MONTGOMERY COUNTY BOARD OF EDUCATION Rockville, Maryland

September 11, 2012

MEMORANDUM

To: Members of the Board of Education

From: Patricia O'Neill, Chair, Board of Education Policy Committee

Subject: Final Action, Policy CND, School-Related Fund-Raising

On March 13, 2012, the Montgomery County Board of Education tentatively adopted the updated Policy CND, *School-Related Fund-Raising*. The tentatively adopted policy was distributed for public comment. Five comments were received.

On July 23, 2012, the members of the Board of Education Policy Committee further discussed Policy CND, *School-Related Fund-Raising*. Language has been added to affirm the voluntary nature of student participation in fund-raising; content has been reorganized to affirm fund-raising for charitable purposes among other shared fund-raising purposes; and language affirming fund-raising for supplemental materials, equipment, and professional development has been restored in response to public comment. In addition, language has been added to reference the existing regulation specific to accepting donated items or purchasing materials and equipment with nonappropriated funds.

The Policy Committee's recommended changes to the tentatively adopted policy are reflected in the Committee Recommended Draft (Attachment A). The public comments are summarized in Attachment B. The original public comments are included in Attachment C. The Draft for Public Comment is included as Attachment D.

The following resolution is provided for your consideration:

WHEREAS, Policy CND, School-Related Fund-Raising, provides a framework for school-related fund-raising activities in or on behalf of Montgomery County Public Schools that safeguards instructional time, maximizes the safety of students, supports a common school experience for all students, and includes appropriate accountability provisions; and

WHEREAS, The draft of Policy CND, *School-Related Fund-Raising*, was tentatively adopted by the Montgomery County Board of Education on March 13, 2012, and was sent out for public comment; and

WHEREAS, The Montgomery County Board of Education has received comments and the Board of Education Policy Committee's recommendations; now therefore be it

<u>Resolved</u>, That the Montgomery County Board of Education adopt Policy CND, *School-Related Fund-Raising*, as updated in the attached committee recommended draft.

Present at the table for the discussion are Mrs. Susanne G. DeGraba, chief financial officer, Office of the Chief Operating Officer and Mrs. Stephanie P. Williams, director, Department of Policy, Records and Reporting, Office of Shared Accountability.

PO:hp

Attachments

1		
2	Related Entries:	ABA, ABA-RC, ABC, BBB, CNA, CNA-RA, CNE, DDA-
3		RA, DJA-RA, DJA-RB, ECN, FFA, FFA-RA, IGK-RC,
4		JPG, KGA-RA
5	Responsible Office:	School Support and Improvement; Chief
6		Operating Officer
7	Related Source:	Annotated Code of Maryland, Business
8		Regulation Article, Section 6-101; Criminal
9		Law Article, Section 13-1803 and Section
10		13-1813
11		
12		
13		School-Related Fund-Raising
14		
15	A. PURPOSE	
16		
17	To provide a	<pre>framework guidelines for school-related fund-</pre>
18	raising activit	ties in or on behalf of Montgomery County Public
19	Schools (MCPS)	and to ensure that fund raising activities do
20	not interfere	with the that safeguards instructional time,
21	maximizes the	safety of students, supports a common school
22	experience fo	or all students, and includes appropriate
23	accountability	provisions - program or the responsibilities of
24	MCPS staff	
25		
26	B. PROCESS AND CO	NTENT ISSUE
27		

The Montgomery County Board of Education (Board) affirms its interest in ensuring that fund-raising activities by schools or school-sponsored groups or on behalf of MCPS by parent and community groups are conducted in compliance with state law and MCPS regulations and contribute to the school experience of students without conflicting with or disrupting the operation of the instructional program or jeopardizing the safety of students. Parent and community groups include, but are not limited to, Parent Teacher Associations (PTAs), Parent Teacher Student Associations (PTSAs), foundations, and booster clubs.

The Board recognizes that funds can be raised for purposes other than instruction and that these fund-raising activities contribute to the overall experience of being a member of the school community.

The Board of Education recognizes that student organizations and parent groups sometimes provide financial support for school activities in Montgomery County.

C. POSITION

1. The Board encourages those seeking to make donations or raise funds for schools to collaborate with school leadership to ensure that school-related fund-raising efforts pursue shared purposes, which may include, but

55	are	not limited to, the following:
56 2.		Recognized Purposes for School-related Fund Raising
57		
58	a)	Supporting activities of school-sponsored groups,
59		organizations or clubs which include, but are not
60		limited to, school classes or grade-level groups,
61		clubs, teams, performing arts groups, and
62		countywide student organizations
63		
64	b)	Supporting activities that benefit the student body
65		
66	c)	Providing supplemental funds to help defray the
67		costs of optional activities that enhance MCPS
68		programs
69		
70	8 d)	Raising funds and collecting donations for
71		charitable purposes or for members of the community
72		experiencing financial hardship. The Board affirms
73		the value of Suchsuch fund-raising activities for
74		increasing student awareness of their membership in
75		the local and global community.
76		
77	d e)	Providing supplemental materials or equipment that
78		enhance the instructional program or the
79		administrative functions of the school
80		
81	⊖f)	Providing supplemental support for staff to

82		participate in professional development activities
83		
84	2.	Student safety and health are the foremost concerns for
85		any fund-raising activity involving students and,
86		specifically, students collecting funds directly from the
87		public.
88		
89	3.	Neither Pparent or community groups, nor students are not
90		expected to raise funds to support specific programs or
91		purchase materials to enhance the instructional program.
92		Participation in school fund-raising activities shall be
93		on a voluntary basis, and no student shall be compelled
94		to participate or contribute.
95		
96	4.	While many schools and PTAs/PTSAs have emphasized
97		fundraising in the past, raising money is not their
98		primary focus. In Board Policy ABC, Parent and Family
99		Involvement, the Board affirms the National Standards for
100		Family-School Partnerships, and the development of parent
101		and family involvement programs and services that are
102		comprehensive and linked to student learning.
103		
104	5.	sSchool staff should not become dependent on these fund-
105		raisings activities nor rely on them to purchase
106		materials and instructional equipment.

76. The Board also recognizes that some activities, such as

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109		school fairs, are important because they promote parent
110		participation and result in increasing school and
111		community spirit in addition to any amounts of money they
112		raise for the school.
113		
114		
115	g) 7.	Funds raised by fund-raising groups cannot be used to
116		employ anyone to work in the schools during the regular
117		school day.
118		
119	10 8.	The Board establishes its process for accepting non-
120		Montgomery County government funds for improvements that
121		qualify as capital improvements in Board Policy CNE,
122		Facility Improvements That Are Not Funded With Montgomery
123		County Revenues.
124		
125	1 9.	The Board establishes its process for naming school
126		facilities in Board Policy FFA, Naming School Facilities,
127		and prohibits naming a portion of a school facility to
128		generate funds, unless expressly approved by the Board.
129		
130		h) Principals must inform parents that neither the
131	Moving to	school nor MCPS endorses the products that are sold
132	new	or sanctions the services that are offered by
133	regulation	businesses.
134		
135	Moving to new regulation	i) Fundraising activities are not to include
L	regulation	5 of 9

136 residential door-to-door sales by any students.

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Moving to new regulation

a) The principal must authorize in advance and in accordance with this policy all fund raising activities conducted by school-sponsored organizations or clubs and individual school classes or grade-level groups.

Moving to new regulation

b) The deputy superintendent must authorize in advance all fund raising activities conducted by countywide student organizations.

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- 10. MCPS establishes its process for accepting donated items or purchasing materials and equipment with nonappropriated funds in MCPS Regulation DJA-RB, Purchase of Materials and Equipment Using Nonappropriated Funds and Acceptance of Donated Items.
- 152 If funds are used to purchase supplemental educational 153 materials or equipment that enhance the instructional program, 154 or if such materials or equipment are donated, they become the 155 property of MCPS and must be integrated into the MCPS 156 curriculum. All materials and equipment must be approved for 157 use in MCPS, must conform to appropriate standards, 158 specifications, and guidelines, and must be appropriate to the 159 curriculum in the grades where they are to be used. The 160 quidelines established by the Division of Procurement must be 161 followed whenever a school's independent activity funds are 162 used to purchase materials and equipment.

163		
164	2 11.	The provisions of this policy do not apply to fund-
165		raising activities by groups not associated with MCPS who
166		use MCPS facilities through the Interagency Coordinating
167		Board.
168		
169	2.	Examples of Appropriate Fund Raising Groups
170		
171		a) School-sponsored organizations and clubs
172		
173		b) Individual school classes or grade-level groups
174		
175		e) Parent-teacher associations
176		d) Other parent-sponsored organizations, such as
177		booster clubs
178		e) Countywide student organizations
179		
180	3.	Additional Guidelines for Fund Raising Activities
181		
182		c) The PTA, Booster Club, or other parent-sponsored
183		organizations will plan and supervise all fund
184	Moving to new	raising activities sponsored by these
185	regulation	organizations. The principal will coordinate each
186		activity in advance with the leadership of the
187		organization to make certain that these activities
188		do not interfere with the instructional program or
189		previously planned school-sponsored fund raising
190		activities. The principal will be responsible for

191		informing the leadership when he/she feels the
192		activity is not appropriate.
193		
194	Moving to (1)	Representatives of a PTA or other parent-sponsored
195	new	activity or a school club or organization will
196	regulation	handle the daily collections of sales to avoid
197		using or impacting instructional time, either
198		directly or indirectly.
199		
200	Moving to	All funds received by a school shall be managed in
201	new	accordance with the Manual of Policies and
202	regulation	Procedures for Administering Independent Activity
203		Funds.
204		
205	D. DESIRED C	DUTCOMES
206		
207	1. Coop	perative effort between MCPS, school and school-
208	spon	sored groups, parent and community groups, private
209	orga	unizations and foundations, businesses, and
210	indi	viduals working in partnership toward shared goals
211		
212	2. Unde	erstanding and communication about the needs and
213	reso	ources of the schools and community
214		-
215	3. Tran	asparency in purpose and implementation of fund-
216		sing activities and appropriate accountability for
217		
∠ı/	such	activities

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219	4 E .	IMPLEMENTATION STRATEGIES of These Guidelines
220		
221		The superintendent of schools will establish whatever
222		administrative regulations or other administrative procedures
223		may be necessary for carrying out this the raising guidelines
224		outlined in this policy.
225		
226	⊖ F .	REVIEW AND REPORTING
227		
228		This policy will be reviewed every three years in accordance
229		with the Board of Education policy review process.
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231		
232	Poli	cy History: Adopted by Resolution No. 311-89, May 22, 1989,
233	amen	ded

Summary of Responses to Policy CND, School-Related Fund-Raising

Public Response Number	Commentator	Issue/Concern Line #'s refer to the Draft for Public Comment	Staff Response Line #'s refer to the Committee Recommended Draft
1	Anonymous Phone Call	Statement from original Policy CND regarding endorsement of products was inadvertently left out of Draft for Public Comment. This statement was intended to be relocated to regulation and shown deleted in the Draft for Public Comment.	Language is shown as deleted at lines 130–133 in the Committee Recommended Draft with the notation stating the intention of moving it to regulation.
2	Kim Damion, Executive Director, Manna Food Center	Wants to make certain that the proposed policy for fundraising would not negatively impact the annual and longstanding tradition of "Kids Helping Kids" food drive that MCPS and Manna conduct every fall.	Lines 70–75 state the Board's intent to permit raising funds and collecting donations for charitable purposes, with the awareness that such activities increase student awareness of their membership in the local and global community.
3	Veronica Stanley, parent	Against asking children to do fundraising for their school by means of selling things.	Lines 92–94 state that neither parent or community groups, nor students are expected to raise funds. It is intended that it will be further clarified in the regulation that students are not to be compelled to participate in fund-raising activities or meet quotas.
4	Anonymous Phone Call	Section C.1.d. was redacted. Does this mean that supplemental materials or equipment are now prohibited?	Language has been restored at Section C.1.e.
5	Sherwood ES PTA	Section C.1.d and e. were redacted. These sections need to be reinstated.	Language has been restored at Sections C.1.e and C.1.f.

ORIGINAL PUBLIC COMMENTS

POLICY CND, School-Related Fund-Raising

POLICY BOARD OF EDUCATION OF MONTGOMERY COUNTY

Related Entries:

CNA-RA, DJA-RA, DJA-RB

School-Related Fund-Raising

A. PURPOSE

To provide guidelines for school-related fund raising activities and to ensure that fund raising activities do not interfere with the instructional program or the responsibilities of MCPS staff

B. PROCESS AND CONTENT

The Board of Education recognizes that student organizations and parent groups sometimes provide financial support for school activities in Montgomery County. The Board also recognizes that some activities, such as school fairs, are important because they promote parent participation and result in increasing school and community spirit in addition to any amounts of money they raise for the school.

While many schools and PTAs have emphasized fund raising in the past, raising money is not their primary focus; and school staff should not become dependent on these funds, nor rely on them to purchase materials and instructional equipment. Parent groups are not expected to raise funds to support specific programs or purchase materials to enhance the instructional program. MCPS students are not expected to raise funds.

- 1. Recognized Purposes for School-related Fund Raising
 - a) Supporting activities of school organizations or clubs
 - b) Supporting activities that benefit the student body
 - Providing supplemental funds to help defray the costs of optional activities that enhance MCPS programs
 - d) Providing supplemental materials or equipment that enhance the instructional program or the administrative functions of the school

- f) If funds are used to purchase supplemental educational materials or equipment that enhance the instructional program, or if such materials or equipment are donated, they become the property of MCPS and must be integrated into the MCPS curriculum. All materials and equipment must be approved for use in MCPS, must conform to appropriate standards, specifications, and guidelines, and must be appropriate to the curriculum in the grades where they are to be used. The guidelines established by the Division of Procurement must be followed whenever a school's independent activity funds are used to purchase materials and equipment.
- Funds raised by fund raising groups cannot be used to employ anyone to g) work in the schools during the regular school day.
- omitted from Diact for Public ent Principals must inform parents that neither the school nor MCPS endorses the h) products that are sold or sanctions the services that are offered by businesses.
- Fund raising activities are not to include residential door-to-door sales by any i) students.

4. Implementation of These Guidelines

The superintendent will establish whatever administrative regulations or other administrative procedures may be necessary for carrying out the fund raising guidelines outlined in this policy.

C. **REVIEW AND REPORTING**

This policy will be reviewed every three years in accordance with the Board of Education policy review process.

Policy History: Adopted by Resolution No. 311-89, May 22, 1989.

Potosky, Harriet E.

From:

King, Suzann M - BOE Office

Sent:

Wednesday, April 04, 2012 2:23 PM

To: Cc:

Williams, Stephanie P; Potosky, Harriet E.

Subject:

Rose, Glenda; Sequeira, Martha FW: Fundraising in Schools

Attachments:

KHK Jan 5.pdf

Good afternoon. The following comments were sent to the BOE mailbox.

Suzann M. King Staff Assistant, Policy and Communications Office of the Board of Education

Phone: 301-279-3617 Fax: 301-279-3860

Email: Suzann M King@mcpsmd.org

From: Kim Damion [mailto:Kim@mannafood.org]
Sent: Wednesday, April 04, 2012 12:28 PM

To: BOE Mail; Ikheloa, Roland; Docca, Judy; King, Suzann M - BOE Office; O'Neill, Patricia; Brandman, Shirley; Steinberg,

Laura; Barclay, Christopher; Berthiaume, Laura; Kauffman, Phil; Yorro, Kathy; Durso, Michael A.; Xie, Alan

Subject: Fundraising in Schools

Superintendent,

I wanted to be certain that the proposed policy for fundraising in schools would NOT negatively impact the annual and longstanding tradition of "Kids Helping Kids" food drive that MCPS and Manna conduct every fall. The fall food drive has a tremendous impact on our ability to feed families in need here in Montgomery County. The growth and participation this year was better than any other year in the past. I am hopeful that with your continued support, MCPS students will be the leading school district in the State if Maryland this fall. I am attaching a summary of the outstanding results we had this year with 16 new schools coming on board in the fall of 2011.

It would be extremely detrimental to Manna Food Center if any new policies would jeopardize the fall food drive and hope you will help us to protect this long standing tradition.

Sincerely,

Kim Damion Executive Director Manna Food Center 9311 Gaither Road Gaithersburg, MD 20877

Manna: 301-424-1130 direct: 240-268-2524 cell: 240-620-5811

email: Kim@MannaFood.org

Visit our website at www.mannafood.org

Potosky, Harriet E.

From:

King, Suzann M - BOE Office

Sent:

Wednesday, April 04, 2012 2:24 PM

To:

Williams, Stephanie P; Potosky, Harriet E.

Cc: Subject: Rose, Glenda; Sequeira, Martha FW: comment - school related fund raising

Good afternoon.

The following comment was sent to the BOE mailbox.

Suzann M. King Staff Assistant, Policy and Communications Office of the Board of Education

Phone: 301-279-3617 Fax: 301-279-3860

Email: Suzann M King@mcpsmd.org

From: Veronica Stanley [mailto:veinfi@gmail.com]

Sent: Monday, April 02, 2012 10:07 AM

To: BOE Mail; Ikheloa, Roland; Docca, Judy; King, Suzann M - BOE Office; O'Neill, Patricia; Brandman, Shirley; Steinberg,

Laura; Barclay, Christopher; Berthiaume, Laura; Kauffman, Phil; Yorro, Kathy; Durso, Michael A.; Xie, Alan

Subject: comment - school related fund raising

Hello All,

I would like to say that my husband and I are against asking children to do fund raising for their school by means of selling things. It is not our student's job to be sales people for the school. Usually, parents do it for them anyway and most parents I speak with dread having to do it. Kids are pressured into selling through the offering of prizes and rewards. There should be no pressure on them to participate. Because my husband and I refuse to participate, my son feels like an outsider. This is unacceptable in our view.

Thank you, Veronica Stanley

55 2.	Recognized Purposes for School-related Fund Raising
56	
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58	organizations or clubs which include, but are not
59	limited to, school classes or grade-level groups,
60	clubs, teams, performing arts groups, and
61	countywide student organizations
62	
63	b) Supporting activities that benefit the student body
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79	public.

Neither Pparent or community groups, nor students are not

expected to raise funds to support specific programs or

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3.

SESPTA Comment on Fund-Raising Policy Changes

The Sherwood Elementary School Parent Teacher Association (SESPTA) appreciates the opportunity to comment on the proposed revisions to the framework of school-related fundraising activities (regulation CND) that is being considered by the Montgomery County Public Schools (MCPS). While SESPTA supports MCPS' historical policy in this area and sees no issues with most of the proposed revisions, SESPTA is concerned that the proposed revisions remove supplemental materials, equipment, and staff support from the list of shared purposes for fund-raising. In this time of significant pressure on MCPS and school budgets, it makes no sense to reduce support for instructional programs, administrative functions, and staff development. To the contrary, MCPS should be even more supportive of such fund-raising as it will benefit the children of Montgomery County.

Sherwood Elementary School (SES) serves an economically, socially, and ethnically diverse community in the northeast part of the county. Approximately 16% of the population now or in the past have received free and reduced meals (FARMS), and 11% are receiving special education services (SPED). SESPTA fund-raising provides substantial benefits to all SES children, particularly those from less advantaged backgrounds. For example, SESPTA fund-raising helps support student aid for instructional programs and activities, such as field trips, yearbooks, and the book fair.

Historically, SESPTA fund raising has provided important support for supplemental materials and equipment that have been vital to the MCPS goal of a common school experience for all students. In the past couple of years, SESPTA has been able to raise the funds to purchase and donate the additional Promethean Boards needed to fill *all* of the classrooms. Without this support, some SES students would have been denied the benefits and common school experience that MCPS made available to the majority of SES students. In addition, SES was able to obtain a computer lab and use it for valuable instruction many years before it would have been possible through the MCPS Technology Modernization initiative. This allowed hundreds of children, particularly those from less advantaged backgrounds, to receive the benefits of enhanced instruction and computer literacy at the same time that other children throughout the school, county, and nation were also receiving those benefits.

The stated reason for removing supplemental materials, equipment, and staff support from the list of shared purposes for fund-raising is that it is addressed by another, recently adopted regulation. Upon examination, this justification does not make sense. In fact, the revised regulation that is referenced—Regulation DJA-RB—supports rather than makes unnecessary a school-related fund-raising policy that explicitly authorizes support for instructional programs, administrative functions, and staff development. The new regulation adopts appropriate accountability provisions for the acceptance of materials and equipment using non-appropriated funds. Such accountability provisions would not be particularly relevant or

necessary in the absence of fund-raising support for supplemental materials, equipment and staff support.

Accordingly, SES PTA respectfully asks that MCPS not eliminate or revise the following language in its school-related fund-raising policy (CND, page 3, lines 69-74):

- d) Providing supplemental materials or equipment that enhance the instructional program or the administrative functions of the school
- e) Providing supplemental support for staff to participate in professional development activities.

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2	Related Entries:	ABA, ABA-RC, ABC, BBB, CNA, CNA-RA, CNE, DDA-
3		RA, DJA-RA, DJA-RB, ECN, FFA, FFA-RA, IGK-RC,
4		JPG, KGA-RA
5	Responsible Office:	: School Performance
6	Related Source:	Annotated Code of Maryland, Business
7		Regulation Article, Section 6-101; Criminal
8		Law Article, Section 13-1803 and Section
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12		School-Related Fund-Raising
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The Montgomery County Board of Education (Board) affirms its

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interest in ensuring that fund-raising activities by schools or school-sponsored groups or on behalf of MCPS by parent and community groups are conducted in compliance with state law and MCPS regulations and contribute to the school experience of students without conflicting with or disrupting the operation of the instructional program or jeopardizing the safety of students. Parent and community groups include, but are not limited to, Parent Teacher Associations (PTAs), Parent Teacher Student Associations (PTSAs), foundations, and booster clubs.

The Board recognizes that funds can be raised for purposes other than instruction and that these fund-raising activities contribute to the overall experience of being a member of the school community.

The Board of Education recognizes that student organizations and parent groups sometimes provide financial support for school activities in Montgomery County.

C. POSITION

The Board encourages those seeking to make donations or raise funds for schools to collaborate with school leadership to ensure that school-related fund-raising efforts pursue shared purposes, which may include, but are not limited to, the following:

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65	c)	Providing supplemental funds to help defray the
Addressed by		costs of optional activities that enhance MCPS
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77	any	fund-raising activity involving students and,
78	spec	ifically, students collecting funds directly from the
79	publ:	ic.
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81 3.	Neith	ner P parent or community groups, nor students are not
82	expe	cted to raise funds to support specific programs or

purchase materials to enhance the instructional program.

4. While many schools and PTAs/PTSAs have emphasized fundraising in the past, raising money is not their primary focus. In Board Policy ABC, Parent and Family Involvement, the Board affirms the National Standards for Family-School Partnerships, and the development of parent and family involvement programs and services that are comprehensive and linked to student learning.

5. sSchool staff should not become dependent on these fundraisings activities nor rely on them to purchase materials and instructional equipment.

76. The Board also recognizes that some activities, such as school fairs, are important because they promote parent participation and result in increasing school and community spirit in addition to any amounts of money they raise for the school.

\$7. Schools and school-sponsored groups may raise funds and collect donations for charitable purposes or for members of the community experiencing financial hardship. Such fund-raising activities increase student awareness of their membership in the local and global community.

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121		and prohibits naming a portion of a school facility to
122		generate funds, unless expressly approved by the Board.
123	Moving to]
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125		residential door-to-door sales by any students.
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	Moving to new	accordance with this policy all fund raising activities
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	J	

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Regulation DJA-RB, Purchase of Materials and Equipment Using Nonappropriated Funds and Acceptance of Donated Items

5 of 8

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140	MCPS curriculum. All materials and equipment must be approved
141	for use in MCPS, must conform to appropriate standards,
142	specifications, and guidelines, and must be appropriate to the
143	curriculum in the grades where they are to be used. The
144	guidelines established by the Division of Procurement must be
145	followed whenever a school's independent activity funds are
146	used to purchase materials and equipment.
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149	raising activities by groups not associated with MCPS who
150	use MCPS facilities through the Interagency Coordinating
151	Board.
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155	a) School-sponsored organizations and clubs
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161	booster-clubs
162	e) Countywide student organizations
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164	3. Additional Guidelines for Fund Raising Activities
165	
166	c) The PTA, Booster Club, or other parent-sponsored

Moving to new Regulation

DRAFT FOR PUBLIC COMMENT CND

167 organizations will plan and supervise all fund 168 raising activities sponsored by these 169 organizations. The principal will coordinate each 170 activity in advance with the leadership of the 171 organization to make certain that these activities 172 do not interfere with the instructional program or 173 previously planned school-sponsored fund raising 174 activities. The principal will be responsible for 175 informing the leadership when he/she feels the 176 activity is not appropriate. 177 178 Representatives of a PTA or other parent-sponsored Moving to 179 activity or a school club or organization will new Regulation 180 handle the daily collections of sales to avoid 181 using or impacting instructional time, either 182 directly or indirectly. 183 184 All funds received by a school shall be managed in Moving to 185 accordance with the Manual of Policies and new regulation 186 Procedures for Administering Independent Activity 187 Funds.

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D. DESIRED OUTCOMES

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1. Cooperative effort between MCPS, school and school-sponsored groups, parent and community groups, private organizations and foundations, businesses, and individuals working in partnership toward shared goals

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196		2. Understanding and communication about the needs and
197		resources of the schools and community
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199		3. Transparency in purpose and implementation of fund-
200		raising activities and appropriate accountability for
201		such activities
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203	4E .	IMPLEMENTATION STRATEGIES of These Guidelines
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205		The superintendent of schools will establish whatever
206		administrative regulations or other administrative procedures
207		may be necessary for carrying out this the raising guidelines
208		outlined in this policy.
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210	⊖ F .	REVIEW AND REPORTING
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212		This policy will be reviewed every three years in accordance
213		with the Board of Education policy review process.
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216	Poli	icy History: Adopted by Resolution No. 311-89, May 22, 1989,

217 amended