

NUMBER: 3-1991
STATUS: APPROVED
PLACE: ROCKVILLE, MARYLAND
DATE: JANUARY 22, 1991
TEXT:

education were also required to confirm decisions made in executive session by a public vote. He was very confident that the Montgomery County Board of Education had been complying with the law for the most part.

Mr. Reese explained the current law to Board members as well as the differences among legislative, judicial, and executive decisions. He referred Board members to Section 10-503 which told them when the law was applicable and when it was not. The Board had to take a vote to close a session and had to give notice to the public that it was going to hold a closed session. In addition, it had to put something in the minutes of the next meeting to indicate that the Board had held an executive session and for what purpose. The Board could go into executive sessions for only those reasons listed in the law and only while operating in the functions determined by the law.

Mrs. Fanconi asked about provisions for closing a meeting of a Board subcommittee. Mr. Ewing pointed out that committee meetings had always been and needed to be open meetings.

Mr. Ewing said that a question had arisen about discussing appointments to committees and task forces in executive session. Up until now, the Board had been considering these as personnel actions which the law permitted them to discuss in closed session. Mr. Reese believed that committee appointments had to be made in an open meeting, and Mr. Fess pointed out that this was contrary to legal advice that the Board had been operating under for some time. Mr. Reese agreed to look into this and report back to Mr. Fess.

Re: PRESENTATION OF AWARD TO WOOTTON
HIGH SCHOOL

Dr. Pitt introduced Mr. James Graf, vice president for governmental relations of the Contel Corporation, who presented a check for \$2,000 to Mr. Ron Smetanick, science resource teacher from Wootton High School. The award was for a project developed by students at Wootton to monitor streams feeding into the Chesapeake Bay to improve the water. The grant would enable the students to further refine their project and enter into the final competition in May, 1991.

Re: PUBLIC COMMENTS

The following individuals appeared before the Board of Education:

1. Marcia Marks, American Lung Association of Maryland
2. Joseph Terek

RESOLUTION NO. 32-91 Re: SUBMISSION OF AN FY 1991 GRANT PROPOSAL TO EVALUATE ASPECTS OF THE MCPS FOREIGN LANGUAGE IMMERSION PROGRAM

On recommendation of the superintendent and on motion of Mrs. DiFonzo seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That the superintendent of schools be authorized to submit an FY 1991 grant proposal for approximately \$79,900 to the U. S. Department of Education, Office of Educational Research and Improvement, under the Educational Research Grant Program: Field Initiated Studies, to evaluate the impact of the MCPS elementary school foreign language immersion program; and be it further

RESOLVED, That a copy of this resolution be sent to the county executive and the County Council.

RESOLUTION NO. 33-91 Re: SUBMISSION OF AN FY 1991 GRANT PROPOSAL TO EVALUATE A MODEL OF VIDEO-ASSISTED SPANISH INSTRUCTION FOR UPPER ELEMENTARY SCHOOLS

On recommendation of the superintendent and on motion of Mrs. DiFonzo seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That the superintendent of schools be authorized to submit an FY 1991 grant proposal for approximately \$63,500 to the U. S. Department of Education, Office of Educational Research and Improvement, under the Educational Research Grant Program: Field-Initiated Studies, to evaluate a locally developed instructional model for teaching Spanish in Grades 3 to 5 that uses locally developed videos to supplement direct instruction; and be it further

RESOLVED, That a copy of this resolution be sent to the county executive and County Council.

RESOLUTION NO. 34-91 Re: SUBMISSION OF AN FY 1991 GRANT PROPOSAL TO DEVELOP A COUNTYWIDE ELEMENTARY SCIENCE TEACHER TRAINING NETWORK

On recommendation of the superintendent and on motion of Mrs. DiFonzo seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That the superintendent of schools be authorized to submit an FY 1991 grant proposal for approximately \$2,000,000 to the National Science Foundation, Teacher Preparation and

January 22, 1991

78-91	DAS Biotech Project Equipment and Supplies	
	AWARDEES	
	Brinkmann Instruments	\$ 9,381
	Carolina Biological Supply Company	16,075
	Macalaster Bicknett Company of NJ	4,027
	Para Scientific Company	734

	Total	\$ 30,217
79-91	Cafeteria Disposable Supplies	
	AWARDEES	
	Acme Paper and Supply Company, Inc.	\$ 16,413
	Calico Industries, Inc.	3,087
	S. Freedman and Sons	267
	Kahn Paper Company, Inc.	50,202
	Marstan Industries, Inc.	15,311
	Monumental Paper Company	77,985

	Total	\$163,265
	MORE THAN \$25,000	\$754,488

*Denotes MFD vendors

RESOLUTION NO. 36-91 Re: ACCEPTANCE OF STEDWICK ELEMENTARY SCHOOL

On recommendation of the superintendent and on motion of Mrs. Fanconi seconded by Mrs. DiFonzo, the following resolution was adopted unanimously:

RESOLVED, That having been duly inspected on January 11, 1991, Stedwick Elementary School now be formally accepted, and that the official date of completion be established as that date upon which formal notice is received from the architect that the building has been completed in accordance with the plans and specifications, and all contract requirements have been met.

RESOLUTION NO. 37-91 Re: ACCEPTANCE OF WHETSTONE ELEMENTARY SCHOOL

On recommendation of the superintendent and on motion of Mrs. Fanconi seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That having been duly inspected on January 14, 1991, Whetstone Elementary School now be formally accepted, and that the official date of completion be established as that date upon which formal notice is received from the architect that the building has been completed in accordance with the plans and specifications, and all contract requirements have been met.

RESOLUTION NO. 38-91 Re: ACCEPTANCE OF BURNT MILLS ELEMENTARY
SCHOOL

On recommendation of the superintendent and on motion of Mrs. Brenneman seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That having been duly inspected on January 15, 1991, Burnt Mills Elementary School now be formally accepted, and that the official date of completion be established as that date upon which formal notice is received from the architect that the building has been completed in accordance with the plans and specifications, and all contract requirements have been met.

RESOLUTION NO. 39-91 Re: PERSONNEL APPOINTMENT

On recommendation of the superintendent and on motion of Mrs. DiFonzo seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That the following personnel appointment be approved:

APPOINTMENT	PRESENT POSITION	AS
Darlene Merry	Assistant Principal Montgomery Village IS	Principal Montgomery Village IS Effective: 2-1-91

Re: FISCAL CRISIS IN MONTGOMERY COUNTY

Mr. Ewing commented that given recent events and Mr. Potter's announcement about the fiscal situation, the Board wanted to discuss this crisis and some of its implications for the Board's budget and actions in the longer term. After a briefing by Mr. Potter and his staff, he was clear that in this case there was a real wolf at the door. The danger to the public schools was very real. \$175,000,000 shortfall in revenues would materialize, and the situation was very threatening. The Board was determined to be responsible in dealing with the problems presented by this situation.

Mr. Ewing reported that they had distributed a statement by the Board of Education on efforts to address the financial crisis. This statement would be handed out at every budget hearing because it reflected the Board's determination to play a responsible role in addressing this problem. Tonight they would be appointing their task force on efficiency and giving them a charge to help the Board look for ways to be more efficient. The Board had asked its audit committee to meet with internal auditors to discuss ways the auditors could suggest that savings might be found. The committee chaired by Mrs. Fanconi had met, and the auditors had submitted some very helpful suggestions. The Department of Educational

Accountability had started its study on ways to find savings. The Board would ask testifiers at the Board public hearings to give the Board advice on those things that most needed to be protected and those things they believed might be reduced.

Mr. Ewing remarked that the Board had contracts with its three employee organizations, and the Board could not simply dismiss those contracts and cut salaries. The Board had to decide what it could reduce in the budget, and if the Council in the end did not provide money to deal with contracts, then the Board would have to decide what it wanted to do at that juncture. The Board had by law the obligation to submit a budget to the executive by March 1. The county executive would review the budget and make recommendations to the County Council. It was unlikely that the Board would have completed its budget actions by that date because DEA and the committee on efficiency would not report until late March. The Board would review those and determine if additional cuts could be made. Mr. Potter understood that this would be the Board's process and believed that the Council would understand this as well. The Council had to act on the Board's budget by May 15.

Mr. Ewing commented that another issue was where the Board stood on Mr. Potter's proposals to seek additional revenue. The Board had been asked to consider reducing its budget by \$68 million which was only at that level if \$40 million in new revenue were available. If the \$40 million were not found, then the reductions for the school system would be greater. It was his view that Mr. Potter's proposals which did not include increasing the property tax or to increase the state income tax were very reasonable proposals. Mr. Potter believed that those were proposals that the legislature and the Council should authorize and endorse. He thought the Board needed to decide whether it wished to endorse Mr. Potter's package.

Mrs. Fanconi believed that it was important for the Board to be on the record. She was very concerned about implications in terms of program. She did not think that the community at large realized what these cuts would mean in terms of delivery of services. She pointed out that these were not minor cuts. This was coming at a time when they did not expect it. No one had any idea that the downturn would be \$175 million and growing. The community needed to know that this was not something the Board could do without affecting the quality of services at a time when MCPS was increasing in enrollment. She emphasized that they needed a lot of creative ideas from the community.

Ms. Gutierrez pointed out that they were in a steep growth period right now. Unfortunately they could not index new births to the cost of living. Therefore, the school system must provide additional teachers, classrooms, and materials of instruction for these children. While there could be cuts in the budgets of the rest of the county and the state, they could not cut back on education because they were cutting back on individual children who

had every right to expect the same education that their older brothers and sisters had enjoyed in Montgomery County. She said they needed to remember that there was a direct link between the quality of education provided in Montgomery County with the property values and the quality of life. It was not a time when they could cut with a razor blade the different cost drivers in their county and expect they would have the same quality in their lives.

Ms. Gutierrez noted that when they had talked about property values and a recession, there was no real sense of the degree that the recession would affect the economics of Montgomery County. Now was the time to rethink the way they looked at revenues in the county and the way they looked at services they wanted to retain. Under the new circumstances, they needed to have the leadership come to the best solutions. The Board's statement showed that it was taking it very seriously and that they were doing a very serious review of what the school system was all about. Now was the time when they had to work together.

Dr. Cheung stated that it was the responsibility of the Board to assure that they had a quality education in Montgomery County. Also, it was the Board's responsibility to make sure that programs were efficient, effective, and accountable. They needed to make sure they got the optimal return for their investment in education. Education was an investment for the future, and the Board should do everything it could to improve efficiency, reduce waste, and prevent duplication of services and programs. The Board could only do so much, and it was up to the leadership in the county as to whether they were willing to support the continued quality of education. It was important to get the message to the public and the public officials in the county.

Mrs. Brenneman thought that the Board was in agreement that education should be a very high priority in the county. In regard to taxes, she had some concerns about the revenues that Mr. Potter was proposing because some of the taxes would hurt the lower socio-economic groups. They were in a recession and would be taxing the people who were going to be hurt most by the recession. She was concerned about whether the revenue sources being proposed were the best sources.

Mrs. Hobbs noted that tomorrow evening and for three evenings after that the Board would be conducting public hearings on the operating budget. The Board would finalize its budget on February 12. It was an important process where the Board would be listening to concerns from parents and others. It was going to be more important than ever that they hear exactly what programs were to be supported. She suggested that perhaps some prioritizing needed to be done. She encouraged people to write to the Board in addition to providing testimony. People should let the Board know how strongly they felt about programs, services, and new initiatives.

Dr. Pitt explained that when he had started to prepare the operating budget, the revenue picture was different. They now had a revenue deficit, and he believed the Board did have to cut his proposed budget. As the outgoing superintendent, he was concerned about the young people in the county. When they talked about \$68 million, they were talking about an enormous amount of money and a significant impact on young people in the classroom. He hoped that the county executive and County Council would look very hard to find ways to support education for this year. He believed that they were not talking about a long-term deficit, but any changes would have an impact on children for a long time.

Mr. Ewing thought that Dr. Pitt's point about cuts becoming permanent was an important one. If they thought the recession and the revenue shortfall were to be short term, they might well follow a different budget-cutting strategy than if they thought the recession would last three or four years. The Board would want to come back to this issue. The other thing that was extremely important was the request Mrs. Hobbs made for advice and counsel on priorities and what most needed to be protected. If the Board could settle on some issues, this would keep them from making the most harmful cuts. During new business, he would be proposing a motion to request that the Board endorse a revenue enhancing package similar to what Mr. Potter was proposing. Before the Board would act on that resolution, it would help to get information on who would pay those taxes and how the taxes would work.

RESOLUTION NO. 40-91 Re: MINORITY EDUCATION ISSUES: THE
BOARD'S PLAN OF ACTION

On recommendation of the superintendent and on motion of Mr. Chang seconded by Dr. Cheung, the following resolution was adopted unanimously:

WHEREAS, On January 8, 1991, the Board of Education reviewed what needed to be accomplished to take action on the Gordon report and related recommendations to strengthen minority student education and achievement; and

WHEREAS, Based on that discussion, the Board president developed a proposed action plan; now therefore be it

RESOLVED, That the members of the Board of Education adopt the action plan as described in Mr. Ewing's memorandum of January 14, 1991, as follows:

1. The Board agreed that the scope of its review and of its actions would focus on the Gordon report, but would also include related reports and recommendations over the past two to three years. Those include a wide range of reports from the Board's advisory committee on minority education, from the minority relations monitoring committee, from the NAACP, from the school

system staff, from Board members past and present, and from other sources, including testimony provided to Dr. Gordon in his public forums/hearings last fall.

2. The Gordon report will provide the organizing framework for the review and actions by the Board. Other reports and recommendations will be correlated with it and referenced to it.

3. The Board will be provided with sets of the background information, including as the primary documents the Gordon report and the testimony offered on his draft report. In addition, copies of the other reports will be made available to the Board and an index provided that cross references recommendations.

4. The Board's target date for completion of all review and of all actions on recommendations is the end of May, 1991. This date was chosen to give the Board adequate time for its own review and adequate time to hear from MCPS employees, the general public and all interested parties. It was also chosen because it follows County Council action on the Board budget, but is before the end of the school year. Action then permits implementation to begin over the summer and to be in place, as appropriate, when school opens in the fall of 1991.

5. The timetable that will lead to final action in late May is as follows:

a) The superintendent has been asked to assess all recommendations for their budget implications and to bring to the Board cost data for all those with budget costs. He is to do that by or before February 12, which is the date the Board is scheduled to take final action on the operating budget. That allows the Board to consider those costs in its actions.

b) The Board will immediately invite public written comment on the Gordon report and on any other reports and recommendations the Board may consider. This will require that copies of the materials the Board has be made available through schools or libraries to the general public. The Board will in addition send specific letters of invitation to comment to the three employee organizations, to MCCPTA, to MCR, to the organizations representing the minority communities, and to other civic groups.

c) The Board will schedule a public forum to receive any comments from anyone in the county on any aspect of the Gordon report or other related issues. This is to occur in February.

d) The Board has appointed a subcommittee to plan the topics for at least four work sessions on the groups of issues that need to be considered. The subcommittee is composed of Ana Sol Gutierrez, as chair, along with Alan Cheung and Blair

Ewing. It will designate the topics for each worksession, and work with the superintendent and his staff to make certain that the staff is prepared to discuss the issues and assist the Board in its deliberations.

e) The first worksession is scheduled for February, probably on February 11. The topic for this first worksession is staff training and development, including the issue of staff expectations of minority students.

f) The Board will invite the Advisory Committee on Minority Student Education to meet with it in February to discuss its views of the Gordon report and of any other related issues it wishes to address. Further, the Board will discuss the role that the committee can play throughout the review and decision process.

g) Other worksessions will be in February, March, and April, and while the Board now plans four such sessions, if more are needed in order to give thorough discussion to all the issues, more will be scheduled.

h) The Board will explore with Dr. Gordon immediately his interest in and availability for a continuing role with the Board, suggesting to him that he be present and participate actively in the worksessions and the public forum, and that he assist the Board in understanding the issues and advise the Board on issues. It is not intended that this should in any way replace the advice the Board will also seek from the superintendent. Dr. Gordon will also be asked about other ways he could be helpful to the Board.

6. The Board will develop tentative decisions on the recommendations of the Gordon report and other reports, and hold a hearing on those in advance of its final decisions.

7. Before the Board takes final action, the Board will ask the superintendent to give it his recommendations on the Board plan. The Board will also seek his advice as it puts that plan together.

8. As the Board takes final action, it will also direct that there be established formal implementation plans, with timetables, and a monitoring mechanism. The Board may want to ask for Dr. Gordon's help in this effort.

9. The Board agreed that it would keep the public fully informed, through its own actions, and through the efforts of the Department of Information, of the process it is following and the progress it is making toward final decisions.

Re: THE BOARD'S ACTION AREAS FOR THE
NEXT 12 TO 18 MONTHS

Dr. Cheung moved and Mrs. Fanconi seconded the following:

WHEREAS, The members of the Board of Education, superintendent of schools, and executive staff members met on January 4 and 5, 1991, to develop a set of action areas for the next 12 to 18 months; and

WHEREAS, The proposed action areas do not replace the GOALS OF EDUCATION or the Board's 1983 priorities but do establish a guide for Board meetings and actions over the coming months; now therefore be it

RESOLVED, That the members of the Board of Education endorse the action areas as described in Mr. Ewing's memo of January 14, 1991, as follows:

ACTION AREAS FOR THE NEXT 12 TO 18 MONTHS

1. THE OUTCOMES OF EDUCATION

Decide what students should know upon graduation from high school and revisit high school graduation requirements. To illustrate, we need to review and make decisions about:

- Academic placement and academic choices
- Computer instruction
- Early childhood education that is more effective for poor children
- ESOL/bilingual that is more effective and expanded for adults
- Foreign languages, including Asian languages
- Magnets and special programs
- Materials of instruction, especially textbooks
- Middle school implementation
- Moral values/social issues
- Multicultural/crosscultural educational programs (K-12)
- Science/math (K-12)
- Staffing standards for schools
- Student participation and learning styles

2. ASSESSMENT OF OUTCOMES

Decide how to assess student, teacher and school outcomes after review of the Maryland School Performance Program and of other alternatives.

3. COMMISSION ON EXCELLENCE

Review the Commission on Excellence recommendations and assess MCPS' progress, especially with school-based management flexibility. Determine next steps and adopt needed policies.

4. STAFF DEVELOPMENT

Provide increased staff development at all levels. Skills to be emphasized include leadership, mentoring, conceptual skills, human behavior, special technology, and attitudes toward success.

5. PERSONNEL POLICY, PROCEDURES AND PRIORITIES

Ensure that personnel practices are effective, equitable and client-centered. Specifically, recruitment and hiring procedures should be effective and should take experience and advanced education into account; affirmative action practices should be designed to improve minority staff recruitment, to improve minority staff retention and promotion, and to improve the advancement of women and language minorities; and overall procedures should be client-centered, compassionate, humane, and supportive of staff who are being hired, moved, reassigned, or released.

6. STUDENT STRESS REDUCTION

Reduce student stress through K-12 stress management and time management workshops, study skills workshops, parental involvement, peer counseling, and student support groups in all secondary schools.

7. MINORITY STUDENT EDUCATION

Set goals and a timeframe for implementing recommendations on minority student education, to include redefining the outcomes and action plan for Priority 2 in light of Dr. Gordon's report, "A Study of Minority Student Achievement." Complete review and action on the Gordon report this school year (1990-91).

8. LONG-RANGE PLAN

Develop a long-range plan for the next decade (1990's) that specifies goals, objectives, and measures; and include with the plan a long-range operating and capital budget strategy to implement this plan.

9. MANAGEMENT AND PLANNING INFORMATION

Develop and implement a data/information management system designed to support school-based management and decision-making, to improve teacher productivity, to improve school system operations, to support monitoring, evaluation, and accountability, and to provide a solid basis for long-range planning.

10. POLICY

Improve policy formulation, analysis, implementation, monitoring and evaluation, placing special emphasis on outcomes and results, and the accountability that is the product of knowing about results.

11. COMMUNICATIONS

Improve the quality of communications from the top to the bottom and from the bottom to the top, and at every level of the school system. This especially includes the communications from the Board of Education.

12. EXTERNAL RELATIONSHIPS

The Board and superintendent will take an active leadership role in educating the community and educating and involving staff in areas such as understanding the budget and decisions on budget issues, focusing attention on improved cost effectiveness, and working with the private sector to obtain ideas, resources, and volunteers. The Board will also improve joint efforts and collaboration with county and state agencies to serve student and family needs better; consequently, a joint conference with many sponsors will be sought to set an agenda for children.

ALREADY ON THE BOARD'S AGENDA

Because These Actions are Required by Law

- o Select the best superintendent possible for MCPS
- o Negotiate satisfactory agreements with employee organizations
- o Develop and adopt realistic capital and operating budgets for FY 1992

RESOLUTION NO. 41-91 Re: AN AMENDMENT TO THE PROPOSED
RESOLUTION ON THE BOARD'S ACTION
AREAS

On motion of Mrs. DiFonzo seconded by Mrs. Gutierrez, the following resolution was adopted with Mrs. Brenneman, Dr. Cheung, Mrs. DiFonzo, Mr. Ewing, Mrs. Fanconi, Ms. Gutierrez, and Mrs. Hobbs voting in the affirmative; Mr. Chang being temporarily absent:

RESOLVED, That the proposed resolution on the Board's Action Areas be amended by substituting the following for the Resolved clause:

RESOLVED, That the members of the Board of Education endorse the action areas as decided upon at the Board/staff retreat and as described in Mr. Ewing's memo of January 14, 1991; and be it further

RESOLVED, That the Board of Education will take final action on the specific language at the Board's all-day meeting in February.

RESOLUTION NO. 42-91 Re: THE BOARD'S ACTION AREAS FOR THE
NEXT 12 TO 18 MONTHS

On recommendation of the superintendent and on motion of Dr. Cheung seconded by Mrs. Fanconi, the following resolution was adopted with Mrs. Brenneman, Dr. Cheung, Mrs. DiFonzo, Mr. Ewing, Mrs. Fanconi, Ms. Gutierrez, and Mrs. Hobbs voting in the affirmative; Mr. Chang being temporarily absent:

WHEREAS, The members of the Board of Education, superintendent of schools, and executive staff members met on January 4 and 5, 1991, to develop a set of action areas for the next 12 to 18 months; and

WHEREAS, The proposed action areas do not replace the GOALS OF EDUCATION or the Board's 1983 priorities but do establish a guide for Board meetings and actions over the coming months; now therefore be it

RESOLVED, That the members of the Board of Education endorse the action areas as decided upon at the Board/staff retreat and as described in Mr. Ewing's memo of January 14, 1991; and be it further

RESOLVED, That the Board of Education will take final action on the specific language at the Board's all-day meeting in February.

ACTION AREAS FOR THE NEXT 12 TO 18 MONTHS

1. THE OUTCOMES OF EDUCATION

Decide what students should know upon graduation from high school and revisit high school graduation requirements. To illustrate, we need to review and make decisions about:

- Academic placement and academic choices
- Computer instruction
- Early childhood education that is more effective for poor children
- ESOL/bilingual that is more effective and expanded for adults
- Foreign languages, including Asian languages
- Magnets and special programs
- Materials of instruction, especially textbooks
- Middle school implementation
- Moral values/social issues
- Multicultural/crosscultural educational programs (K-12)
- Science/math (K-12)
- Staffing standards for schools
- Student participation and learning styles

2. ASSESSMENT OF OUTCOMES

Decide how to assess student, teacher and school outcomes after review of the Maryland School Performance Program and of other alternatives.

3. COMMISSION ON EXCELLENCE

Review the Commission on Excellence recommendations and assess MCPS' progress, especially with school-based management flexibility. Determine next steps and adopt needed policies.

4. STAFF DEVELOPMENT

Provide increased staff development at all levels. Skills to be emphasized include leadership, mentoring, conceptual skills, human behavior, special technology, and attitudes toward success.

5. PERSONNEL POLICY, PROCEDURES AND PRIORITIES

Ensure that personnel practices are effective, equitable and client-centered. Specifically, recruitment and hiring procedures should be effective and should take experience and advanced education into account; affirmative action practices should be designed to improve minority staff recruitment, to improve minority staff retention and promotion, and to improve the advancement of women and language minorities; and overall

procedures should be client-centered, compassionate, humane, and supportive of staff who are being hired, moved, reassigned, or released.

6. STUDENT STRESS REDUCTION

Reduce student stress through K-12 stress management and time management workshops, study skills workshops, parental involvement, peer counseling, and student support groups in all secondary schools.

7. MINORITY STUDENT EDUCATION

Set goals and a timeframe for implementing recommendations on minority student education, to include redefining the outcomes and action plan for Priority 2 in light of Dr. Gordon's report, "A Study of Minority Student Achievement." Complete review and action on the Gordon report this school year (1990-91).

8. LONG-RANGE PLAN

Develop a long-range plan for the next decade (1990's) that specifies goals, objectives, and measures; and include with the plan a long-range operating and capital budget strategy to implement this plan.

9. MANAGEMENT AND PLANNING INFORMATION

Develop and implement a data/information management system designed to support school-based management and decision-making, to improve teacher productivity, to improve school system operations, to support monitoring, evaluation, and accountability, and to provide a solid basis for long-range planning.

10. POLICY

Improve policy formulation, analysis, implementation, monitoring and evaluation, placing special emphasis on outcomes and results, and the accountability that is the product of knowing about results.

11. COMMUNICATIONS

Improve the quality of communications from the top to the bottom and from the bottom to the top, and at every level of the school system. This especially includes the communications from the Board of Education.

12. EXTERNAL RELATIONSHIPS

The Board and superintendent will take an active leadership role in educating the community and educating and involving staff in areas such as understanding the budget and decisions on budget issues, focusing attention on improved cost effectiveness, and working with the private sector to obtain ideas, resources, and volunteers. The Board will also improve joint efforts and collaboration with county and state agencies to serve student and family needs better; consequently, a joint conference with many sponsors will be sought to set an agenda for children.

ALREADY ON THE BOARD'S AGENDA

Because These Actions are Required by Law

- o Select the best superintendent possible for MCPS
- o Negotiate satisfactory agreements with employee organizations
- o Develop and adopt realistic capital and operating budgets for FY 1992

Re: BOARD MEMBER COMMENTS

1. Mrs. Hobbs reported that the public was invited to view a video tape on January 30, at 7:30 p.m. in the Board Room. The video tape was about Walbrook High School in Baltimore, which had been an essential school for four years. The essential school movement began in 1984 under the leadership of Dr. Ted Sizer.

2. Mr. Ewing announced that the Board would have an agenda-setting session on January 30, at 8:30 p.m. after the Walbrook showing. This was an open meeting, and the public and media were invited.

3. Mrs. Brenneman said that she and Mr. Ewing had visited the Black Honors Mathematics Society in Annapolis which was sponsored by Dr. J. D. Speller. MCPS students participated in tutoring sessions at the Naval Academy. She said that what was important about the program was that parents had such high expectations for their children.

4. Mrs. Brenneman reported that she and Mr. Ewing had attended the Edison Center Open House with Dr. Pitt.

5. Mrs. Brenneman said that she had attended the Eighth Grade Career Fair in Germantown where there were many participants. She had noticed that boys and girls attended all sessions where careers

were described and that there was no sex segregation for specific careers.

6. In regard to the superintendent search process, Mrs. Brenneman noted that on January 8, 1991, the Board had adopted a resolution that consultant services would not exceed \$10,000. However, they had a letter from the consultant which stated that his services would be \$10,000 plus \$5,000 in expenses. This amount plus newspaper advertising probably put the Board over the \$20,000 budgeted for the search. She requested a bi-weekly accounting of all funds spent including travel by Board members or staff, meals, postage, ads, the brochure, travel for candidates, telephone calls, etc. Mr. Ewing replied that this information was available to Board members, and he explained that consultant expenses would be kept to a minimum. After the completion of the search, this information would be available for public inspection. He noted that \$20,000 was a target figure, and every effort would be made to keep within that figure. Mrs. Brenneman repeated her request for a bi-weekly accounting with airfare as a line item.

7. Mrs. Fanconi reported that a Board resolution adopted in December had directed the audit committee to meet with internal and external auditors to obtain their views on where potential savings might be sought. She indicated that the external auditors were unable to meet with them on January 17, but the audit committee had met with its internal auditors to review their workplan and to discuss possible cost-cutting measures. Their recommendations would be shared with the superintendent's work group on efficiency as well as the Board's task force on efficiency. There was also a recommendation that efficiencies be solicited from employees and that arrangements be made to make those recommendations anonymously. The next meeting of the audit committee would be with the external and internal auditors to discuss the management letter on fiscal compliance.

8. In regard to Board advisory committees, Mrs. Fanconi felt that their charges should be examined to see how the Board could make better use of its committees.

9. Ms. Gutierrez commented that she had attended the opening ceremonies of the National Association of Bilingual Education on January 9. At that ceremony they recognized pioneers in bilingual education, and Dr. Mimi Met was so recognized. In addition, conference attendees visited the MCPS French immersion program. The MCPS minority recruitment team was also present at the conference; however, she thought that MCPS should check out how the California group was recruiting bilingual staff. She has also discovered a source for encyclopedias only to find that they were already serving as a source to MCPS.

10. Mrs. DiFonzo remarked that if the State of Maryland had a bilingual education law similar to California's, MCPS staff would

be very actively recruiting bilingual people. However, she hoped that Maryland did not get a bilingual education law.

11. Mr. Chang reported that he had attended an Under-21 event at Studebaker's on January 20. Approximately 750 people attended this alcohol- and drug-free event. Because of the profit made by Studebaker's, he hoped this would motivate them to provide more of these activities.

12. Dr. Pitt commented that they were in a severe crisis with the war in the Middle East. He commended Dawn Thomas, Rich Wilson, Kathy Gemberling, and Paul Vance for their efforts in giving directions to principals, counselors, and teachers about how to teach about the crisis. Dr. Vance added that there was another message that had been sent out from Kathy McGuire on how to deal with stress and anxiety. Mr. Ewing commended staff for these efforts.

RESOLUTION NO. 43-91 Re: EXECUTIVE SESSION - FEBRUARY 12,
1991

On recommendation of the superintendent and on motion of Mrs. DiFonzo seconded by Mr. Chang, the following resolution was adopted unanimously:

WHEREAS, The Board of Education of Montgomery County is authorized by Section 10-508, State Government Article of the ANNOTATED CODE OF MARYLAND to conduct certain of its meetings in executive closed session; now therefore be it

RESOLVED, That the Board of Education of Montgomery County hereby conduct its meeting in executive closed session beginning on February 12, 1991, at 9 a.m. to discuss, consider, deliberate, and/or otherwise decide the employment, assignment, appointment, promotion, demotion, compensation, discipline, removal, or resignation of employees, appointees, or officials over whom it has jurisdiction, or any other personnel matter affecting one or more particular individuals and to comply with a specific constitutional, statutory or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter as permitted under the State Government Article, Section 10-508; and that such meeting shall continue in executive closed session until the completion of business; and be it further

RESOLVED, That such meeting continue in executive closed session at noon to discuss the matters listed above as permitted under Article 76A, Section 11(a) and that such meeting shall continue in executive closed session until the completion of business.

RESOLUTION NO. 44-91 Re: MINUTES OF NOVEMBER 26, 1990

On recommendation of the superintendent and on motion of Mrs. Fanconi seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That the minutes of November 26, 1990, be approved.

RESOLUTION NO. 45-91 Re: MINUTES OF DECEMBER 13, 1990

On recommendation of the superintendent and on motion of Mrs. DiFonzo seconded by Mr. Chang, the following resolution was adopted unanimously:

RESOLVED, That the minutes of December 13, 1990, be approved.

RESOLUTION NO. 46-91 Re: MINUTES OF JANUARY 3, 1991

On recommendation of the superintendent and on motion of Mr. Chang seconded by Mrs. DiFonzo, the following resolution was adopted unanimously:

RESOLVED, That the minutes of January 3, 1991, be approved.

RESOLUTION NO. 47-91 Re: APPOINTMENT OF OFFICERS TO THE EDUCATIONAL FOUNDATION, INC.

On recommendation of the superintendent and on motion of Mrs. Hobbs seconded by Mrs. DiFonzo, the following resolution was adopted unanimously:

WHEREAS, On July 12, 1988, the Board of Education established the Montgomery County Public Schools' Educational Foundation, Inc.; and

WHEREAS, The Bylaws of the Foundation require the Board of Education to appoint annually the chairperson and secretary-treasurer; now therefore be it

RESOLVED, That the following individual be appointed to serve as chairperson of the Educational Foundation, Inc. through December 31, 1991:

Donald Buckner

and be it further

RESOLVED, That the following individual be appointed to serve as secretary-treasurer of the Educational Foundation, Inc. through December 31, 1991:

Clarence Kettler

RESOLUTION NO. 48-91 Re: APPOINTMENTS TO THE TELEVISION
FOUNDATION

On recommendation of the superintendent and on motion of Mrs. Hobbs seconded by Mrs. DiFonzo, the following resolution was adopted unanimously:

WHEREAS, The Montgomery County Board of Education established the Montgomery County Public Schools Television Foundation, Inc. on January 9, 1990; and

WHEREAS, The bylaws require the Board of Education to appoint members of the community-at-large for three-year terms; and

WHEREAS, The bylaws of the Foundation require the Board of Education to appoint annually the chairperson and secretary-treasurer; now therefore be it

RESOLVED, That the Board of Education reappoint Mrs. Jean Mallon to a three-year term on the Board of Directors of the Montgomery County Public Schools Television Foundation, Inc., beginning April 1, 1991, and ending March 31, 1994; and be it further

RESOLVED, That the Montgomery County Board of Education appoint the following individual as chairperson of the Montgomery County Public Schools Television Foundation, Inc. through December 31, 1991:

Fran Dean

and be it further

RESOLVED, That the Board of Education appoint the following individual as secretary-treasurer of the Montgomery County Public Schools Television Foundation, Inc. through December 31, 1991:

Jean Mallon

RESOLUTION NO. 49-91 Re: CHARGE FOR THE TASK FORCE ON
NONINSTRUCTIONAL DUTIES

On recommendation of the superintendent and on motion of Mrs. Hobbs seconded by Dr. Cheung, the following resolution was adopted unanimously:

RESOLVED, That the Board of Education adopt the following charge to the Task Force on Noninstructional Duties:

The task force is charged with advising the superintendent and the Board of Education on (1) the nature, extent, and requirements of noninstructional duties as they factor in the administration and operation of the total school program, including the safety and welfare of students, and affect the

ability and opportunity for professional staff to carry out their specific and fundamental responsibilities, and (2) recommend ways to discharge or modify such duties in order to minimize their impact on the time of teachers as well as on the time of other staff.

In the discharge of its assignment, the task force is asked to address each of the questions in its analysis and recommendations:

- o What is the history of the assignment of noninstructional duties to teachers and to other staff in MCPS?
- o What are noninstructional duties?
- o Do all present noninstructional duties performed by teachers need to be done? Which ones are essential? How can they be reorganized?
- o What is the comparative burden of noninstructional duties among elementary, middle and senior high school teachers?
- o How could those noninstructional duties that are essential be assigned?
- o Who will be assigned to do those noninstructional duties?
- o Who will evaluate both the noninstructional program for its success and efficiency and the employees performing those duties?
- o Can substitutes perform some of these duties?
- o Can volunteers perform some of these duties?
- o How would teachers and other professional staff propose to use the time they now spend on noninstructional duties?
- o Who would control time freed by not doing noninstructional duties ... the teacher? the administrator?
- o What impact would proposed changes have on professional employees who do not currently perform noninstructional duties?
- o What would be the budget impact of different possible options the task force might recommend?
- o Should changes be phased in over time?

Re: APPOINTMENTS TO THE TASK FORCE ON
NONINSTRUCTIONAL DUTIES

Dr. Cheung moved and Ms. Gutierrez seconded the following:

WHEREAS, On December 11, 1990, the Board of Education established a Task Force on Noninstructional Duties; and

WHEREAS, The members of the task force and the chairperson are to be appointed by the Board of Education; now therefore be it

RESOLVED, That the following persons be appointed to the Task Force on Noninstructional Duties to serve from February 1, 1991, until the work of the task force is completed:

MCCPTA	Marlene Farley, Dru Mollenhoff, Ilene Payne, Marilyn Politzer, and Astrid Szeto
MCEA	Jeanne Klugel, David Kahn, Bonnie Cullison, Phyllis Jaworski, and Rebecca Felder
MCCSSE	Nancy Bernard, Ernest Thomas, Phyllis Newman, Teresa Gardner, and Monterrey Williams
MCAASP	Anne Hare, Marlene Hartzman, Dawn Thomas, Phyllis Preston, and Robin Weaver

and be it further

RESOLVED, That James Terrill (executive assistant - Area 3) be appointed as chairperson of the Task Force.

Mrs. DiFonzo requested that the question be divided.

RESOLUTION NO. 50-91 Re: MCCPTA APPOINTEES TO TASK FORCE ON
NONINSTRUCTIONAL DUTIES

On recommendation of the superintendent and on motion of Dr. Cheung seconded by Ms. Gutierrez, the following resolution was adopted unanimously:

RESOLVED, That the following MCCPTA representatives be appointed to the Task Force on Noninstructional Duties:

Marlene Farley, Dru Mollenhoff, Ilene Payne, Marilyn Politzer, and Astrid Szeto

Mrs. DiFonzo made the following statement for the record:

"I intend to abstain on this portion of the motion (MCEA). When the Board originally voted on this on November 26, 1990, there were three people from each organization plus a chairperson appointed by

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the superintendent. At its December 11 Board meeting, the Board took this up again as a reconstitution of this task force, and one of the arguments that was articulated at that point was that MCEA needed to have more people as representatives to this task force so that art and music teachers could be represented. None of the names submitted to us are either art or music teachers, and therefore I am going to abstain on the MCEA appointments."

Re: A MOTION BY DR. CHEUNG TO APPROVE
THE MCEA REPRESENTATIVES TO THE TASK
FORCE ON NONINSTRUCTIONAL DUTIES
(FAILED)

A motion by Dr. Cheung to approve the MCEA representatives to the Task Force on Noninstructional Duties failed with Dr. Cheung, Mr. Ewing, Mrs. Fanconi, and Ms. Gutierrez voting in the affirmative; Mrs. Brenneman, Mr. Chang, Mrs. DiFonzo, and Mrs. Hobbs abstaining.

RESOLUTION NO. 51-91 Re: MCCSSE APPOINTEES TO THE TASK FORCE
ON NONINSTRUCTIONAL DUTIES

On recommendation of the superintendent and on motion of Dr. Cheung seconded by Ms. Gutierrez, the following resolution was adopted unanimously:

RESOLVED, That the following MCCSSE representatives be appointed to the Task Force on Noninstructional Duties:

Nancy Bernard, Ernest Thomas, Phyllis Newman, Teresa Gardner,
and Monterrey Williams

RESOLUTION NO. 52-91 Re: MCAASP APPOINTEES TO THE TASK FORCE
ON NONINSTRUCTIONAL DUTIES

On recommendation of the superintendent and on motion of Dr. Cheung seconded by Ms. Gutierrez, the following resolution was adopted unanimously:

RESOLVED, That the following MCAASP representatives be appointed to the Task Force on Noninstructional Duties:

Anne Hare, Marlene Hartzman, Dawn Thomas, Phyllis Preston, and
Robin Weaver

Re: A MOTION BY MRS. BRENNEMAN TO TABLE
THE PROPOSED RESOLUTION ON
APPOINTMENTS TO THE TASK FORCE ON
NONINSTRUCTIONAL DUTIES (FAILED)

A motion by Mrs. Brenneman to table the proposed resolution on appointments to the Task Force on Noninstructional Duties pending

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communication with MCEA failed with Mrs. Brenneman, Mr. Chang, and Mrs. Hobbs voting in the affirmative; Dr. Cheung, Mr. Ewing, Mrs. Fanconi, and Ms. Gutierrez voting in the negative; Mrs. DiFonzo abstaining.

RESOLUTION NO. 53-91 Re: APPOINTMENT OF CHAIRPERSON OF THE
TASK FORCE ON NONINSTRUCTIONAL
DUTIES

On recommendation of the superintendent and on motion of Dr. Cheung seconded by Ms. Gutierrez, the following resolution was adopted unanimously:

RESOLVED, That James Terrill (executive assistant - Area 3) be appointed as chairperson of the Task Force.

Re: A MOTION TO APPOINT THE TASK FORCE
ON NONINSTRUCTIONAL DUTIES

A motion by Dr. Cheung to appoint the members of the Task Force on Noninstructional Duties (without MCEA membership) failed with Mrs. DiFonzo voting in the affirmative; Mrs. Brenneman, Mr. Chang, Dr. Cheung, Mr. Ewing, Mrs. Fanconi, Mrs. Hobbs, and Ms. Gutierrez voting in the negative.

RESOLUTION NO. 54-91 Re: CHARGE TO THE TASK FORCE ON
EFFICIENCY

On recommendation of the superintendent and on motion of Mrs. Hobbs seconded by Mrs. Fanconi, the following resolution was adopted unanimously:

WHEREAS, The Montgomery County Board of Education established a Task Force on Efficiency on December 11, 1990; and

WHEREAS, The Board wishes to establish a specific charge for the members of the Task Force; now therefore be it

RESOLVED, That the Board adopt the following charge for the Montgomery County Public Schools Task Force on Efficiency:

The Task Force is charged with advising the Board of Education and the superintendent on how the school system can change the way it operates to save money and reduce the cost of operation.

The Task Force should look at the school system objectively, balancing efficiency against effectiveness -- the economic needs of the county against the educational needs of our county's youth.

The Task Force should identify areas where there may be a duplication of effort, where streamlining could occur, and where fees or charges might possibly be imposed or increased.

The Task Force should identify locally developed policies and/or regulations that may be contributing to inefficient operations and service provision.

The Task Force should suggest methods by which the school system might continue to assess the efficiency of its operations and service provision.

The Task Force should review the first report of the County Council's Commission to Review the Efficiency and Effectiveness of Government, especially the functions they identified for further study and consideration.

The Task Force should review the superintendent's proposal for comprehensive analysis of management improvements, communicate with staff conducting that analysis, and consider the resulting report in March, 1991.

The Task Force should review the materials and opinions of MCPS' internal and external auditors on areas where savings may be sought, as presented to the Board's Audit Committee.

The Task Force is asked to submit a preliminary report to the Board by March 22, 1991, identifying the areas to be examined, and a final report by April 26, 1991.

RESOLUTION NO. 55-91 Re: APPOINTMENTS TO THE CITIZENS TASK
FORCE TO REVIEW MCPS EFFICIENCY

On recommendation of the superintendent and on motion of Mrs. Hobbs seconded by Mrs. Fanconi, the following resolution was adopted unanimously:

WHEREAS, On December 11, 1990, the Board of Education established the Citizens Task Force to Review MCPS Efficiency; and

WHEREAS, The Task Force will consist of seven to nine citizens knowledgeable about the school system and about management improvements; now therefore be it

RESOLVED, That the following individuals be appointed to the Task Force to Review MCPS Efficiency to serve until the work of the task force is completed:

Jeremiah Floyd
Edgar Gonzalez

Michael Richman
Robert Shoenberg

Cornell Lewis
Cory Moore
Keith Prouty

David Tatel
Ron Wohl

RESOLUTION NO. 56-91 Re: COUNTY COUNCIL SMOKING LEGISLATION

On recommendation of the superintendent and on motion of Ms. Gutierrez seconded by Dr. Cheung, the following resolution was adopted with Mrs. Brenneman, Mr. Chang, Mr. Cheung, Mr. Ewing, Mrs. Fanconi, Ms. Gutierrez, and Mrs. Hobbs voting in the affirmative; Mrs. DiFonzo abstaining:

RESOLVED, That the Board of Education be on record in support of the letter of January 22 supporting the banning of tobacco vending machines except those inside private clubs serving alcoholic beverages and which under no circumstances allow minors in the area where the machines are located.

Mrs. DiFonzo made the following statement for the record:

"I will abstain. I support the thrust and the purpose of the tobacco vending machine legislation which is to make it far more difficult, if not impossible, for youngsters under the age of 18 to access cigarette vending machines, but I cannot support this language as written because it does not answer the questions I have to ask."

RESOLUTION NO. 57-91 Re: MEETING WITH COUNTY COMMISSION ON EFFICIENCY

On motion of Mrs. DiFonzo seconded by Ms. Gutierrez, the following resolution was adopted unanimously:

RESOLVED, That the Board of Education schedule a discussion with the County Commission on Efficiency as soon as possible.

Re: NEW BUSINESS

1. Mrs. Hobbs moved and Mrs. Fanconi seconded the following:
RESOLVED, That the Board of Education ask MCCPTA, MCEA, MCCSSE, and MCAASP to resubmit possible members to the Task Force on Non-instructional Duties.

Mrs. Hobbs assumed the chair.

RESOLUTION NO. 58-91 Re: ENDORSEMENT OF INCREASED REVENUES FOR MONTGOMERY COUNTY

On motion of Mr. Ewing seconded by Ms. Gutierrez, the following resolution was adopted with Mrs. Brenneman, Mr. Chang, Dr. Cheung, Mrs. DiFonzo, Mr. Ewing, Ms. Gutierrez, and Mrs. Hobbs voting in the affirmative; Mrs. Fanconi being temporarily absent:

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RESOLVED, That the Board of Education schedule discussion and action on the matter of endorsement of measures for increased revenue for Montgomery County; and be it further

RESOLVED, That the Board request the superintendent to assist the Board in obtaining from Mr. Potter and his staff specific proposals for revenue increases including what impacts these measures might have on low-income residents and other elements of the population.

2. Mr. Ewing moved and Ms. Gutierrez seconded the following: RESOLVED, That the Board of Education schedule a discussion on personnel policies and procedures for the future.

Mr. Ewing assumed the chair.

3. Ms. Gutierrez moved and Mrs. Hobbs seconded the following: RESOLVED, That the Board of Education schedule a discussion and information by staff on the current services being provided by Adult Education, particularly focusing on the ESL programs for adults.

Re: ITEMS OF INFORMATION

Board members received the following items of information:

1. Staff Response to the Discussion Paper on the Needs of Asian Students
2. Staff Response to the Recommendations of the NAACP Report on Black Males in Higher Education
3. Testing Schedule
4. Quarterly Change Order Report
5. Policy Review (for future consideration)
6. Study of the MCPS Learning Disabilities Initiative
7. Staffing Standards for Schools

Re: ADJOURNMENT

The president adjourned the meeting to an executive session at 11:50 p.m.

PRESIDENT

SECRETARY

HP:mlw