



WHEREAS, Mrs. Barbara Walker, a teacher at Washington Grove Elementary School, inspired her students to participate in recycling efforts; and

WHEREAS, Ms. Julie Gstalder, 5th grade student at Washington Grove Elementary School, won a contest to develop a slogan with her suggestion of "One World, One Chance, Recycle"; now therefore be it

Resolved, That the Board of Education recognize the important contributions to the recycling program made by Mrs. Barbara Walker and Ms. Julie Gstalder by presenting each with a Certificate of Appreciation.

Re: COMMENDATION OF FACILITIES STAFF

On behalf of the members of the Board, Mrs. Fanconi and Dr. Vance presented certificates of appreciation to Mr. Richard Hawes and Mr. Bernie Warfield, for their efforts in opening Sally K. Ride ES on time.

RESOLUTION NO. 742-94      Re: APPROVAL OF REVISED INSTRUCTION OBJECTIVES FOR HEALTH EDUCATION, GRADES PRE-KINDERGARTEN-8

On recommendation of the superintendent and on motion of Ms. Gutierrez seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

WHEREAS, The public school laws of Maryland specify that the county superintendent shall prepare courses of study and recommend them for adoption by the county Board of Education (Annotated Code of the Public General Laws of Maryland, Education [Volume], Section 4-205); and

WHEREAS, The public school laws of Maryland also state that the county Board of Education, on written recommendation of the county superintendent shall establish courses of study for the schools under its jurisdiction (Ibid., Sec. 4-110); and

WHEREAS, The Program of Studies is the document that contains all prescribed curriculum elements, including instructional objectives, of all MCPS curriculum programs and courses (MCPA Regulation IFB-RA Development and Approval of Curriculum and Supporting Materials); and

WHEREAS, Excellence in curriculum can be maintained only by continuing attention to the need for curriculum change; and

WHEREAS, The Council on Instruction charged by the superintendent of schools with considering recommendations for curriculum, has

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recommended approval of the revised instructional objectives for health education, Grades Pre-K-8; and

WHEREAS, The superintendent of schools recommends that the Board of Education approved these revised instructional objectives for Health Education, Grades Pre-K-8; now therefore be it

Resolved, That the Board of Education approve the instructional objectives for Health Education, Grades Pre-K-8 for publication in the Program of Studies as part of the curriculum to become effective in the 1994-1995 school year.

RESOLUTION NO. 743-94      Re:    PRESENTATION OF PRELIMINARY PLANS -  
MONTGOMERY BLAIR HIGH SCHOOL

On recommendation of the superintendent and on motion of Mr. Ewing seconded by Dr. Cheung, the following resolution was adopted with Mrs. Brenneman, Dr. Cheung, Mr. Ewing, Mrs. Fanconi, Mrs. Gordon, and Ms. Gutierrez voting in the affirmative; Mr. Abrams being temporarily absent but requesting that his vote be recorded in favor of the plans:

WHEREAS, The architect for the new Montgomery Blair High School has prepared a schematic design in accordance with the educational specifications; and

WHEREAS, The Montgomery Blair High School Facilities Advisory Committee has approved the proposed schematic design; now therefore be it

Resolved, That the Board of Education approve the preliminary plan report for the new Montgomery Blair High School developed by SHW Group, Inc.

Re:    PUBLIC COMMENTS

The following individuals appeared before the Board of Education:

1. Hedva Ann Kobes, Whittier Woods Center Consortium
2. Ed Kostolansky, Lacrosse

RESOLUTION NO. 744-94      Re:    CHANGE ORDER OVER \$25,000 -  
DAMASCUS MIDDLE SCHOOL #2

On recommendation of the superintendent and on motion of Mrs. Gordon seconded by Mr. Ewing, the following resolution was adopted unanimously by members present:

WHEREAS, The Department of Facilities Management has received a change order proposal that exceeds \$25,000; and

WHEREAS, Staff and the project architect have reviewed this change order and found it to be equitable; now therefore be it

Resolved, That the Board of Education approve the following change order for the amount indicated:

ACTIVITY 1

Project: Damascus Middle School #2

Description: The geotechnical study for Damascus Middle School #2 identified rock at various locations on the site. The exact extent of the rock removal could not be determined until the surface soil was removed by the excavation contractor and the individual contractor accomplished its work. The contract contained unit prices for rock removal. This change order is for rock removal for site utilities in accordance with the contract unit prices.

Contractor: Deneau Construction Co., Inc.

Amount: \$42,502

RESOLUTION NO. 745-94 Re: ARCHITECTURAL APPOINTMENT - WEST FARM VEHICLE MAINTENANCE FACILITY

On recommendation of the superintendent and on motion of Mrs. Gordon seconded by Mr. Ewing, the following resolution was adopted unanimously by members present:

WHEREAS, It is necessary to appoint an architectural firm to provide professional and technical services during the design and construction phases of the new West Farm Vehicle Maintenance Facility project; and

WHEREAS, Funds for architectural planning were appropriated as part of the FY 1995 Capital Budget; and

WHEREAS, The Architect Selection Committee, in accordance with procedures adopted by the Board of Education on May 13, 1986, identified CHK Architects and Planners, Inc., as the most qualified firm to provide the necessary professional architectural and engineering services; and

WHEREAS, Staff has negotiated a fee for necessary architectural services; now therefore be it

Resolved, That the Montgomery County Board of Education enter into a contractual agreement with the architectural firm of CHK

Architects and Planners, Inc., to provide professional architectural services for the new West Farm Vehicle Maintenance Facility project for a fee of \$380,900, which is 5.8 percent of the construction budget.

Re: DISPOSITION OF BRADLEY MIDDLE  
SCHOOL SITE

Mrs. Gordon moved and Mr. Ewing seconded the following:

WHEREAS, The Montgomery County Government has requested that Montgomery County Public Schools (MCPS) surplus the future Bradley Middle School site, located on Newbridge Road, Potomac, to be used for productivity housing; and

WHEREAS, Article 4-114 of the Annotated Code of Maryland stipulates in part that "if, with the approval of the State Superintendent, a county board finds that any land, school site, or building no longer is needed for school purposes, it shall be transferred by the county board to the county commissioners or county council and may be used, sold, leased, or otherwise disposed of, except by gift, by the county commissions or county council..."; and

WHEREAS, The County Council has requested that MCPS use sites in its existing inventory to trade for needed sites in other parts of the county, and the surplus of the Bradley Middle School site will reduce the MCPS inventory by approximately \$2.2 to \$2.4 million; and

WHEREAS, In a letter to the superintendent of schools on November 3, 1994, the George Pittas Insurance Agency offered to purchase the site for \$2.1 million; now therefore be it

Resolved, That the future Bradley Middle School site is no longer needed for school construction purposes and, with the approval of the state superintendent of schools, shall be conveyed to the Montgomery County Government for disposition; and be it further

Resolved, That a copy of this resolution be transmitted to the county executive and County Council, along with a copy of the offer from the George Pittas Insurance Agency to purchase the site for \$2.1 million; and be it further

Resolved, That the county executive and County Council be requested to use the proceeds from the disposition of the site to reimburse Montgomery County's Advanced Land Acquisition Revolving Fund (ALARF) account on behalf of Montgomery County Public Schools.

Mr. Abrams made the following statement for the record:

"I am going to oppose this item. This is for the disposal of the Bradley Middle School site by declaring it surplus. The disposition is related to productivity housing, and I am not a fan of productivity housing. I am concerned that we are projecting moving to a student population of 130,000, and we are now seeing an increase in secondary students. I have a problem declaring any site as surplus, particularly a middle school site. In the past it has been our practice to swap school properties, but in this case we have no assurances that this property would be credit to us. I believe it is more appropriate to do this after the new County Council and county executive are seated. Therefore, I will offer a motion to defer."

Re: A MOTION BY MR. ABRAMS TO POSTPONE  
THE PROPOSED RESOLUTION ON THE  
BRADLEY MIDDLE SCHOOL SITE (FAILED)

A motion by Mr. Abrams to postpone action on the proposed resolution on the Bradley Middle School site failed for lack of a second.

Mrs. Fanconi stated for the record that the Board was prohibited by law to take action on property other than conveying it to the county. The Board was taking that action, and it would be up to the county to make decisions on the disposition of that site.

Mr. Abrams asked that the record reflect that the Board had authority to swap property without securing the approval of the County Council.

RESOLUTION NO. 745-94      Re: DISPOSITION OF BRADLEY MIDDLE  
SCHOOL SITE

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

WHEREAS, The Montgomery County Government has requested that Montgomery County Public Schools (MCPS) surplus the future Bradley Middle School site, located on Newbridge Road, Potomac, to be used for productivity housing; and

WHEREAS, Article 4-114 of the Annotated Code of Maryland stipulates in part that "if, with the approval of the State Superintendent, a county board finds that any land, school site, or building no longer is needed for school purposes, it shall be transferred by the county board to the county commissioners or county council and may be used, sold, leased, or otherwise disposed of, except by gift, by the county commissions or county council..."; and

WHEREAS, The County Council has requested that MCPS use sites in its existing inventory to trade for needed sites in other parts of the county, and the surplusings of the Bradley Middle School site will reduce the MCPS inventory by approximately \$2.2 to \$2.4 million; and

WHEREAS, In a letter to the superintendent of schools on November 3, 1994, the George Pittas Insurance Agency offered to purchase the site for \$2.1 million; now therefore be it

Resolved, That the future Bradley Middle School site is no longer needed for school construction purposes and, with the approval of the state superintendent of schools, shall be conveyed to the Montgomery County Government for disposition; and be it further

Resolved, That a copy of this resolution be transmitted to the county executive and County Council, along with a copy of the offer from the George Pittas Insurance Agency to purchase the site for \$2.1 million; and be it further

Resolved, That the county executive and County Council be requested to use the proceeds from the disposition of the site to reimburse Montgomery County's Advanced Land Acquisition Revolving Fund (ALARF) account on behalf of Montgomery County Public Schools.

Mrs. Gordon assumed the chair.

Re: A MOTION BY MRS. FANCONI TO DEFER  
THE ITEM ON EARLY INTERVENTION  
SERVICES FOR YOUNG CHILDREN WITH  
AUTISM (FAILED)

A motion by Mrs. Fanconi to defer consideration of the item on early intervention services for young children with autism failed with Mrs. Fanconi voting in the affirmative; Mr. Abrams, Mrs. Brenneman, Dr. Cheung, Mr. Ewing, Mrs. Gordon, and Ms. Gutierrez voting in the negative.

Mrs. Fanconi assumed the chair.

RESOLUTION NO. 747-94      Re: RECOMMENDATION TO SUBMIT AN FY 1995  
GRANT PROPOSAL ON EARLY  
INTERVENTION SERVICES FOR YOUNG  
CHILDREN WITH AUTISM

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



48-94	Instructional Microcomputer Equipment Extension <u>Awardee</u> Apple Computer, Inc.		\$2,900,000
14-95	Canned Fruits, Vegetables, Soups and Juices <u>Awardees</u> Canada Dry Petroleum Corporation Carroll County Foods Continental Foods, Inc. Dori Foods, Inc. J & K Distributors, Inc. MAN of New York Sandler Foods Smelkinson/SYSCO TOTAL	\$	126,500 97,551 75,362 18,500 12,698 * 67,268 11,352 <u>6,608</u> \$ 415,839
15-95	Frozen Foods, Fish & Eggs <u>Awardees</u> Carroll County Foods Continental Foods, Inc. Dori Foods, Inc. Dynasty Foods Karetas Foods, Inc. Sandler Foods Shane Meat Company Smelkinson/SYSCO TOTAL	\$	27,221 10,160 19,413 11,191 895 7,749 10,311 <u>7,651</u> \$ 94,591
16-95	Processed Meats <u>Awardees</u> Carroll County Foods Continental Foods, Inc. Dori Foods, Inc. Sandler Foods, Inc. Shane Meat Company TOTAL	\$	21,522 20,230 1,701 12,720 <u>6,916</u> \$ 63,089
107-95	General Music Classroom Instruments <u>Awardees</u> House of Musical Traditions Ideal Music Company Peripole-Bergerault, Inc. Rhythm Band, Inc. The Woodwind & The Brasswind Wrights Music Shed TOTAL	\$	5,088 5,504 26,860 * 13,608 9,288 <u>1,030</u> \$ 61,378

108-95	Automotive Batteries for the Division of Transportation <u>Awardee</u> Vehicle Maintenance Program, Inc.	\$ 28,165 *
115-95	Chalkboards, Tackboards & White Boards <u>Awardee</u> Greensteel Division of Information Display Technology, Inc.	\$ 26,632
210-95	Early Childhood Equipment & Supplies <u>Awardees</u> ABC School Supply, Inc.	\$ 6,338
	AFP Industries, Inc.	10,763 *
	Beckley-Cardy, Inc.	1,677
	Chaselle, Inc.	821
	Childcraft Education Corporation	8,472
	Community Playthings	36,270
	Educational Media, Inc.	2,043 *
	The Greeting, Inc.	3,840
	J. L. Hammett Company	4,366
	Kaplan School Supply Corporation	1,537
	Nasco	<u>9,155</u>
	TOTAL	\$ 85,272
	MORE THAN \$25,000	\$4,058,393

\* Denotes MFD Vendor

RESOLUTION NO. 749-94      Re:    RECOMMENDATION TO SUBMIT AN FY 1995  
GRANT PROPOSAL FOR THE DEVELOPMENT  
OF MIDDLE SCHOOL PHYSICAL SCIENCE  
AND LIFE SCIENCE MODULES BY THE  
EVENT-BASED SCIENCE PROJECT

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Mr. Ewing, the following resolution was adopted unanimously by members present:

Resolved, That the superintendent of schools be authorized to submit an FY 1995 grant proposal for \$1,738,264 over five years to the National Science Foundation to develop physical science and life science modules for use in Montgomery County Public Schools science classes in Grades 6 and 7; and be it further

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



RESOLUTION NO. 752-94      Re:    UTILIZATION OF FY 1995 FUTURE  
SUPPORTED PROJECT FUNDS FOR THE  
GOVERNOR'S GIFTED AND TALENTED  
DEVELOPMENT GRANT

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Mr. Ewing, the following resolution was adopted unanimously by members present:

Resolved, That the superintendent of schools be authorized to receive and expend within the FY 1995 Provision for Future Supported Projects a grant award of \$58,400 from the Maryland State Department of Education, under the Governor's Gifted and Talented Development Grant Program, in the following categories:

	<u>Category</u>	<u>Amount</u>
02	Instruction Salaries	\$ 38,850
03	Other Instructional Costs	16,442
10	Fixed Charges	<u>3,108</u>
	TOTAL	\$ 58,400

and be it further

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

RESOLUTION NO. 753-94      Re:    UTILIZATION OF FY 1995 FUTURE  
SUPPORTED PROJECT FUNDS FOR THE  
M.O.V.E. PROGRAM

On recommendation of the superintendent and on motion of Mr. Abrams seconded by Mr. Ewing, the following resolution was adopted unanimously by members present:

Resolved, That the superintendent of schools be authorized to receive and expend within the FY 1995 Provision for Future Supported Projects a grant award of \$40,000 from the Maryland State Department of Education, to support the Mobility Opportunities Via Education Program, in the following categories:

	<u>Category</u>	<u>Positions*</u>	<u>Amount</u>
04	Special Education	0.7	\$29,650
10	Fixed Charges	<u>          </u>	<u>10,350</u>
	TOTAL	0.7	\$40,000

\* 0.7 A-D teacher (10 month)

and be it further

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

Mrs. Brenneman temporarily left the meeting at this point.

RESOLUTION NO. 754-94 Re: PERSONNEL MONTHLY REPORT

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

Resolved, That the following appointments, resignations, and leaves of absence for professional and supporting services personnel be approved: (TO BE APPENDED TO THESE MINUTES)

RESOLUTION NO. 755-94 Re: EXTENSION OF SICK LEAVE

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

WHEREAS, The employees listed below have suffered serious illness; and

WHEREAS, Due to the prolonged illness, the employees' accumulated sick leave has expired; now therefore be it

Resolved, That the members of the Board of Education grant an extension of sick leave with three-fourths pay covering the number of days indicated:

<u>Name</u>	<u>Position and Location</u>	<u>No. of Days</u>
Golden, Angela	ESOL Teacher Rock View ES	20
Jefferson, Charlie	Building Service Worker Parkland MS	30

RESOLUTION NO. 756-94 Re: DEATH OF MR. JOHN R. YATES, BUS OPERATOR IN THE DIVISION OF TRANSPORTATION

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

WHEREAS, The death on October 11, 1994, of Mr. John R. Yates, a bus operator in the Division of Transportation, has deeply saddened the staff and members of the Board of Education; and

WHEREAS, Mr. Yates worked for Montgomery County Public Schools for more than six years, during which time he demonstrated competence as a bus operator; and

WHEREAS, Mr. Yates' dependability and his good relationships with his fellow workers made him a valuable employee; now therefore be it

Resolved, That the members of the Board of Education express their sorrow at the death of Mr. John R. Yates and extend deepest sympathy to his family; and be it further

Resolved, That this resolution be made part of the minutes of this meeting and a copy be forwarded to Mr. Yates' family.

RESOLUTION NO. 757-94      Re:    DEATH OF MR. LILBURN E. BOGGS, BUS  
ROUTE SUPERVISOR IN THE DIVISION OF  
TRANSPORTATION

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

WHEREAS, The death on October 16, 1994, of Mr. Lilburn E. Boggs, a bus route supervisor in the Division of Transportation, has deeply saddened the staff and members of the Board of Education; and

WHEREAS, Mr. Boggs worked for Montgomery County Public Schools for more than 15 years and had been an excellent employee; and

WHEREAS, Mr. Boggs was self-motivated, well organized, and an asset to the Division of Transportation; now therefore be it

Resolved, That the members of the Board of Education express their sorrow at the death of Mr. Lilburn E. Boggs and extend deepest sympathy to his family; and be it further

Resolved, That this resolution be made part of the minutes of this meeting and a copy be forwarded to Mr. Boggs' family.

RESOLUTION NO. 758-94      Re:    DEATH OF MR. ELDON M. PARRISH,  
SPECIAL EDUCATION BUS ATTENDANT,  
DIVISION OF TRANSPORTATION

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

WHEREAS, The death on October 20, 1994, of Mr. Eldon M. Parrish, a special education bus attendant in the Division of

Transportation, has deeply saddened the staff and members of the Board of Education; and

WHEREAS, Mr. Parrish had been a loyal employee of Montgomery County Public Schools for more than five years; and

WHEREAS, Mr. Parrish had earned the respect of students, staff, and parents; now therefore be it

Resolved, That the members of the Board of Education express their sorrow at the death of Mr. Eldon M. Parrish and extend deepest sympathy to his family; and be it further

Resolved, That this resolution be made part of the minutes of this meeting and a copy be forwarded to Mr. Parrish's family.

RESOLUTION NO. 759-94 Re: PERSONNEL APPOINTMENT

On recommendation of the superintendent and on motion of Mr. Ewing seconded by Mr. Abrams, the following resolution was adopted unanimously by members present:

Resolved, That the following personnel appointment be approved:

<u>Appointment</u>	<u>Present Position</u>	<u>As</u>
Ann P. Frantz	Acting Coordinator Community-based Programs	Coordinator, Community- based Programs Div. of Career and Technology Education Grade N Effective: 11-10-94

Re: FACILITIES ALTERNATIVES

Mrs. Fanconi announced that the Board would review the capital budget, cluster by cluster. It would take five votes to adopt a facilities alternative, and any alternatives adopted would be shared with the community in time for comment at the public hearings on November 15 and 16. The Board would take final action on the budget on November 22.

Re: A MOTION BY MR. EWING ON A  
FACILITIES ALTERNATIVE FOR THE  
DAMASCUS CLUSTER (FAILED)

A motion by Mr. Ewing to develop an alternative to add funds for an additional elementary school gymnasium at Rockwell elementary failed with Mrs. Brenneman, Dr. Cheung, Mr. Ewing, and Ms. Gutierrez voting in the affirmative; Mrs. Fanconi and Mrs. Gordon voting in the negative.

Mr. Abrams rejoined the meeting at this point.

Re: A MOTION BY MR. EWING ON A  
FACILITIES ALTERNATIVE FOR THE  
WALTER JOHNSON CLUSTER (FAILED)

A motion by Mr. Ewing to develop an alternative to add funds to provide for the renovation and expansion of the media center and computer lab at Kensington Parkwood elementary failed with Mrs. Brenneman, Dr. Cheung, Mr. Ewing, and Ms. Gutierrez voting in the affirmative; Mr. Abrams, Mrs. Fanconi, and Mrs. Gordon voting in the negative.

RESOLUTION NO. 760-94 Re: BOARD OF EDUCATION ALTERNATIVE

On motion of Mr. Ewing seconded by Mrs. Brenneman, the following resolution was adopted unanimously by members present:

Resolved, That the Board of Education ask staff to develop for the Board the following alternative to be before the public at the hearings:

A plan that would permit the Board in a one- to two-year period to assess the schools that have not been assessed and to do that if need be through a contract.

Mr. Abrams left the meeting at this point.

Re: BOARD OF EDUCATION ACTION AREA -  
CONTINUOUS IMPROVEMENT - HIGH  
SCHOOL ORGANIZATION

Dr. Vance introduced Dr. Joseph Villani, associate superintendent; Dr. Marlene Hartzman, coordinator of the BEKS Consortium; Dr. Mary Helen Smith, acting director of DEA; Mr. Ronald Brandt, executive editor, Educational Leadership, Association for Supervision and Curriculum Development; and Dr. Jane McDonald, professor, Graduate School of Education and Human Development, The George Washington University.

Dr. Villani explained that staff had provided the Board with a background paper on high school organization, and they had tried to categorize some of the reform efforts going on across the country and comparing them to what was happening in MCPS schools. They had also provided Board members with a notebook of resources and articles. Dr. Smith introduced Dr. McDonald who had experience from Pre-K to graduate level. She had been a high school principal and an associate superintendent. Mr. Brandt met with people from all over the country who wrote and consulted for the ASCD. He was the editor of the journal and had a perspective on the research and work being done nationwide.

Mrs. Fanconi announced that the discussion was now open on any of the issues that were raised.

Ms. Gutierrez asked their guests what they saw as key elements that needed to be considered when weighing alternative model schools. What were the kind of things that one should be looking for?

Dr. McDonald replied that in any innovation the Board the needed to set the policy framework for allowing and for guiding the discussion and the restructuring. The framework needed to be broad enough to allow for mistakes and corrections and the learning. Board members had to be involved in the discussion as well as the total school community, parents, students, and community members. Through this framework they had to have a purpose. In addition, she would want to know the "purpose" of the purpose. If reform was to work, it had to involve volunteers and people who really wanted this. They had to look at what their purpose was, how they got there, and who should be involved. To begin with, this group should be voluntary. They needed people with curiosity, the same thinking, and the same belief. They had to think, look, and find out what was there already. They had to think about what they wanted to have.

Dr. McDonald complimented the Board because Montgomery County was a leader in education. She would challenge them to not only be leaders in education but to push themselves to do some breakthrough kinds of things that had not been attempted. She would like to see Montgomery County take on that challenge.

Mr. Brandt agreed that the question for change was why they wanted to change and whether they were dissatisfied with what they had. He thought it would be very difficult for MCPS because the data showed they were succeeding very well and, therefore, why change. He thought they would never convince the entire population that a single change was a good idea. But there would be populations who would want a particular change, but even delivering that would be extremely difficult.

Mr. Brandt said they knew it was extremely hard to change high schools even when they wanted to. Almost never did everyone want to change in the same way. He had been watching Littleton, Colorado for several years. There they had a site-based program. They involved the community, and the principal convinced almost the entire staff to move in a particular direction. However, there was so much unrest in the community over this program that several members of the Board of Education were replaced, and the whole program ended.

Mr. Brandt believed they were seeing a movement in society where people expected everything to be tailored to their particular interest. They would no longer accept any cut-and-dried, mass-

produced program. Therefore, large comprehensive high schools that tried to serve the needs of everyone were in danger because they over-extended themselves and did not serve all of their purposes well. The challenge was to find some way to change large factory-like schools into small family-like schools that were very different from one another. All the Board of Education could do was to set the condition under which that could take place but it could not make the decision for other people. The issue in Littleton was that some people believed the purpose of schools was to teach large amounts of bodies of knowledge very, very well. Others believed they should move away from that and look at what students could really do and measure how students performed.

Dr. Cheung thanked Mr. Brandt for his comments. The superintendent and his staff were educational experts and leaders, but the Board members were really students learning about education from staff. However, now they were talking about thinking organizations and intellectual capital and assets and listening to random innovations and how to systematize innovation. He knew that their current school system was a result of the industrial revolution and mass production. Therefore, they were talking about how many students per class and per teacher. Dr. Cheung pointed out that they were entering the information and knowledge society. He asked how Mr. Brandt would develop a high school for the 21st century to meet the needs of the information and technology society.

Mr. Brandt replied that most educators would say that they would start with the community to be served by that school. Then they could work on the outcomes that community wanted to see from that school -- what should students be able to do. Then they could devise a curriculum that would deliver those outcomes. One of the problems now was they trained students to be able to learn information, write papers, and take tests. In college students did more of that, but this was not what they did when they left education. It would take a long time to devise a curriculum that could show what students could do when they graduated.

Dr. McDonald added that one of the things that was critical was to bring a group of people together from the central office, Board, community, and students to discuss and talk through this. They needed to talk about what they really wanted to have happen. They could start with what was the purpose of school. Traditionally the purpose of school was to prepare students for jobs, but that was just part of the bigger purpose of schooling. They should involve students who had graduated and students who were in school now.

Dr. McDonald stated that if she were to design a school she was not sure she would limit it to high school. They were looking at high schools because it was their last opportunity to affect

students, but the problems and challenges had their seeds before high school. She believed that reform should be broader than the high school. She would have a community school of 3,000 and would include all grades so that brothers and sisters would attend the same school. A student in the lower grades could take a higher level course without being bused to another location. Students in the higher grades could help younger children. Dr. McDonald said that another critical issue was how they would know when they got there.

Mr. Ewing thought that the point about the importance of purpose was critical. There were enormous pressures on the school system and Board members to focus schools on the workplace. It was his view that it was very important to prepare students for work, but it was also important to prepare students to be citizens in a democratic society and to be decent human beings. There was also the objective of infusing in students a sense of an appreciation of nature, art, music, literature, history, and the cultures of the world. All of those things ought to be the purposes of school. It was important for them to know what it was they expected students to do, but he was not persuaded that they needed to abandon the notion that they had some very specific expectations about what students needed to know.

Mr. Ewing commented that Montgomery County was also a very funny place in the sense that it was very large and had 180 schools including 20 some high schools. It would be impossible for the Board to declare that they had come up with a single reform for everyone. They had not tried to do that, but they had had that kind of recommendation from a task force that said if only they would go to site-based management all their problems would be solved. He thought that site-based management was interesting and challenging, but it probably was not their sole salvation.

Mr. Ewing said that one of the difficulties they often had was finding a critical mass of people who had any interest in making changes. The notion that MCPS needed a great fix was foreign to a lot of people because they saw evidence that Montgomery County was educating many students very effectively. He asked what sort of strategies would they employ in a relatively conservative way to get people to look seriously at alternative ways of educating in Montgomery County. What was it that they wanted to fix? He had come to the conclusion that for some students and some teachers the traditional ways of schooling continued to be effective, but for others this was not so. If they were interested in doing what they could to tailor education to individual needs, they needed to find ways to change to meet those individual needs. They had such a diverse student body that individual needs varied tremendously. He asked about good change strategies.

Dr. McDonald replied that Montgomery County had already started change with today's discussion. Mr. Brandt stated that Mr. Ewing's reservations about site-based management were sound because site-based management in and of itself did not produce wonders. He would agree that contemporary schools served some students very well, and it was not his business to take away a school that people were satisfied with. However, if they had site-based management or even choice, and all schools looked alike, then the question became why a parent would chose one school over another. To him the strategy was to make it clear they would like to see schools try things and be different and to give schools the opportunity to try. This did not mean schools could do anything they wanted to. It was top down and bottom up all at the same time. It was direction and encouragement, but it did mean that sometimes people would do things that the Board did not agree with. He thought that if people knew they had this opportunity and were exposed to lots of ideas, they would move in a different direction. They needed to move so that teachers and parents would have an opportunity to get together and support each other, but this did take a long time.

Dr. McDonald commented that this was a wonderful opportunity to have student involvement. Students brought a real perspective that was absolutely needed. One way to make the choices work better and faster was to have similarly focused people in the group. She explained that it was very complex for a high school principal to bring everyone along even if supported by department chairs and other teachers. She noted that schools changed principals from time to time, and she had often wondered what would happen if they put a philosophy in a school and people attended the school because this was what they believed in. Mr. Brandt added that teachers did not have enough time to invent a new kind of school. There was not much time for teachers and parents to get together to talk through these matters.

Mrs. Fanconi said she would like to hear about what the Board could do to encourage innovation. Mrs. Brenneman said she would like to hear from students about the purpose of high school or schooling. Several Blair magnet students said that initially they were in the magnet to get grades, but now they enjoyed the freedom to do what interested them and to explore other areas. Another thought was that positive classroom experiences came when teachers allowed students to run with an idea rather than hinder the creativity of students.

It seemed to Mrs. Fanconi that they needed to set up the environment to have this happen. Secondly, they needed to set up a process, and she thought by doing the site-based model they had set up that process. Today's discussion was part of setting up an environment. She thought that at the end of the discussion the Board should say whether or not they believed they should move forward on these innovations. It seemed to her they needed

to provide more information, do more outreach, or provide funding or support for a year while a school looked at this.

Dr. Jerry Marco, principal of Walt Whitman HS, said they should think of cars on an assembly line. Initially Ford produced the same car in the same color, but individuals wanted a certain color and certain features. In the school system over the years they had constantly stopped the assembly line to work on an individual car. As they had more and more of this on the assembly line, it became more costly. Because the members of the public had been educated, they were experts in education. Therefore, they wanted the kind of educational experience they had or didn't have. Dr. Marco commented that magnet programs were like Rolls Royces because they only built 100 of those a year, and these were very costly. When they tried to put these in the assembly line it became very confusing.

Dr. Marco said that principals were key in any kind of change. They had to make information flow, but sometimes they had to be mavericks to take advantage of the enthusiasm of the moment. He thought that a lot of good things were happening in the schools, and he invited Board members to visit schools. At Whitman he had 155 people on the advisory committee of the PTA and 80 on the guidance advisory committee. Each department in his school had an advisory committee. On the other hand, parents were usually involved with the school for four years and were not concerned about the long run. He thought that this open discussion was a good one. He thought that the Board ought to be very proud of the school system they had.

Dr. Joe Dalton, principal of Wheaton HS, reported that any change was painful and very difficult and took an enormous amount of time to get the ideas from parents, students, and teachers. He also found that if he tried to reach consensus from all parties, they would never get anything done. At times he found he had to make certain decisions to get the ball rolling.

Dr. Dalton said they had to begin by saying what they were doing and why they were doing it. He wished someone had warned him about how much resistance to change there would be. He knew there would be some, but he had no idea how deep it was. Teachers did not want to make changes in their teaching and the student schedule because they knew it would take more work. He agreed that it took a lot of work to get the schedule changed, particularly the first semester when they did not have technology until very late. He felt very good about where Wheaton HS was right now, and many of the teachers who had been resistant now felt pretty good about the scheduling now.

Mr. Don Kress, principal of Springbrook HS, did not think the Board was opposed to change. Wheaton, the BEKS consortium, and the choice task force were examples of change. He thought the

Board needed to do more and grant permission to try things. Another issue was time. His site-based management committee had been looking at alternatives to the seven-period day for a year now, but resistance to change was a big part of this. Resistance came from parents and staff. In their research they had found very little research showing any correlation between restructuring and improved performance. There was not a body of research out there that stated change was good, and he hoped the Board would be able to assist in finding this research information. They also needed funds to allow staff to look at other programs. He used almost all of his professional leave last year to send his teachers to look at some other programs and some other schools.

Mrs. Fanconi stated that it took someone like a principal to make this change happen. She would like change to occur, but she understood that it had to come from the schools and the principals.

Mrs. Brenneman left the meeting at this point.

Mrs. Gordon commented that they had heard some exciting things today, particularly the comments made by the students. When she thought of reform, she thought of giving the students the opportunity to learn in many different ways and in many different settings. She thought they had to allow their students to be in the community, learn in the community, and get credit for that learning. They did some of that now, but she thought those kinds of opportunities ought to be broadened. They had worked hard to prepare students when they left MCPS whether they were going into the work setting or to higher education.

Mrs. Gordon said they were still thinking in terms of the seven-period day, and she would like to see them break out of that. She asked what was preventing them from allowing students to be in the workplace, get credit for that, and meet those outcomes that had been set. She knew they had Carnegie credits and required courses, but she thought they needed to look at what opportunities there were both in the schools and outside of the schools. She thought that the packet provided to the Board was excellent, and she looked forward to future discussions on this.

Dr. Marco stated that they should be looking at what kind of student they were putting out from the standpoint of a well rounded contributor to society. Students should have some contact with arts and music and not be so specialized that at Grade 5 he or she had a label pinned on. He did not think the lecture mode was the standard in the classroom today. He thought they had a lot of cooperative education and interdisciplinary approaches using the community.

Ms. Gutierrez observed that the discussion had been stimulating and timely. She felt that they had an opportunity now to just stop talking about it and say what they would like to do. They had the initiative of the B-CC 2000 community, and a lot of today's discussion was on target with what that community was doing. It was a community-based effort which was very creative and open. The committee had the clear concept that they needed to start working for that model that should be in place for an urban school in the year 2000 which had to be different from what they currently had. She thought the Board could do a lot more than it was currently doing. They needed to encourage schools and the community. The B-CC efforts were incredibly exciting and energizing and, she thought, on the right track. She said that she would love to hear about any barriers they had seen.

It seemed to Mr. Ewing that if they wanted to encourage people to change, one of the most important things the Board could do would be to give evidence that the Board was prepared to reward change and not to punish people who did not choose change. He thought they had a fairly good track record in that regard, and they probably ought to document that. The Blair magnet had come out of community concerns and was shaped by those concerns. The same was true of the IB program, the Kennedy Leadership Institute, and the Einstein visual arts program. In all of those cases, staff, parents, and principals had come to the Board with suggestions. In every case the Board had been supportive, and they had to get this message out to the school community.

Mrs. Fanconi hoped that next time the Board could have more time to discuss this issue.

Re: BOARD/SUPERINTENDENT COMMENTS

1. Ms. Gutierrez reported that over the weekend the first of this year's Hispanic Alliance/MCPS financial aid workshops had been held. Over 160 parents had attended, and this year they added a component for ninth and tenth graders on how to prepare for aid. This coming Sunday there would be another workshop at Montgomery Blair HS, and she hoped they would have the same kind of success. She encouraged all principals to assist in getting information to students. The program was very valuable because students were now attending college because they had found the funding.

2. Mrs. Fanconi said she had attended a meeting of the Montgomery County Reading Association. It cost \$10 to join, and the association held two conferences a year. She found the conferences to be very rewarding, and she would send materials on the conference to Board members.

3. Mrs. Gordon stated that earlier today they had had a consent item on a program at Longview. She had visited the program



Re: REPORT ON CLOSED SESSION - OCTOBER  
24, 1994

On October 11, 1994, by the unanimous vote of members present, the Board of Education voted to conduct a closed session on Monday, October 24, 1994, as permitted under Section 4-106, Education Article of the Annotated Code of Maryland and State Government Article 10-501.

The Montgomery County Board of Education met in closed session on Monday, October 24, 1994, from 7:30 p.m. to 8 p.m. The meeting took place in room 120 of the Carver Educational Services Center, Rockville, Maryland.

The Board met to review the appointments of a supervisor of special education services and a coordinator of student testing. Votes taken in closed session were confirmed in open session. The Board consulted with its attorney regarding a possible settlement in an EEOC case.

Board members reviewed Decisions and Orders in BOE No. 1994-14, 1994-20, 1994-23, 1994-1, 1994-17, T-1994-41, T-1994-42, T-1994-43, T-1994-44, T-1994-45, and T-1994-46. Board members also reviewed and approved a memorandum on BOE Appeal No. 1994-6 and a memorandum on transfer appeals involving programs where admission is determined on the basis of academic qualifications.

In attendance at the closed session were Fran Brenneman, Alan Cheung, Wendy Converse, Blair Ewing, Carol Fanconi, David Fischer, Hiawatha Fountain, Kathy Gemberling, Bea Gordon, Brian Porter, Phil Rohr, Roger Titus, Paul Vance, Mary Lou Wood, and Melissa Woods.

RESOLUTION NO. 762-94 Re: MINUTES OF SEPTEMBER 19, 1994

On recommendation of the superintendent and on motion of Mrs. Gordon seconded by Ms. Gutierrez, the following resolution was adopted unanimously by members present:

Resolved, That the minutes of September 19, 1994, be approved.

RESOLUTION NO. 763-94 Re: MINUTES OF SEPTEMBER 26, 1994

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

Resolved, That the minutes of September 26, 1994, be approved.

RESOLUTION NO. 764-94 Re: BASIC STAFFING ALLOCATION FORMULAS

On motion of Ms. Gutierrez seconded by Mr. Ewing, the following resolution was adopted unanimously by members present:

Resolved, That the Board of Education request the superintendent to provide the Board any recommendations regarding changes to the basic staffing allocation formulas for Board consideration prior to final budget presentation.

Mrs. Gordon assumed the chair.

RESOLUTION NO. 765-94 Re: PLAQUES FOR SCHOOL CONSTRUCTION AND RENOVATION

On motion of Mrs. Fanconi seconded by Mr. Ewing, the following resolution was adopted unanimously:

Resolved, That when new schools were opened or renovated that a plaque with the names of sitting Board members, the superintendent, and the architect, etc. and the dates of dedication be prepared that the Board could give to the school on a wall as part of the construction budget.

Re: APPEALS

Mr. Fess announced the Board members who had left the meeting would sign the appeals at a future time. The vote today reflected their votes in closed session when the appeals were considered.

RESOLUTION NO. 766-94 Re: BOE APPEAL NO. 1994-22

On motion of Mrs. Gordon seconded by Ms. Gutierrez, the following resolution was adopted with Mr. Abrams, Mrs. Brenneman, Dr. Cheung, Mr. Ewing, Mrs. Fanconi, Mrs. Gordon, and Ms. Gutierrez voting in the affirmative; Ms. Converse not participating:

Resolved, That the Board of Education adopt its Decision and Order in BOE Appeal No. 1994-22.

RESOLUTION NO. 767-94 Re: BOE APPEAL NO. 1994-25

On motion of Mrs. Gordon seconded by Ms. Gutierrez, the following resolution was adopted with Mr. Abrams, Mrs. Brenneman, Dr. Cheung, Mr. Ewing, Mrs. Fanconi, Mrs. Gordon, and Ms. Gutierrez voting in the affirmative; Ms. Converse not participating:

Resolved, That the Board of Education adopt its Decision and Order in BOE Appeal No. 1994-25.

## Re: NEW BUSINESS

1. Mr. Ewing moved and Ms. Gutierrez seconded the following:

Resolved, That the Board of Education schedule a meeting as soon as possible after the new Board members are sworn in with the MCCPTA executive board to discuss among other matters site-based management, long-range planning, budget format process, spending affordability, and other areas of concern to MCCPTA.

2. Mr. Ewing moved and Mrs. Fanconi seconded the following:

Resolved, That the superintendent develop for Board review and consideration a written response to Board questions and concerns about the issues and processes relating to the development of the Blair High School plan presented to the Board on November 9, 1994.

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

Resolved, That the Board of Education schedule a discussion on the proposal made on November 9, 1994, on lacrosse.

## Re: ITEMS OF INFORMATION

Board members received the following items of information:

1. Items in Process
2. Minority-, Female-, or Disabled-owned Business (MFD)  
Report for the First Quarter of FY 1995
3. Construction Progress Report
4. Quarterly Change Order Report
5. Monthly Financial Report

RESOLUTION NO. 768-94 Re: ADJOURNMENT

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

Resolved, That the Board of Education adjourn its meeting at 5:40 p.m.

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PRESIDENT

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SECRETARY