

Chapter 10

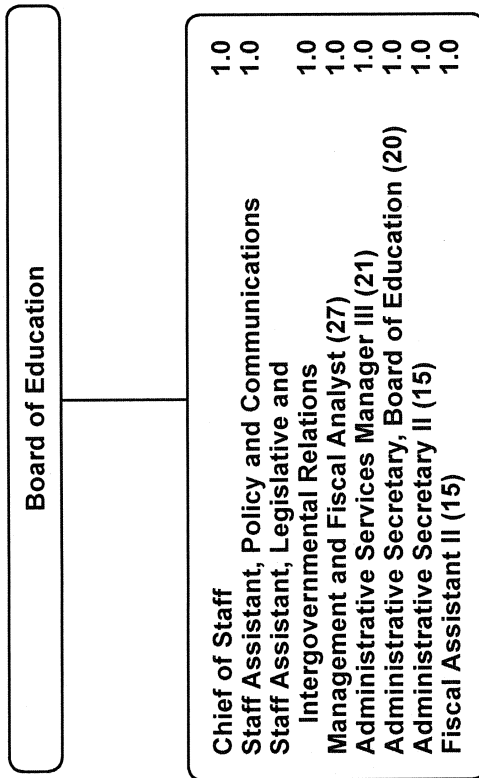
Board of Education
Office of the Superintendent of Schools

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**Board of Education & Office of the Superintendent
Summary of Resources
By Object of Expenditure**

OBJECT OF EXPENDITURE	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 BUDGET	FY 2009 CHANGE
POSITIONS					
Administrative	5,000	6,000	6,000	6,000	
Professional					
Supporting Services	8,000	8,000	8,000	8,000	
TOTAL POSITIONS	13,000	14,000	14,000	14,000	
01 SALARIES & WAGES					
Administrative	\$833,902	\$804,303	\$804,303	\$954,506	\$150,203
Professional					
Supporting Services	510,657	581,704	581,704	608,212	26,508
TOTAL POSITION DOLLARS	1,344,559	1,386,007	1,386,007	1,562,718	176,711
OTHER SALARIES					
Administrative					
Professional	138,206	133,500	133,500	133,500	
Supporting Services	4,059	6,589	6,589	6,919	330
TOTAL OTHER SALARIES	142,265	140,089	140,089	140,419	330
TOTAL SALARIES AND WAGES	1,486,824	1,526,096	1,526,096	1,703,137	177,041
02 CONTRACTUAL SERVICES	19,329	36,267	36,267	36,267	
03 SUPPLIES & MATERIALS	21,055	17,728	17,728	17,728	
04 OTHER					
Staff Dev & Travel	56,313	110,344	110,344	111,102	758
Insur & Fixed Charges					
Utilities					
Grants & Other	75,812	61,600	61,600	61,600	
TOTAL OTHER	132,125	171,944	171,944	172,702	758
05 EQUIPMENT	34,006	10,473	10,473	10,473	
GRAND TOTAL AMOUNTS	\$1,693,339	\$1,762,508	\$1,762,508	\$1,940,307	\$177,799

Board of Education



Mission

The mission of the Board of Education is to provide leadership and oversight for a high-quality educational system with community-supported goals, policies, and resources committed to benefit our diverse student population. The Office of the Board of Education enables the elected Board to function as a cohesive and effective body in performing its responsibilities to adopt educational policy, ensure accountability, promote intergovernmental relations, and respond to community and student concerns.

Major Functions

As required by Maryland law, the Board maintains a “reasonably uniform” system of public schools designed to provide quality education and equal educational opportunity for all children.

Specifically, the Board determines, with the advice of the superintendent, the educational policies of the county school system. It also adopts, codifies, and makes available to the public the rules and regulations for conducting and managing the public schools. The execution of the Board’s functions is guided by its academic priorities as outlined in the Montgomery County Public Schools’ strategic plan, *Our Call to Action: Pursuit of Excellence*:

- Organize and optimize resources for improved academic results
- Align rigorous curriculum, delivery of instruction, and assessment for continuous improvement of student achievement
- Expand and deliver a literacy-based initiative from prekindergarten through Grade 12 to support student achievement
- Use student, staff, school, and system performance data to monitor and improve student achievement
- Foster and sustain systems that support and improve employee effectiveness, in partnerships with MCPS employee organizations
- Strengthen family-school relationships and continue to expand civic, business, and community partnerships that support improved student achievement
- Develop, pilot, and expand improvements in secondary content, instruction, and program that support students’ active engagement in learning

To carry out its duties, the Board usually meets twice each month, convening for one all-day meeting and one evening meeting. Other meetings may be held to hear appeals; review and act on budgets and facilities; preside over public hearings; meet with other elected officials and public bodies; host community forums; hold parent, student, and employee meetings; and hold local, state, and national association meetings.

The office works with the community and appropriate MCPS offices to address concerns related to school system decisions or actions. The office also researches and analyzes educational policies, practices, and budgets; coordinates

all appeals before the Board; and provides legislative and intergovernmental information and represents the Board’s positions on these matters. The office maintains all records of the Board and handles its correspondence, calendars, and meeting materials.

Trends and Accomplishments

The Board of Education continues to lead Montgomery County Public Schools through an exciting but challenging era of increasing needs and limited resources. The Board’s actions are geared to devising innovative ways to address the complex needs of our ever-changing population, while maintaining the excellent quality of our school system. The office of the Board of Education supports the Board’s work, improves upon customer service to Board members and the community, ensures robust collaboration with key stakeholders, and allows for increased reporting, analysis, and communications capabilities. The Board is committed to constantly improving the school system’s educational practices in response to the community’s willingness to examine alternative models of delivering educational services. This year for instance, the Board shortened certain ceremonies, preferring to honor the events with resolutions. The business meetings are now tightly focused on fewer presentations, all closely aligned with the strategic plan. The evening meetings now start earlier at 5:30 p.m. and are now work sessions devoted to robust dialogue on key issues. Also, the Board changed the format of public comments to engage the community more in the items of the day’s agenda. The bulk of the public comments are now reserved for speakers who desire to comment on the meeting’s items of discussion. New push-to-talk microphones have been installed in the Board room and in the auditorium. This new equipment has virtually eliminated static and interference from cell phones, resulting in a distraction-free environment. These continuous improvement efforts are supported in part by the study of innovative educational programs and practices nationwide. Also, the Board continuously reviews, and adapts to, changes in education laws, bylaws, rules, regulations, and policies. What follows is a compendium of some of the Board’s actions in the past fiscal year:

- Successfully renegotiated a four-year contract with Dr. Jerry D. Weast, Superintendent of Schools.
- During the 2006–2007 school year, the Board of Education took final action on the following 7 policies and received 145 comments from the public in response to the policies: Policy ABA, Community Involvement; Policy FFA, Naming School Facilities; Policy IOB, Education of Students with Disabilities; Policy IEB, Middle School Education; Policy JFA, Student Rights and Responsibilities; and Policy IEA, Framework and Structure of Early Childhood and Elementary. The Board also rescinded the following four policies: Policy GBD, Recognition of Employees—rendered obsolete with the recent adoption of Policy GAA, Positive Work Environment in a Self-Renewing Organization, which includes the Board’s position on employee recognition. Further, Regulation GBE-RA, Employee Recognition, was recently revised and

provides guidelines for recognizing MCPS employees for their accomplishments and service; Policy GEE, Teachers and Principals Holding Second Class Certificates – rendered obsolete with the recent adoption of Policy GAA, Positive Work Environment in a Self-Renewing Organization, which identifies principles for supporting professional growth and employee success; Policy IOG, Child Find – incorporated into the revised Policy IOB, Education of Students with Disabilities; and Policy GDA, Pre-Employment Physical Examinations – rendered obsolete because the Maryland law that required pre-employment physical examinations has been rescinded.

- To ensure that the Board's voice is heard on statewide funding and legislative issues that address the needs of MCPS students and staff, the Board adopts a legislative platform each year prior to the legislative session of the Maryland General Assembly. The legislative platform is shared with community stakeholders and elected officials in Montgomery County and across the state, and positions on specific legislation are adopted throughout the session. Successes of the 2007 session include significant increases in school construction funding for Montgomery County Public Schools; and substantial increases in state education funding as mandated by the "Thornton legislation".
- During FY 2007, the Board adjudicated 158 appeals. Eighty-eight were related to student suspension, expulsions, teacher dismissals, early entrance to kindergarten, admission to highly gifted centers, and complaints from the public; 70 were for transfers and consortia assignments. In addition, the Office of the Board of Education handled an average of 30 complaints per month to the ombudsman, which were received through telephone calls, written correspondence, and walk-in visits. A majority of these ombudsman issues involved residency compliance, discipline, school climate, and community concerns.
- For the past four years, the Board has implemented a process for public involvement in the MCPS strategic plan and operating budget. This process greatly enhances public involvement in long-range strategic issues and emphasizes public involvement in the "development" phase of the strategic plan and the operating budget, instead of primarily in the "critique" phase following the superintendent's presentation of the operating budget. This process has also involved a heavy emphasis on bilingual support through the use of bilingual support staff and translation equipment. Input from community members is constantly being analyzed and collated and the results shared with the Board and community members. As a result of this enhanced process for community involvement, community members from varied experiences and backgrounds have offered invaluable input into the update of the strategic plan and alignment of the budget with the strategic plan initiatives.

The Board performs its functions as a committee of the whole and through the work of the following standing committees: Policy, Communications and Public Engagement, Audit, and Strategic Planning. These committees all work

in alignment with their individual charters and the strategic plan to further the mission of the Board of Education in providing leadership and oversight of the school system.

Major Mandates

- The Board is required to carry out Maryland's education laws and the bylaws, rules, regulations, and policies of the State Board of Education.
- It also adopts, codifies, and makes available to the public policies and regulations for the conduct and management of the county public schools.

Strategies

- The Office of the Board of Education will continue to support the Board in its work of monitoring and reviewing:
- MCPS activities and programs to ensure that they are consistent with the Board's action areas. This will be done through appropriate research and consultation with the Office of the Superintendent of Schools.
- The long-range plans to achieve the MCPS vision for the future, the five goals necessary to reach that vision, and the academic priorities identified to guide specific actions to achieve the goals.
- These activities will be accomplished through increased and effective collaboration with the Superintendent and staff and through the use of appropriate technologies. The Board office will continue to seek ways to expand outreach to the community and improve upon two-way communication between the Board and the community. In the coming year, the office will place an increased emphasis on data gathering and information sharing and using the data to ensure that the work of the office is aligned with the Board's strategic plan.

Budget Explanation Board of Education—711

The FY 2009 request for this office is \$1,157,514, an increase of \$129,536 from the current FY 2008 budget of \$1,027,978. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$129,005

The negotiated agreements with employee organizations increase the salary costs of employees in this office by \$38,900. There is an increase of \$90,105 in continuing salary costs to reflect step or longevity increases for current employees.

Other—\$531

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$531 in this budget for FY 2009.

Board of Education - 711

Roland Ikheloa, Chief of Staff

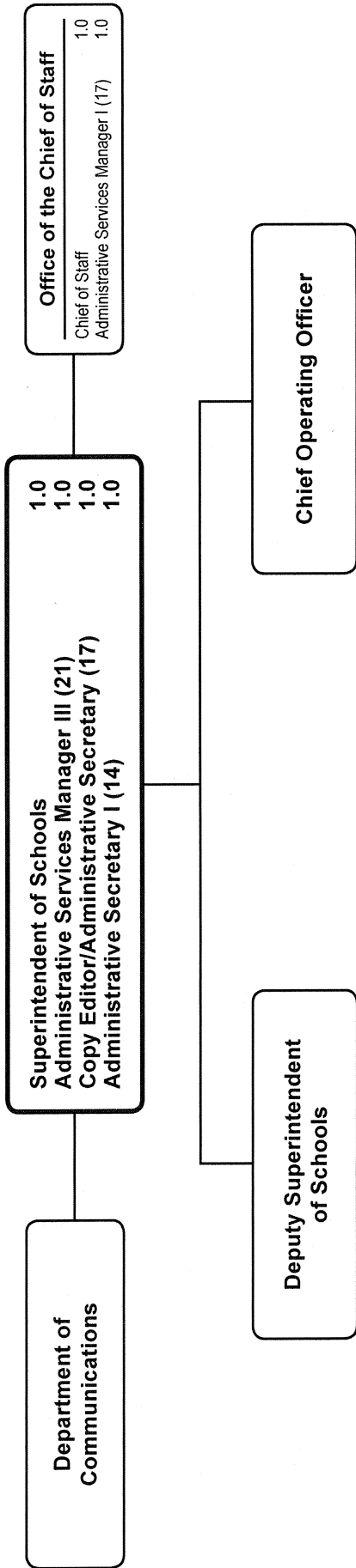
Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	7.000	8.000	8.000	8.000	
Position Salaries	\$490,195	\$685,383	\$685,383	\$814,267	\$128,884
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		133,500	133,500	133,500	
Supporting Services Part Time					
Other		2,419	2,419	2,540	121
Subtotal Other Salaries	142,265	135,919	135,919	136,040	121
Total Salaries & Wages	632,460	821,302	821,302	950,307	129,005
02 Contractual Services					
Consultants		35,000	35,000	35,000	
Other Contractual					
Total Contractual Services	18,454	35,000	35,000	35,000	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,228	7,228	7,228	
Other Supplies & Materials					
Total Supplies & Materials	6,988	7,228	7,228	7,228	
04 Other					
Local Travel		13,830	13,830	14,361	531
Staff Development		83,920	83,920	83,920	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		61,600	61,600	61,600	
Total Other	129,570	159,350	159,350	159,881	531
05 Equipment					
Leased Equipment					
Other Equipment		5,098	5,098	5,098	
Total Equipment	29,784	5,098	5,098	5,098	
Grand Total	\$817,256	\$1,027,978	\$1,027,978	\$1,157,514	\$129,536

Board of Education - 711

Roland Ikheloa, Chief of Staff

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	Chief of Staff		1.000	1.000	1.000	1.000	
1	Staff Asst, Leg & Intergov Rel		1.000				
1	Staff Assistant		1.000	3.000	3.000	3.000	
1	21 Admin Services Mgr III		1.000	1.000	1.000	1.000	
1	20 Admin Secretary to the Board		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
	Total Positions		7.000	8.000	8.000	8.000	

Office of the Superintendent of Schools



Mission

The mission of the Office of the Superintendent of Schools is to provide high quality educational leadership in attaining excellence in teaching and learning in the Montgomery County Public Schools.

Major Functions

The superintendent supports the policies and academic priorities of the Board of Education and has overall responsibility for the attainment of rigorous standards of performance for students and employees. The superintendent leads educational initiatives designed to improve achievement for all students from prekindergarten through Grade 12, ensure quality teaching and accountability, and provide the highest level of resources necessary to engage students and their parents in the learning community of their schools and provide students with the academic credentials necessary in a global society.

The superintendent directs the academic and administrative functions of the school system and provides leadership in the implementation of the Board of Education's strategic plan, *Our Call to Action: Pursuit of Excellence*, the annual operating budget, the six-year capital improvements program, and other initiatives. The superintendent's duties and responsibilities include those identified by law, the policies and decisions of the Board of Education, and administrative regulations governing the operation of the school system. The superintendent leads the work of all schools and offices through an executive staff, with the primary assistance of the chief operating officer and the deputy superintendent of schools. Personnel in the superintendent's immediate office include the chief of staff, the director of the Department of Communications, and supporting staff.

The Superintendent supports the responsibilities and functions of the Board as both superintendent and secretary-treasurer. The superintendent works closely with the president and vice president of the Board and provides the Board with guidance and counsel on matters of educational and public policy, academic standards and accountability, public funding, personnel, land use, and legal matters. His leadership team and office personnel work collaboratively with the Board's own office staff to develop thorough responses to inquiries and requests, prepare meeting documents, and successfully complete the business of the Board.

The superintendent also works closely with the leaders of parent and employee organizations; federal, state, and local officials; business leaders; civic and community representatives; and leaders of professional associations, universities, and organizations focused on school reform and improvement. These efforts reflect the public partnership the superintendent maintains in the implementation of effective strategies to improve teaching and learning.

Trends and Accomplishments

Strategic academic and organizational initiatives, building on a foundation set in 1999, continue to place the school

system among the very best in the United States. These include ongoing improvements in teaching and learning, curriculum design and content, employee skills and expertise, programs and services for students with special needs, measures of progress and accountability, technology, parent and community outreach, and communications.

Improvements in early childhood and elementary education have resulted in substantial progress in student achievement on state and county measures of academic performance, including nearly half of all students in Grade 5 enrolled in advanced level mathematics. In 2006, these were featured nationally by a former New York Times reporter in the book *Building Blocks: Making Children Successful in the Early Years of School*. Ongoing improvements in middle school, including reforms based on more rigorous and inclusive academic programs, are under way, with nearly half of all eighth grade students taking algebra. Changes in high school have resulted in unprecedented levels of student achievement on national measures of academic rigor, including the Advanced Placement (AP) and International Baccalaureate programs and the SAT and the ACT measures of college readiness. All eligible high schools have been rated by Newsweek as among the best in America in each of the magazine's four national rankings (2003, 2005, 2006, and 2007). In 2007, participation among high school graduates taking the SAT reached 79 percent (7,660 students), the highest ever, with the largest participation gains among African American and Hispanic students.

The priority of closing the achievement gap by race and ethnicity while simultaneously raising standards for all students remains a significant challenge for the system and a central component for all initiatives. Of special focus is the underachievement of African American and Hispanic students, who represent more than 40 percent of the overall enrollment. In 2006, the Schott Foundation identified the school system as having the second highest graduation rate in the nation for African American males. In 2006, researchers with the Harvard Business School and the Harvard Graduate School of Education released three case studies detailing the school system's initiatives in addressing the issues of race, accountability, and achievement. In 2007, The Washington Post reported that the system had among the highest participation of African American students in the nation in AP courses and success on AP tests.

These efforts coincide with priorities for improving achievement for students with disabilities, students with limited English proficiency, and students challenged by poverty, mobility, homelessness, and immigration. The number of students living in poverty increased last year by 3,600 students and there were 1,100 more children enrolled for whom English was not their primary language. More than 17,000 students receive services for disabilities and 14,700 students receive assistance through the English for Speakers of Other Languages Program (ESOL), nearly half of the entire state enrollment of ESOL students. Approximately 138,000 children attend schools in the system, the 16th largest enrollment in the nation.

These initiatives and other increases in the costs of education, particularly in recruiting and maintaining a high quality workforce, are challenges affecting the school system's ability to sustain ongoing programs and services. The demand for high quality public education is a priority in Montgomery County and remains a key element in measuring the county's quality of life. These measures are enhanced by the continued progress of individual schools, the continued improvement in systemwide student achievement, and the overall excellence of more than 20,000 women and men who work in the system as educators and support staff.

The implementation of the federal *No Child Left Behind Act* and the Maryland *Bridge to Excellence in Public Education Act* are but two of the major factors affecting school improvement, standards, and accountability in the school system. These federal and state initiatives were preceded by the Board of Education's adoption of the *Our Call to Action* in 1999 and the subsequent strategic plans.

Comprehensive planning strategies to design and implement the operating budget—based on the Malcolm Baldrige Criteria for Performance Excellence, with significant involvement of parents, employees, students, and other stakeholders—have been recognized repeatedly, including the 2005 U.S. Senate Productivity Award for Maryland. MCPS is the only large school system in the nation to receive a state productivity award, which measured system operations against corporate benchmarks. In 2006, the system was a finalist for the Baldrige National Quality Award. The system's financial practices consistently receive recognition for excellence in financial reporting from the Government Financial Officers Association. In 2006, the Harvard Business Review featured the system's leadership efforts on successfully managing urban school systems. These experiences are used as benchmarks for other school districts through the American Productivity and Quality Center in Houston. In 2007, Forbes magazine named the school system as one of the top five in the nation for delivering high academic performance at a relatively low cost.

Major Mandates

The Office of the Superintendent of Schools administers the school system in accordance with the Education Article of the Annotated Code of Maryland, the bylaws of the Maryland State Board of Education as found in the Code of Maryland Regulations, and the policies and decisions of the Montgomery County Board of Education.

Strategies

- Continue to lead the intentional transformation of schools through strategic improvements, reforms, services, and innovations designed to achieve the academic priorities of the Board of Education.
- Continue to require high levels of achievement for all students, rigorous standards of performance by all employees, and effective collaboration with parents and other stakeholders in the improvement of public education in Montgomery County.
- Continue to improve and implement the strategic plan, develop responsive operating and capital budget recommendations, and ensure successful deployment of resources for continuous school improvement.
- Ensure fidelity of implementation for all Board of Education policies and decisions, as well as public accountability for student performance and organizational effectiveness.
- Continue to benchmark with other school systems and organizations about academic improvements, cost savings, strategic planning, information management, and evaluation and assessment practices.
- Assure the timely and responsive dissemination of student performance data to improve instruction, to assess student progress and instructional programs, and to engage parent involvement in teaching and learning with their children.

Board of Education—611

The FY 2009 request for this office is \$782,793, an increase of \$48,263 from the current FY 2008 budget of \$734,530. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$48,036

The negotiated agreements with employee organizations increase the salary costs of employees in this office by \$35,852. There is an increase of \$12,184 in continuing salary costs to reflect step or longevity increases for current employees.

Other—\$227

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$227 in this budget for FY 2009.

Office of the Superintendent of Schools - 611

Dr. Jerry D. Weast, Superintendent of Schools

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	6.000	6.000	6.000	6.000	
Position Salaries	\$854,364	\$700,624	\$700,624	\$748,451	\$47,827
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		4,170	4,170	4,379	209
Other					
Subtotal Other Salaries		4,170	4,170	4,379	209
Total Salaries & Wages	854,364	704,794	704,794	752,830	48,036
02 Contractual Services					
Consultants					
Other Contractual		1,267	1,267	1,267	
Total Contractual Services	875	1,267	1,267	1,267	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,500	10,500	10,500	
Other Supplies & Materials					
Total Supplies & Materials	14,067	10,500	10,500	10,500	
04 Other					
Local Travel		5,994	5,994	6,221	227
Staff Development		6,600	6,600	6,600	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	2,555	12,594	12,594	12,821	227
05 Equipment					
Leased Equipment					
Other Equipment		5,375	5,375	5,375	
Total Equipment	4,222	5,375	5,375	5,375	
Grand Total	\$876,083	\$734,530	\$734,530	\$782,793	\$48,263

Office of the Superintendent of Schools - 611

Dr. Jerry D. Weast, Superintendent of Schools

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	Superintendent of Schools		1.000	1.000	1.000	1.000	
1	Chief of Staff		1.000	1.000	1.000	1.000	
1	21 Admin Services Mgr III		1.000	1.000	1.000	1.000	
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	1.000	
1	17 Admin Services Manager I		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
	Total Positions		6.000	6.000	6.000	6.000	