



WHEREAS, Said negotiations and mediation in good faith have occurred, as directed by law, over the past six months; and

WHEREAS, The Agreement has been duly ratified by the membership of the Montgomery County Council of Supporting Services Employees; now therefore be it

RESOLVED, That the Board of Education approve the Agreement for the period of July 1, 1987, through June 30, 1990; and be it further

RESOLVED, That the president of the Board of Education be authorized to sign the Agreement which will be implemented by the Board when funds are properly authorized, all according to the said Agreement and to the law.

RESOLUTION NO. 209-87 Re: AMENDMENT TO THE FISCAL 1988 OPERATING BUDGET

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

WHEREAS, The Board of Education FY 1988 Operating Budget was adopted on February 26, 1987, in the amount of \$531,219,741; and

WHEREAS, The matter of salary settlement with MCCSSE was left open as mediation was in progress; and

WHEREAS, A negotiated agreement has been made between the Board of Education and MCCSSE; and

WHEREAS, The adoption of this amendment will increase several operating budget state categories as indicated below:

| STATE CATEGORY         | BOARD<br>APPROVED<br>FEB. 26, 1987 | BOARD<br>AMENDMENT | BOARD<br>AMENDED<br>MAR. 31, 1987 |
|------------------------|------------------------------------|--------------------|-----------------------------------|
| 01 Administration      | \$ 31,730,351                      | \$ 869,184         | \$ 32,599,535                     |
| 02 Instruct. Salaries  | 276,025,507                        | 1,747,946          | 277,773,453                       |
| 03 Other Inst. Costs   | 15,803,604                         | -                  | 15,803,604                        |
| 04 Special Education   | 55,179,146                         | 523,218            | 55,702,364                        |
| 05 Student Pers. Svcs. | 1,572,237                          | 990                | 1,573,227                         |
| 06 Health Services     | 38,524                             | -                  | 38,524                            |
| 07 Student Transport.  | 25,966,023                         | 1,020,916          | 26,986,939                        |
| 08 Oper. of Plant      | 37,810,021                         | 1,292,830          | 39,102,851                        |
| 09 Maint. of Plant     | 14,861,174                         | 647,920            | 15,509,094                        |
| 10 Fixed Charges       | 56,133,160                         | 385,822            | 56,518,982                        |
| 11 Food Services       | 590,343                            | 2,328              | 592,671                           |
| 14 Community Services  | 639,265                            | 16,692             | 655,957                           |
| 61 Food Service Fund   | 14,870,386                         | 505,241            | 15,375,627                        |
| TOTAL                  | \$531,219,741                      | \$7,013,087        | \$538,232,828                     |

now therefore be it

RESOLVED, That the Board-adopted Fiscal 1988 Operating Budget be amended to increase the state categories as just described; and be it further

RESOLVED, That the county executive be requested to recommend approval of these actions to the County Council.

Re: APPOINTMENT OF SUPERINTENDENT OF SCHOOLS

Mrs. DiFonzo moved and Mrs. Slye seconded the following:

WHEREAS, The PUBLIC SCHOOL LAWS OF MARYLAND require the appointment of a superintendent of schools for a four-year term commencing July 1 following said appointment; and

WHEREAS, The PUBLIC SCHOOL LAWS OF MARYLAND require the approval of the state superintendent of schools for such appointment; and

WHEREAS, The Board of Education of Montgomery County, Maryland, acting in executive session on March 17 authorizes its presiding officer to negotiate an agreement between the Board of Education and its designated appointee; now therefore be it

RESOLVED, That the Board of Education of Montgomery County hereby appoints Dr. Harry Pitt as superintendent of schools of Montgomery County for a term of four years commencing July 1, 1987, and concluding June 30, 1991; and be it further

RESOLVED, That the Board of Education incorporates in this resolution the attached required letter of approval of the state superintendent of schools; and be it further

RESOLVED, That the Board of Education hereby authorizes the president of the Board to execute the attached agreement between the Board of Education of Montgomery County and Dr. Harry Pitt, said agreement to be appended to the minutes of this meeting.

Re: STATEMENT BY MR. STEINBERG

Mr. Steinberg made the following statement:

"This year I have had the privilege of working and observing the consistent and hard work of Dr. Pitt. As a student, I can confidently say that the sensitivity and concern Dr. Pitt has extended and will extend to all those who have addressed him with problems has always been sincere and caring. I would have a difficult time naming someone who knows more about this County than he or someone who could serve and work with the Board for the benefit of the public education and my peers better. His experience in the County in various different roles gives him a unique perspective, and on a personal level I have come to know Dr. Pitt as a sensitive, knowledgeable, straightforward and fun person never hesitant to offer

a helping hand or a helping bit of information.

"I am casting my vote tonight confident of the fact that the students of Montgomery County shall be served well and knowledgeably by him. Thank you."

Re: REMARKS BY MRS. SLYE

"Mrs. Praisner has already made reference to the fact that few decisions a Board has an opportunity to make have more of a major impact on the future of an entire school system than the selection of the superintendent does. For that reason, this Board implemented a thorough and extensive selection process. We wanted to be able to assure ourselves and our whole community that the candidate we would choose would be of the highest caliber by all standards.

"I think that Dr. Harry Pitt is indeed a leader of the highest caliber; however, it is no longer enough to be a superintendent of schools in a district as large as Montgomery County's than simply to have demonstrated an effective leadership ability which Dr. Pitt does have in abundance. Superintendents of schools these days must also be effective and concerned educators, sound and skillful managers, dedicated public cheerleaders and supporters of public education in a variety of settings, each increasingly contentious. I have no doubt that Dr. Pitt's abilities in each of those regards will serve us well indeed in the future. However, Dr. Pitt has a set of characteristics that he brings to a superintendency that I think is entirely too rare to go without mention. With crises of leadership evident at every level of government and private industry in America today, I think the fact that Dr. Pitt brings to his role as superintendent the characteristics of personal integrity, honesty, sincerity, and dedication provide one of the best role models we could possibly have for the children of Montgomery County. I am delighted to have the opportunity to vote for him this evening."

Re: STATEMENT BY DR. SHOENBERG

"When we began our search, it was perfectly obvious that one of the people who we would consider the most carefully would be Harry Pitt. We took our time to look carefully among the very best superintendents in the United States, people with the experience most likely to serve us well in Montgomery County. I think it is a tribute not only to Dr. Pitt but to the school system, the Montgomery County School system, that the best person was right here at home. I think that speaks to the caliber of people we have here and it also speaks to the fact that by devoting an entire educational career to a single school system one can still be recognized as the best. It has become common enough for people to move around from place to place. It happens in academia, and very few people spend their entire academic careers in the same place. It happens in school systems. People move to move up. But here is a person who has stayed here, who has devoted his entire career with honesty, integrity, openness, hard work to this school system. It gives me extraordinary pleasure to discover that he is indeed the best, and that I am able to vote

for him tonight."

Re: STATEMENT BY MR. EWING

"I congratulate Dr. Pitt on his selection as superintendent of schools. I know he will perform with dedication, energy, and a firm commitment to effective education for every child. These have been the characteristics of his career in Montgomery County, and I know they will continue to be characteristics of his as he performs as superintendent.

"I shall, however, not support the resolution which is before us. I prefer to leave the matter there, but a respect for the different position other Board members have taken, together with repeated requests that I set forth the basis for my view, persuade me that I ought to state the reasons for my position, and I have written that out because I think it is important that I say it with some care.

"This school system faces major challenges. Rising enrollment and rapid growth up-county are familiar aspects of that. Increasingly diverse student group is also a familiar characteristic of those challenges. In the face of the demands that those changes present, we are facing grave difficulties as we all know in obtaining the resources we must have to make the improvements widely perceived to be needed. In still another arena, we have struggled to improve minority achievement with only very modest success thus far, and we must confess we don't know why we do not do better. Many would like the school system to try new approaches, not only for the purposes of improving minority achievement, but for support for all students. Among those new approaches are the techniques used in what is called the effective schools movement and those advocated by Sizer. From the many reports on how to improve education issued by national groups and commissions we have many recommendations for our consideration. From our own Commission on Excellence in Teaching, we have major recommendations proposing fundamental change in the way teachers are recruited, trained, supported, evaluated, and rewarded. In short, we have, at this time of limited resources and rapid growth, an array of ideas, concepts, approaches and proposals pressing us for attention.

"We do not lack, in short, for suggestions about what to do, but we remain largely in my view without strategies in most of these areas for moving the school system from here to there, from the present situation to the implementation of needed changes. In some cases, we remain uncertain about where it is we wish to be, what outcomes we seek, what goals we wish to see accomplished for students, for teachers, for the community.

"It is my view, therefore, that it is not essential, however desirable it may be, that a superintendent be personally an innovator, an original thinker, or a creator of new ideas. That's for me not essential, though it is desirable. There are plenty of ideas around, and among them there are many good ones. I would say instead that a superintendent for this county at this time needs to

be creative about devising strategies, methods, approaches, whatever one wants to call them, mechanisms for translating complex ideas into working realities. A superintendent cannot merely issue orders, but must exercise imaginative leadership, must be persuasive, articulate, eloquent about the goals, the needs, the strategies which need to be employed to move the system, to adopt what it needs to adopt, to do what it needs to do. A superintendent must be skillful in discerning how to move big, slow, ponderous bureaucracies in new directions in ways that cause these new directions not only to be understood but to be appreciated and to be supported. As a personal note, having worked in big bureaucracies myself for the last 20 years or so, I am very well aware of how difficult that is.

"Among the candidates the Board interviewed there were several in my view who had these qualities in greater degree than Dr. Pitt. Let me hasten to add that Dr. Pitt does not lack these qualities. I am merely convinced that others possess them in greater measure.

"As for the future, I expect to have a solid working relationship with Dr. Pitt, as I have had in the past. I have great respect for him. He is a fine man. I know he will do his best for Montgomery County. I wish him well."

Re: STATEMENT BY MR. GOLDENSOHN

"I was highly supportive of the concept of a broad search for a new superintendent of schools and the idea of going outside to outside consultants as well as advertisements in appropriate journals. I was pleased at the number of responses that came in through both channels of sources. I have to honestly say that there were at least one perhaps two of the candidates that really attracted my attention. For a variety of reasons they could not garner the support of the Board, the consensus of the Board support.

"I am delighted that Dr. Pitt, an insider who does not need a break-in period, who does not have to go through the honeymoon of learning the job with the Board where everybody can be polite and sit back and give the newcomer a chance, we don't have to go through that process. Dr. Pitt knows the members of this Board. The members of the Board know him quite well. My personal relationship with him is only slight prior to this past fall, but it has been frequent and I think pleasurable and productive since the first of December when I was sworn in.

"I look forward to an exceptionally good four years. I expect a lot from Dr. Pitt. I think he has the capability to do it. This will be his first opportunity as the superintendent and not the deputy underneath someone else. I expect to see some new things that some people might have said that Dr. Pitt just would never do. I expect them, and I think he will in fact do them. I have every confidence that he will. He has 110 percent of my support in the coming four years. I do intend to vote for him. I wish you could know some of the other candidates who were around. Some of them I would like to pull into this system four years from now if Dr. Pitt didn't want to stay or at some other level in this system because there are some

very qualified people around this country who thought very highly of Montgomery County. I expect that whenever Dr. Pitt's tenure as superintendent ends, whether it is four, eight or whatever years into the future, the system will only have a higher reputation, and some of those people with a little more experience and perhaps some others will apply in the future. I look forward to the future with Dr. Pitt in this Montgomery County system."

Re: STATEMENT BY DR. CRONIN

Dr. Cronin made the following statement:

"It will give me great pleasure this evening to vote for Dr. Pitt as superintendent. I have in four years worked closely with Harry Pitt and grown to appreciate his deep commitment to this school system. For two of those years, I had the seat that Mr. Goldensohn is in. On my left I had Mrs. Peyser. On my right I had Dr. Pitt. It is the education seat. You learn more from Harry Pitt sitting there than you ever learn in anything else you can do in the rest of what we do. He truly cares about the children in this county, and he is dedicated totally to providing the best of conditions for our teachers and our staff.

"When you are president of the Board of Education, you rely totally on the superintendent and the staff for the accomplishments of the Board's objectives. At every turn during my year there was Harry, always informed, continually seeking the best accommodation for our students, clearly understanding of and supportive of the Board's goals. When you go to the County Council, and you are the president of the Board, on your right is the superintendent, on your left is Harry Pitt. You get the education again. Harry is there, Ken Hill is there. It is a team, and I think that important partnership is what we are buying into now. That is, the leadership that Harry Pitt brings to that administrative team.

"Harry is intensely loyal, and when he commits to his direction he is tireless in achieving his goal. I know that he supports the Board's priorities, the Commission's report, the budget objectives of the Board.

"I agree with Mr. Ewing that there are many problems facing this school system. I agree that the strategies are important, and I believe that Harry Pitt, because he knows this school system, is precisely the right person to be superintendent at this time. We have clearly laid out the Board's wishes for the future, and I know Harry will get us there.

"There are perhaps three words that are extremely misused in the education field recently. One is excellence, a second is risk, and the third is vision. I'm not sure that anybody really has defined what vision is, what strategy is, but rather simply you have an existing school system which wants to go from Point A to Point B. What vision is, what strategy is, what success is is the ability to get us there. I am firmly committed to the belief that Harry Pitt

will get us there.

"Bill Cody has clearly laid out the base, the foundation, the direction that this school system should be heading in. One of the legacies that Bill will give us is that sense of the future. I am totally confident that as we look at Harry Pitt as superintendent the next stage of leadership is to accomplish that future success. I look forward to working with Harry and getting there."

Re: STATEMENT BY MRS. DIFONZO

Mrs. DiFonzo made the following statement:

"I have not prepared a statement this evening. I figured by the time it got around to my turn, most of what I would have said would have been said, which has indeed been the case. Additionally, I was at the press conference the other day and was able to articulate my position rather clearly then.

"I don't know that I have a lot to add, but from my perspective I find that Dr. Pitt embodies one of the characteristics that was mentioned repeatedly by every community group, every employee group, every individual to whom we spoke, and everyone who took the time to volunteer their information. That was "politically astute." Someone who knows this county, who knows its people, who knows its history. Harry will bring to the superintendency a longitudinal and institutional knowledge of MCPS that cannot be learned on the job. There simply is not enough time for it unless one intends to be superintendent for 24 or 25 years. Few people choose to shoulder that burden.

"Harry has a very deep, very abiding caring for this system, for the kids in it and for the people who make it go, and that caring is not something that can be adopted by the mere placing of one's signature on the bottom of a contract alongside that of the Board president. It is something that is developed. It is something that grows. It is something that is there and as deeply entrenched as it is, neither can it be removed.

"I have found out recently that over the years Dr. Pitt has been approached by more than one school system and asked to come to that school system wherever it may be in this country and to lead it out of difficulty and into brighter times. Harry has exhibited his intense and fierce loyalty for the Montgomery County public school system by consistently turning down those offers. He has chosen to stay here in this county where his roots are, where his children were educated, where he and his wife have spent a quarter of a century. That, I think, is indicative of the kind of man and the kind of person and fierce loyalty that he brings to this school system.

"Harry has also been described as being loyal, Jim talked about Harry's loyalty, I indicated it earlier, those who know Harry better than I have described Harry as being a Boy Scout, that Harry is fiercely loyal, that once again he embodies the ten points of the Boy

Scout code of Conduct. I think you know what they are. There is no other Boy Scout that I would rather see grow up and become the Cub Master for all the Den Chiefs running around in the school system.

"When a decision is right, you know it. You know it in your heart. You know it in your soul. You know it in your gut. Deep down where satisfaction resides in the human body, it just feels right, and my decision to support Dr. Pitt for this position is one of those feelings. It just feels right. I could sit here for the next three days and try to articulate logical, rational, reasonable reasons why I am going to make that decision. My bottom line is, 'it feels right. I know it's right. I know it's right for this school system at this time.' I will be supporting Harry with the greatest confidence in the world and without any reservation whatsoever. I look forward to working with him for the remainder of my term."

Re: STATEMENT BY MRS. PRAISNER

Mrs. Praisner made the following statement:

"My comments also will be brief. As Mrs. DiFonzo indicated, she and I had an opportunity at a press conference last week to express some of the views and some of the process that we used to reach the conclusion in which I will be joining other Board members tonight. Much has already been said about Dr. Pitt. He is well known to our community and to our staff and to the Board members. His leadership and administrative skills, his knowledge of and dedication to MCPS, his reputation for firmness and fairness, his open approach to issues were demonstrated again last night for me when county residents had an opportunity to question and to meet with him.

"Dr. Pitt has strong support from citizens and staff and from this Board. As president of the Board of Education this year and as a Board member in the future, I look forward to working with him, the community, and the staff of this school system as we tackle the major issues that we face. We have had an open and a reflective and a very exhaustive process, and Board members have come to this decision individually after having done a yeoman's job with a very exhaustive, as I said, and serious process. I respect that process, and I respect my fellow Board members for the way they have comported themselves and the dedication they have brought to this task.

"Moving the school system as we face the issues that we do and addressing the issues is not, however, a one man or a one woman task. I've said in the past that we expect our superintendents to walk on water. Personally what I want is a superintendent who knows where the rocks are. I think maneuvering those rocky steps with Harry Pitt will be a challenge that we can all feel very good about. I look forward to working with him as I have in the past as a Board member and beyond those four years. I look forward to working with Harry Pitt. His dedication to Montgomery County, his dedication to the students of this school system, his dedication and commitment to the staff of the school system is well known, and I know that he will continue that as superintendent of schools."

RESOLUTION NO. 210-87 Re: APPOINTMENT OF SUPERINTENDENT OF SCHOOLS

On motion of Mrs. DiFonzo seconded by Mrs. Slye, the following resolution was adopted with Dr. Cronin, Mrs. DiFonzo, Mr. Goldensohn, Mrs. Praisner, Mrs. Slye, Dr. Shoenberg, and (Mr. Steinberg) voting in the affirmative; Mr. Ewing voting in the negative:

WHEREAS, The PUBLIC SCHOOL LAWS OF MARYLAND require the appointment of a superintendent of schools for a four-year term commencing July 1 following said appointment; and

WHEREAS, The PUBLIC SCHOOL LAWS OF MARYLAND require the approval of the state superintendent of schools for such appointment; and

WHEREAS, The Board of Education of Montgomery County, Maryland, acting in executive session on March 17 authorizes its presiding officer to negotiate an agreement between the Board of Education and its designated appointee; now therefore be it

RESOLVED, That the Board of Education of Montgomery County hereby appoints Dr. Harry Pitt as superintendent of schools of Montgomery County for a term of four years commencing July 1, 1987, and concluding June 30, 1991; and be it further

RESOLVED, That the Board of Education incorporates in this resolution the attached required letter of approval of the state superintendent of schools; and be it further

RESOLVED, That the Board of Education hereby authorizes the president of the Board to execute the attached agreement between the Board of Education of Montgomery County and Dr. Harry Pitt, said agreement to be appended to the minutes of this meeting.

Re: STATEMENT BY DR. PITT

Dr. Pitt made the following statement:

"First of all, I was not sure whom you were talking about totally tonight. Not only can't I walk on water, but I have been known to slip on the ice once in a while.

"I recognize the awesome responsibility of being superintendent. I can only tell you that I will pledge my very best to work with this Board of Education, with all members of the Board of Education. I respect the frankness of each Board member, and I also respect the fact that Board members may differ with me, and that is not a problem in my mind. I want everyone to know that. I think that's why Board members are Board members.

"I certainly, I think you know this and the community knows this, that I believe and agree with the priorities of this Board of Education. I think much has been done, and certainly part of that

credit must be given to Dr. Cody who I think has as Jim Cronin said made many fine suggestions and started a good number of things that are very important. Certainly part of the credit belongs to this Board of Education which has worked together and has supported good education in Montgomery County.

"I will do my very best to move this system forward. I will also do my very best to make sure that I do what I should do to help the young people who go to school in Montgomery County. That is why we are all here.

"I have been very fortunate to have worked in Montgomery County. More importantly I have been very fortunate to work in the field of education. I can't think of a more rewarding field to work in, and I could just tell you that I have never been bored at any time. There have been times when I wished I were bored, but I have never been bored in all the time I have worked in Montgomery County or any place else in this field. It is exciting. It's wonderful. The opportunities are great, and I will just pledge to do my very best to fulfill your trust in me. I would expect that when I am slipping on the ice and I'm sure I will do that at times, hopefully not too often, that you will set me straight and so will other people. I pledge to listen and learn by my mistakes. Thank you very much."

Re: ADJOURNMENT

The president adjourned the meeting at 8:40 p.m.

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PRESIDENT

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SECRETARY

HP:mlw