fewer students. The ratio appears to be 0.5 assistant principals for every principal in schools between 351-750. For larger schools, the ratio approaches 1:1.

- Program Coordinator (PC10): 1 coordinator for every 1000 students, pro-rated downward to the 80-125 school size. No program coordinators are assigned to schools with 80 or fewer students.
- Librarians (SP22): Based on the accreditation standards ARM 10.55.709
- Guidance Counselors (SP21) : Based on the accreditation standards 1:400, ARM 10.55.710

Classified Staff

- Secretaries: 1 secretary for each principal
- Attendance and Records Clerks: For schools with more than 1000 students, 1 attendance clerk. For schools with more than 1800 students, 2 attendance clerks.