

for what I stood for as a member of the Board of Education over the last four years. My debt is one that I shall do my best to pay in the coin of loyalty to the principles and causes which lead to the support of those who voted for me. I acknowledge also that I shall greatly miss the wisdom and guidance of Daryl Shaw who was elected with me four years ago, who was one of my running mates, and who has served with calm, with good judgment, with reasonableness, and with distinction as president of the Board in the past year.

I am resolved to pursue in these next two years a steady course and to support that which I believe to be right, to ask the Board to be guided by careful examination of the evidence about the issues, and to propose to the Board those things which I believe will encourage the growth of excellence and assure the achievement of equity and economy in the public schools. I do not expect to engage in catchy phrases or simple slogans. Simplicity is often a deceit, and if there was ever a time for simple slogans it is not now. Not when we are faced with rapidly rising costs, rapidly falling enrollment, and a population steadily less inclined to give strong and vigorous support to public education. I shall argue for my views, present them as forcefully as I know how, attempt to persuade my colleagues, agree with them when agreement is warranted, and dissent when that appears to be required, and I suspect that we shall have some disagreements on this Board on some very important matters because there are many such matters urging themselves upon us for decision and we have not always agreed in the past. I have not been elected to this office to play follow-the-leader. I shall follow a course which is dictated by the views of those who supported me and by the views which I hold consonant with those of my supporters. When I disagree and when I find fault, I shall do so responsively setting forth on the records my reasons. As Mark Twain once said, it is easy to find fault if one has that disposition. There once was a man, he said, who not being able to find any other fault with coal, that stuff you burn in your furnace, complained that there were too many prehistoric toads in it. I shall not be that kind of fault finder, but I shall hold the majority fully accountable for all that appears not to be well with the school system. With the joys of authority and majority must go the pains of explaining why all does not always go as one hoped it might.

Of all the issues before us, the most important in my view is that we so shape our educational system that students must learn how to learn. It is, of course, essential that students master the basic skills. It is essential that they acquire a body of knowledge which represents what is appropriate for their age and level of sophistication, but this is clearly not enough. In his marvelous autobiographical account of life in American in the last half of the nineteenth century, Henry Adams says in his book, *The Education of Henry Adams*, nothing in education is so astonishing as the amount of ignorance that accumulates in the form of inert facts. If the schools in this county were able to teach students how to learn, which means simply how to collect and organize information and knowledge, and to communicate it to others so that they have

understood what is being said and so that they understand what is being communicated, we shall have provided the kind of education which will fit our children for life and work in the twenty-first century.

There are, of course, a number of concerns which follow from this central concern as I see it. We must begin early with the process of teaching students how to learn and we must, therefore, pursue as vigorously as we know how a comprehensive early childhood program of education. We must also, I think, allow for variety in programming to match the range of differences in ability and interest as well as in career objectives of our students. We must increase the range of opportunity for students. In order for that to occur, I believe we ought to restore the seven-period day, and I think we need beyond that to focus on groups of students whose needs require special attention and whose educational development depends on a high level of individual attention. These include children who are gifted and talented, who are handicapped, whose native language is not English, and who are members of racial and ethnic minority groups. Their needs are great. Their needs must be met--not at the expense of students who fall into none of these categories but in addition to those students. We fail these groups either because we sacrifice them for others or others for them or because we lack the understanding to meet their needs. Then we will have failed in the obligation we have and the obligation of the public schools which is to offer all those who come to us the opportunity to benefit from education. Opportunity by itself, by the way, is not in my view enough to benefit. There must be help tailed to meet individual needs and it must be understanding help.

These are not ingredients extraneous to or in addition to opportunity. They are elements of opportunity itself. We are fortunate as we cope with the issue of teaching children to learn in the possession of a highly able and clearly dedicated staff. We must face up to the issue of teacher quality for the future. We have been hiring lately many teachers who fall into the category of least qualified among those in the pool of actual or potential applicants. We have been pursuing a policy of hiring long-term substitutes for teachers who leave during the year. Both of these policies I believe wrong because they do not permit us to employ the best. Over time I believe these policies will erode the quality of the teaching staff.

There are other concerns which I believe we must address. We do not in my judgment pay enough attention to the teaching and learning of fundamental values--the fundamental values on which this society rests. I mean the values of fair play, due process, honesty, hard work, perseverance, and all of the other virtues which have in the past made America a great nation. In the name of offending no one we have abandoned this kind of moral education or at least subordinated it and have adopted a kind of moral relativism as our unofficial policy. I think we have to come to grips with this kind of issue.

Finally there are those who say we cannot do the things which I

have suggested must be done because we cannot afford them. I don't agree with that at all. I am in favor of economy, which means to me careful analysis of ways to save or to invest money in order to achieve significant gains in the long run. Parsimony is mere penny pinching. A great English conservative, Sir Edmund Burke, said "mere parsimony is not economy. Expense and great expense may be an essential part of true economy," and he added: "Economy is a distributive virtue and consists not in saving but in selection. Parsimony requires no providence, no sagacity, no powers of combination, no comparison, and no judgment." I think the Board needs to learn economy.

I expect to be a constructive force on the Board of Education. I expect to be available to the public and to its concerns. I expect my colleagues will hear from me because I will be urging them to address the issues I believe important. They can expect me to address with vigor the issues they bring before the Board. Divisions do exist and will exist. The public ought not be alarmed about that. These divisions need not be corrosive or destructive. Their discussion can strengthen understanding as they reveal added dimensions to the issues we face. I thank all of you for the opportunity to serve you, and I urge you to pay the very closest attention to what all of us do, but then I need not worry because in Montgomery County it goes without saying that people care and that people will follow and that people will know what we do, and that is all to the good. Thank you.

Dr. Greenblatt made the following statement:

Tonight's installation has a special significance for me. To be reelected and given the public trust for four more years is personally very rewarding. There were many times in the past four years when I took stands and voted for things even though they may not have been the politically wisest thing to do. I am pleased that the public viewed my record in such a positive way. Before I continue with my prepared remarks, I would like to say that there are some very special people in the audience tonight without whose devotion and unselfish labor all this could not be possible.

I would like to thank my parents, Stella and Louis Friedman, who didn't realize what it would mean when they retired to Silver Spring. They have kept our family going with food on the table, car pooling, and lots of love. I would like to thank the campaign committee many of whom shared a common goal for four years. We would meet, argue, and then work, work, and then work some more. Nancy Loss represents this group. For six campaigns she has had a telephone growing out of her ear. As assistant campaign manager she was keeper of the books and with her winning smile made sure things that were supposed to happen actually did. There is one person who had a most difficult role--my husband who became the reluctant campaign manager. After six campaigns he still complains there is not enough time in the day, but somehow he finds the time. Mickey has been an astute political mastermind always keeping his

sense of humor and having the right touch to make us work harder. And most of all I would like to thank Drew, Robert, and Mark who worked so hard during this campaign and who I hope will be among the beneficiaries of my serving on the Board.

Last night I looked over a statement I had made four years ago at the installation. At that time I said: "I ran for office because I wanted to challenge the current establishment and to introduce some fresh insights. Specifically I believe in the need for renewed emphasis on excellence. We in Montgomery County can no longer rest on our past laurels in the vocational and academic training of our children. I believe in the need for greater accountability to the public. We must reestablish the peoples' trust and confidence in our system, and provide the county with the educational system they expect and are paying for. I believe in the need to strengthen neighborhood schools. I believe in the need to remove waste in the budget so that more money goes directly into the classroom. These are my goals." Sound familiar?

Then I looked in our campaign brochure and the themes we discussed in this campaign: "To stand up for traditional education" by stressing the basics, strengthening academic standards, standing firm on discipline, drugs, and alcohol, and streamlining the budget and bureaucracy. They are the same. Four years have passed. Why does it take so long to get the system turned around.

Unfortunately the wheels of change grind slowly. Too slowly for me. Let's look at the causes.

I have watched other large school systems decline in quality due to pressures to ease standards of academic excellence and student behavior. Misguided educators had so much understanding, so much feeling, and so many excuses that they forgot about the prime focus of the schools which is to educate the next generation. Those school systems lost the mainstay of their support, the middle class, who felt the schools were not doing their job and were not being held accountable and thus they abandoned the schools and withdrew their financial and parental support.

Ladies and gentlemen, I see these same currents happening here. The same kinds of pressure from every special interest group wanting its own special program and standards. Unfortunately there are no spokesmen or advocacy groups for the average bright youngster in our school system who makes up the vast majority of our students. Their lot depends on the ability of the Board and the superintendent to remember them when subjected to special pleadings. Many people who are potentially great supporters of our public schools become disillusioned and frustrated, and so there is a crisis of confidence in the schools. People want better. They demand better. We as a Board have been charged by these people with a great responsibility to meet these expectations.

Four years ago I expressed these same concerns, and at that time my sons were 10, 6, and 3. Tonight they are 14, 10, and 7. We have

limited class sizes, provided more textbooks, and passed a strong senior high school policy, but I am growing impatient. These children pass through our schools only once. They have only one elementary, junior high, and senior high experience to last their lifetime. What are we waiting for? When will the school system take to heart what we are saying and start responding?

There are some people who are cheerleaders for the school system. These groupies usually wear rose colored glasses and gasp with horror when any change is suggested and cry as Chicken Little did, "The sky is falling, the sky is falling." Four years ago when I would state my views I heard those gasps from the cheerleaders. But two years ago it was apparent that the public did not agree with them but with my perception of what had to be done and elected three candidates who often share my views. The last two years every time the Board moved for change we again heard those gasps. This November the public approved once more our basic thrust and elected Suzanne Peyser and me. As a Board we should not forget that most of the public supports us and that we can act with renewed confidence.

I would like to be a cheerleader also. I want to say that we have the finest almost perfect school system in the United States, and in many ways we do. But we must continue to aggressively address some of the very serious concerns that will not go away by putting on tinted glasses. Specifically the national test scores, the competence of our students in basic skills of reading, writing, math, science, and citizenship. We must provide the high standards and high expectations for all our students, not a different set of standards for each school. We do not have to wait for another Sputnik we must raise academic standards throughout the county schools now.

Can we do this? We have all the ingredients. In Montgomery County we certainly have capable students. We certainly have an able staff with whom I look forward to working for the next four years.

We certainly have an excellent superintendent. His good humored, level headed, common sense approach is essential to success. We certainly have a community committed to good schools and we certainly have a Board that is ready to act. In acting our focus must be on improving learning in the classroom. We certainly have a mandate from the community to restore traditional education. It is now up to the Board to fulfill that mandate. I am ready for the next four years. Fasten your seat belts. Let's get moving.

Mrs. Peyser made the following statement:

On November 4 the people of Montgomery County went to the polls in large numbers in the rain and sent us a message that the School Board should continue the progress toward restoring traditional education to the schools. I am honored to have the opportunity to work toward this important goal for the next four years. This mandate would not have been possible, of course, without the tremendous efforts and hard work of many, many wonderful people,

and I am so happy to see so many of you here tonight. I am particularly grateful to my husband and my daughters, Beth and Janine, my sister Phyllis, to our wonderful campaign committee, COPE, and the Montgomery County Federation of Teachers for their support and help throughout the many months since I made the decision to seek this office.

The challenge of serving on the Board of Education is an enormous one. During the next four years we will have to make many difficult decisions. Due to severe fiscal restraints we no longer have the luxury of choosing from among many new interesting programs. Rather we are forced to carefully select our most essential priorities and use imaginative, creative ideas as well as tried and true traditional methods to get the most out of every education dollar.

My priorities will always be focused on the classroom for teachers, textbooks, and manageable class size. My number one commitment will be raising academic standards to challenge all of our children to learn as much as they can. Every school must provide a disciplined, drug-free environment, an atmosphere of respect for learning, so that our teachers can teach and our children can learn. I look forward to the next four years working with our elected officials, our dedicated teachers, principals, staff, students, and parents on this most important function of local government - providing schools that truly educate, that prepare our children to succeed in college and in their jobs, and as citizens and leaders of the future.

Resolution No. 671-80

Re: Commendation of Outgoing Board Member

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

WHEREAS, Dr. Daryl W. Shaw is retiring from the Montgomery County Board of Education after serving for four years; and

WHEREAS, Dr. Shaw has devoted 41 years to public education in Montgomery County, serving 37 years as a secondary school principal and four years as a member of the Board of Education; and

WHEREAS, During Dr. Shaw's years as a Board member he never failed to act with dignity, compassion, and an awareness of the needs of all peoples in all situations; and

WHEREAS, Dr. Shaw's contributions as a Board member are those of a democratic man who possesses the highest level of integrity; and

WHEREAS, Dr. Shaw, as a result of his many years in the school system, brought with him to the Board of Education a wealth of insight, experience and wisdom that has been an invaluable asset; and

WHEREAS, Dr. Shaw served as president of the Board in 1980 and carried out this role with distinction, courage, and sensitivity; and

WHEREAS, He has constantly sought to advance educational opportunities for students; now therefore be it

Resolved, That this Board, on behalf of the superintendent, staff, students and parents who have benefitted from the dedicated service of Dr. Shaw and mindful of the high standards he set during his tenure on this body, express its deep gratitude and appreciation for his outstanding leadership and devoted service to the Montgomery County Public Schools; and be it further

Resolved, That this resolution be included in the minutes of this meeting and that a copy be presented to Dr. Daryl W. Shaw.

Re: Presentation of Certificates of
Appreciation to Outgoing Board
Member

Mrs. Zoe Lefkowitz, president of MCCPTA, congratulated the newly elected Board members. On behalf of MCCPTA, she thanked Dr. Shaw for the years of service he had given education in Montgomery County. Dr. John Diggs of Alpha Phi Alpha extended congratulations to the newly elected Board members. He then presented a plaque to Dr. Shaw in recognition of his extensive background in education and interest in the education of all children. The superintendent presented Dr. Shaw with an engraved gavel for his year as president and a collage of pictures taken during Dr. Shaw's term on the Board. Dr. Greenblatt presented Dr. Shaw with a certificate of appreciation from the Maryland Association of Boards of Education.

Re: Remarks by Outgoing Board Member

Dr. Shaw made the following statement:

First of all I think it appropriate if I might introduce my wife, Betty. Members of the Board, Dr. Andrews, members of the County Council, guests and friends, I want to thank you for joining me in my second retirement. Five years ago I retired after my rather long tenure as a principal and thought that was the last retirement that I would have to participate in, but I find I am here again. I think I owe someone an explanation as to why I decided to leave the Board of Education or at least not to run again for it. I felt it was unfair for me at my age to mortgage four more years because if I were going to consider the job then I would want to stay for four more years. I did not think that was fair to others and to my wife.

I would like to make just a few comments. This time of four years really has sped by. I think it has been a rather full period of time and somewhat difficult. I thought I had many, many friends

before I got on the Board and involved myself in the process of school closures and consolidations. The outgoing Board threw a real curve to the new Board coming in four years ago because they had spotted three or four schools down New Hampshire Avenue where several of us lived to make a decision when we first went on the Board. That was rough, and this process is not over with and will keep continuing, I am sure.

Some of the other things I think we have done is to for the first time in history to negotiate two contracts with our employees. It was unheard of to have more than a single year contract. When we first went on the Board we came in with a three-year contract, and this past year negotiated a two-year contract. I think this gives stability to the school system, and I think particularly the second contract is a very fair contract. I hope that financially it will be able to be implemented. Another thing that we were faced with as new Board members four years ago was the reorganization of the central office which caused quite an uproar, and I guess some people have never gotten over it since then. Along with that was the change in the superintendency. I wish the man sitting up here could have been convinced before we started out on that superintendent search that he should take the job instead of afterwards. It was a trying experience, but a real educational experience for us to travel all over the country and meet other Board members. I think we learned a lot in that process.

The high water mark of my tenure on the Board was this last year when we signed three contracts one night late January, a contract with the new superintendent of schools and a contract with each of the employee organizations. I think that is really a first for Montgomery County.

I

would like to express some of my concerns about the Board of Education, not on a personal basis but in a general way, some of the things I think that are defeating the operation of the Board. I think this Board of Education spends an inordinate amount of time in its sessions and has too many of those meetings. I know that at budget time there is not much you can do about it, and there is not much you can do about it when you are having hearings on closures. For general business, I think we should try to do it more expeditiously. Four budgets were passed while I was on the Board. The first time it was two o'clock, the next one was four o'clock, and the next one was around the clock, eight o'clock the next morning. The last one we finished at two again. As far as comparison to other Boards of Education I feel that the Montgomery County Board probably spends more time than any other Board that I have ever run into or heard of. The Blue Ribbon Commission was set up nearly four years ago to address the problem. We are still addressing the recommendations of that commission, believe it or not. We haven't gotten through the whole list and we are revisiting some of the items. I don't think it has made a great deal of impact. Hopefully, they will be guidelines for the future.

I see Roscoe Nix in the audience, and it was his idea that we do something.

I would like to speak a little bit about the future of the Board of Education because being a member of the Board is reaching a point where you can only afford to be a member of the Board if you are unemployed, a homemaker, or a retired person or someone off the street who wants something to do. The whole problem is you can't hold down and do justice to a full-time job and be a Board member. We want to have broad representation on the Board, but the Board of Education is becoming quite feminine in nature. As long as we have full-time employees on the Board, the meetings will be taking place largely at night. This does put some burden on those who can afford to do things during the daytime. I think also that the long meetings are an imposition upon our staff. These people sit there half the night, waiting for their turn, and I don't think that is a very wholesome situation.

The role of the Board of Education is really one to make policy and to monitor carrying out of that policy. I think that Board members need to be very conscious of the very thin line between school administration and being a Board member because I think the tendency is to jump across the line very frequently. I would like to point out my personal commitment when I went on the Board I was going to keep my nose out of administration and I think I have done very well with it. As to the role of the individual school board member, I think Board members need to remember that as an individual each one of the Board members has no real authority. It is only as a corporate body that it has authority. I think perhaps a mistake was made when Harriet Bernstein got an office for the first time in this building because the situation has developed now where I think perhaps there is too close a relationship between the school administration and the Board of Education. I think that can be a negative situation. I think the bottom line is the Board needs to find ways to be more efficient and to do its business in a much shorter time.

A few observations about Montgomery County schools. As it has been pointed out, I spent most of my life and so has my wife in this school system. We have a great deal of empathy and love for it; however, in my opinion, it is one of the best school systems in the United States. I don't get that feeling because I am part of it. It is because wherever I go people ask about Montgomery County and know about Montgomery County. They look up to Montgomery County. There are those who say the situation has gone downhill. I don't agree with that. I don't think it has. I think we have more critics today because we do not have the same support we once had, and why don't we have it. Generally nationwide public education does not enjoy the support it had two years ago. Secondly, more importantly in Montgomery County, where several years ago about two thirds of the homes had children or some direct connection with the public school system. Today that has changed and about one third have. Those who are not familiar with the school or are not part of it or close to it really don't appreciate it. I think one of the jobs that we have to look forward to is finding ways to get those

who are not directly involved with the school system in the schools. One of the things that is happening now which I feel is excellent is getting the senior citizens into the schools as aides, assistants, and even some of them as more or less teachers. I attended the senior citizen luncheon down at Walter Johnson a couple of weeks ago, a marvelous experience where you had over 200 people from the senior citizen communities there. A luncheon was put on with entertainment for these people. They thoroughly enjoyed it, and I understand some of them had attended last year and couldn't wait for the next year to come around to have this experience with young people.

What makes a good school system? At least in my opinion it is the educational level and the expectations of parents which make the difference. Where you have that you are going to find that they are not going to be content with less than good. I think also the nature of the student body has a lot to do with determining the quality of education or at least the level in the academic competitive environment. I think that teachers have to have a professional climate in which to operate and be human beings. Leadership is always important. Someone said Walt Whitman was a pretty good school, and we think you did wonders. I didn't do it. The students did it; they make the school and that is the difference and the parental support that was there. I think that this is a good school system and I am sure it is going to stay that way down the road.

Some of the problems I foresee ahead, and maybe that is one of the reasons why I got off the Board, I don't know, is adequate financing for the schools. I think this is going to be a very severe problem down the road. The handwriting is already on the wall that the state and federal governments are going to be putting less money into local public education, and it will mean here in Montgomery County the local taxpayers will have to pay a larger share or the schools will get a smaller piece of the pie. We are going to be faced as it appears now with continuing inflation. There are parents who say you are decreasing in enrollment why can't you decrease your budget each year. If you stop and compare the decrease in enrollment with inflation, there is no comparison.

It just doesn't come out that way. I think there is another problem and that is the implementation of the federal regulation on P.L. 94-142. Most of you recognize that. It is the federal legislation which mandates educational opportunity for every child regardless of handicap in an environment which is conducive to working with other children. As I said several years ago when I saw this coming down the road if we didn't watch it this would be the tail wagging the dog. It is becoming terribly, terribly expensive. We must remember that is an add-on that we didn't have a few years ago.

I think it is going to be necessary for the school system to continue closures. I know this is a very unpopular thing not only for school board members but for those out in the community, but it isn't fair and reasonable to maintain buildings which are not

necessary. That is bleeding off the resources that should be available to children that would not be available otherwise. I have a feeling that in the years ahead that in order to restrict the amount of money that is being spent on education the only way I know it is going to come out is out of salaries because that is where the money is. I think you are going to find it is going to be necessary perhaps to reduce the staffing of schools beyond where we are today. I know that all of us are in favor of small classes to give children the best opportunity toward a one-to-one relationship, but on the other hand if worst comes to worst that is the only place I see where we can get help.

I hope I have not been too pessimistic or critical. I don't mean it that way. I just want you to think about some of the things that I have been thinking about. I wish at this time to thank my colleagues on the Board for working with me and putting up with me for the last four years, some of you only two. I would like to thank the staff of MCPS for its support and cooperation, and I wish to thank Dr. Andrews for his assistance and give him best wishes in the years ahead. The bottom line is I wish the best possible educational opportunity for children in Montgomery County. Thank you.

Re: Public Hearing on Capital Budget
Proposals for the School and
Fiscal Year Ending June 30, 1982

The following individuals appeared before the Board of Education and County Council:

1. Mrs. Elizabeth Witzgall, Gaithersburg Home/School Organization
2. Mr. James Castonguay, Gaithersburg Home/School Organization
3. Dr. Morris Feitel, Woodward High School PTSA
4. Mrs. Anita Willens, Individual
5. Mrs. Ruth Koenigsberg, Individual
6. Mrs. Carole Plante, Concerned Citizens for Woodward
7. Mrs. Rita Rumbaugh, Einstein Cluster
8. Mr. Jay Bedell, Wheaton High School PTSA
9. Mr. Charles Harp, Belt Junior High School PTA
10. Mrs. Joyce Parreco, Montgomery County Citizens for Vocational/
Technical Education
11. Mr. Barry Covington, MCPS Mini Dealership Program and
Montgomery County Automotive Trades Foundation
12. Mr. Larry Connery, Citizens Advisory Committee on Career and
Vocational Education
13. Mrs. Norma Smith, Individual
14. Mr. Larry Westervelt, Stoneybrook Civic Association

Re: Adjournment

The vice president adjourned the meeting at 10:20 p.m.

Vice President

EA:ml

Secretary