

APPROVED  
42-1987

Rockville, Maryland  
October 28, 1987

The Board of Education of Montgomery County met in regular session at the Carver Educational Services Center, Rockville, Maryland, on Wednesday, October 28, 1987, at 8:30 p.m.

ROLL CALL           Present:   Mrs. Marilyn J. Praisner, President  
  in the Chair  
  Dr. James E. Cronin  
  Mrs. Sharon DiFonzo  
  Mr. Blair G. Ewing  
  Mr. Bruce A. Goldensohn  
  Mr. Andrew Herscowitz  
  Dr. Robert E. Shoenberg  
  Mrs. Mary Margaret Slye

Absent:   None

Others Present:   Dr. Harry Pitt, Superintendent of Schools  
                          Dr. Paul L. Vance, Deputy Superintendent  
                          Mr. Thomas S. Fess, Parliamentarian

Re:   ANNOUNCEMENT

Mrs. Praisner apologized for the delay in starting meeting. She explained that the Board had been meeting in executive session on appeal and personnel matters.

RESOLUTION NO. 494-87   Re:   BOARD AGENDA - OCTOBER 28, 1987

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

RESOLVED, That the Board of Education adopt its agenda for October 28, 1987, with the addition of an item on Key Club Week and the deletion of the item on the naming of Quince Orchard High School. For the record, Mrs. Praisner stated that the Board had considered the committee's recommendations on the naming of Quince Orchard High School and was returning the recommendations to the committee for further consideration.

RESOLUTION NO. 495-87   Re:   MCPS MATHEMATICS WEEK

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

WHEREAS, October 26-30, 1987, is Maryland Mathematics Week; and

WHEREAS, The GOALS OF EDUCATION adopted by the Board of Education include the ability "to understand the structure of mathematics so it can be a useful tool in daily living" and the ability "to deal with

abstract concepts" and "to solve problems"; and

WHEREAS, MCPS is fortunate in having outstanding teachers of mathematics who are dedicated to their subject and who inspire young people to excel in mathematics competitions; and

WHEREAS, MCPS students are extremely talented in mathematics as shown by their test scores which exceed national averages and by their performance in competitions; and

WHEREAS, One student, Jordan Ellenberg of Churchill High School, has distinguished himself, his teacher Eric Walstein, and MCPS by achieving a perfect score in the International Olympiad Mathematics Competition this past July; now therefore be it

RESOLVED, That the superintendent of schools and the members of the Board of Education declare October 26-30 as MCPS Mathematics Week to recognize MCPS students and teachers of mathematics as typified by the outstanding performance of Jordan Ellenberg and by the outstanding mentoring of Eric Walstein.

RESOLUTION NO. 496-87 Re: KEY CLUB WEEK, NOVEMBER 1-7, 1987

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

WHEREAS, Key Club International, a high school service organization sponsored by Kiwanis International, is observing the week of November 1-7, 1987, as Key Club Week; and

WHEREAS, Members of Key Clubs serve their community by performing at least fifty hours of service to home, school, and community annually; and

WHEREAS, Key Clubs such as the 425-member organization at Gaithersburg High School have a positive impact on the community and its citizens by helping those in need; now therefore be it

RESOLVED, That the superintendent of schools and the members of the Board of Education declare November 1-7, 1987, as Key Club Week to recognize the services performed by Key Club members.

Re: BOARD/PRESS/VISITOR CONFERENCE

The following individuals appeared before the Board of Education:

1. Dr. Linda Berg-Cross
2. Jean Mallon
3. Bill Beane, Ridgeview Junior High School PTSA
4. Shirley Savitsky
4. William Chen, Steering Committee to Name Quince Orchard High School

RESOLUTION NO. 497-87 Re: UTILIZATION OF FY 1988 FUTURE SUPPORTED  
PROJECT FUNDS FOR THE BEVERLY FARMS  
DISRUPTIVE YOUTH PROGRAM

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

RESOLVED, That the superintendent of schools be authorized to receive and expend the \$2,500 grant award in Category 3, Other Instructional Costs, within the 1988 provision for Future Supported Projects from the Maryland State Department of Education, Division of CUSP, Disruptive Youth Funds, to further improve the school climate and self-esteem of students and staff at Beverly Farms Elementary School; and be it further

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

RESOLUTION NO. 498-87 Re: UTILIZATION OF FY 1988 FUTURE SUPPORTED  
PROJECT FUNDS FOR THE ADULT BASIC  
EDUCATION PROGRAM

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

RESOLVED, That the superintendent of schools be authorized to receive and expend within the FY 1988 Provision for Future Supported Projects an additional \$2,400 grant award from MSDE for Adult Basic Education programs in Category 2, Instructional Salaries; and be it further

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

RESOLUTION NO. 499-87 Re: UTILIZATION OF FY 1988 FUTURE SUPPORTED  
PROJECT FUNDS FOR THE LEADERSHIP  
TRAINING - J/I/M PROGRAM

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

RESOLVED, That the superintendent of schools be authorized to receive and expend an \$8,000 grant award within the FY 1988 Provision for Future Supported Projects from the Maryland State Department of Education, Division of CUSP, Disruptive Youth Funds, for the FY 1988 Leadership Training Program in the following categories:

CATEGORY	AMOUNT
01 Administration	\$7,498
10 Fixed Charges	502

TOTAL

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\$8,000

and be it further

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

Mrs. DiFonzo temporarily left the meeting at this point.

RESOLUTION NO. 500-87 Re: PROCUREMENT CONTRACTS OVER \$25,000

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

WHEREAS, Funds have been budgeted for the purchase of equipment, supplies, and contractual services; now therefore be it

RESOLVED, That having been duly advertised, the contracts be awarded to the low bidders meeting specifications as shown for the bids as follows:

	AWARDEE(S)	AMOUNT
41-87	Ice Cream and Novelties Briggs Ice Cream Company	\$ 781,066
6-88	Custodial Equipment Airchem Capital Supply Baer-Slade Corp. Commercial Wiping Cloth, Inc. Crown Supply Daycon Products Co., Inc. District Supply, Inc.	\$ 7,959 6,347 492 3,592 4,531 11,200*
	TOTAL	\$ 34,121
16-88	Chassis Cab Cargo Van Body and Diesel Fuel Oil Tractor Beltway Ford Truck Sales, Inc. District International Trucks, Inc.	\$ 37,975 47,877
	TOTAL	\$ 85,852
20-88	Laboratory Equipment Diversified Educational Systems, Inc.	\$ 49,323
24-88	Public Access Catalog Work Station The Library Corporation	\$ 64,476
26-88	Canned Fruits and Vegetables, Soups, and Juices Carroll County Foods Frederick Produce Company George D. Emerson Co.	\$ 75,426 17,452 28,517*

Mazo-Lerch Company, Inc.	62,891
Monarch Institutional Foods	28,145*
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TOTAL	\$ 212,431
TOTAL OVER \$25,000	\$1,227,269

\* Asterisk Denotes MFD vendors

Mrs. DiFonzo rejoined the meeting at this point and asked that the record show she would have voted for the procurement contracts if she had been present.

RESOLUTION NO. 501-87 Re: ENERGY MANAGEMENT AUTOMATION SYSTEMS  
IN VARIOUS SCHOOLS

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

WHEREAS, Bid proposals were received on September 29, 1987, to install a computerized energy management system at Cresthaven, Bells Mill, Rock Creek Forest, Whetstone, and Radnor Elementary Schools and at Lynnbrook Center from the following vendors:

BIDDER	BID AMOUNT
Systems 4, Inc.	\$172,770
Robertshaw Controls	195,590
Complete Building Services	245,797

and

WHEREAS, The low bidder complied with bid specifications; and

WHEREAS, The low bid is within the staff estimate, and sufficient funds are available in energy conservation capital projects to award the contract; now therefore be it

RESOLVED, That a contract for \$172,770 be awarded to Systems 4, Inc., to install the automated energy management system at Cresthaven, Bells Mill, Rock Creek Forest, Whetstone, and Radnor Elementary Schools and at Lynnbrook Center in accordance with plans and specifications developed by Von Otto and Bilecky, P.C.

RESOLUTION NO. 502-87 Re: TELECOMMUNICATIONS/CABLE TV NETWORK  
INSTALLATION AT VARIOUS SCHOOLS

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

WHEREAS, Sealed bids were received on October 15, 1987, for installation of a cable television/telecommunications network at Cedar Grove Elementary School, Jones Lane Elementary School,

Montgomery Blair High School, Wheaton High School, and Edison Career Center as indicated below:

BIDDER	BID AMOUNT
B & L Services, Inc.	\$102,904.00
Jullien Enterprises, Inc.	177,309,00
Beam Industries, Inc.	441,442.75

and

WHEREAS, The recommended bid is within staff estimate, and sufficient funds are available to effect award; and

WHEREAS, B & L Services, Inc., has completed satisfactory work for MCPS before, and they are a reliable company; and

WHEREAS, The low bidder met all requirements of the specifications; now therefore be it

RESOLVED, That a contract for \$102,904 be awarded to B & L Services, Inc., for installation of a cable television/telecommunications network at Cedar Grove Elementary School, Jones Lane Elementary, Montgomery Blair High School, Wheaton High School, and Edison Career Center in accordance with plans and specifications of Von Otto and Bilecky, P.C.

RESOLUTION NO. 503-87 Re: RICHARD MONTGOMERY HIGH SCHOOL  
CONCESSION BUILDING AND SITE (REBID)  
(AREA 2)

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

WHEREAS, The following sealed bids were received on October 20:

BIDDER	LUMP SUM
1. Bildon, Inc.	\$279,972
2. Hanlon Construction Company, Inc.	293,750
3. Smith & Haines, Inc.	330,453
4. Construction-Commercial, Inc.	423,000

and

WHEREAS, The low bidder has done similar work in other local jurisdictions and is recommended; and

WHEREAS, Sufficient funds are in Account 201-17; now therefore be it

RESOLVED, That a contract for \$279,972 be awarded to Bildon, Inc., for the replacement of the tennis and basketball courts and the construction of a stadium concession/restroom facility at Richard

Montgomery High School in accordance with plans and specifications prepared by Grimm & Parker, architects.

RESOLUTION NO. 504-87 Re: WORKS OF ART FOR ROLLING TERRACE  
ELEMENTARY SCHOOL

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

WHEREAS, Authorizations for the selection of artists to receive commissions to produce works of art is delineated in Article V, Section 1, Chapter 8, "Buildings," of the MONTGOMERY COUNTY CODE; and

WHEREAS, Staff has employed selection procedures submitted by the superintendent to the Board of Education on February 10, 1984; and

WHEREAS, The Montgomery County Arts Council has participated in the selection as required by law; and

WHEREAS, Funds have been appropriated for this purpose in the FY 1988 Capital Improvements Program; and

WHEREAS, The law also requires County Council approval before the Board of Education can enter into contracts with the artists; now therefore be it

RESOLVED, That the Board of Education enter into the following contractual agreements subject to County Council approval:

ARTIST	WORK	COMMISSION
Azriel Awret	Sculpture	\$18,000
Lilli Rosenberg	Mural	10,000
Betsy Schulman	Relief	9,000

and be it further

RESOLVED, That the County Council be requested to approve the above commissions to the indicated artists.

RESOLUTION NO. 505-87 Re: CONTINUATION OF ENERGY CONTRACT

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

WHEREAS, The Board of Education in FY 1978 awarded a contract to Computerized Electrical Energy Systems, Inc., now Complete Building Services, Inc., (CBS) to furnish and install an energy management computer system; and

WHEREAS, CBS has agreed to extend the unit equipment prices quoted in its original bid with an agreement that equipment which has a cost

lower than that quoted in the original bid will be provided at the new, lower cost; and

WHEREAS, CBS is the only vendor qualified to effect software/equipment changes to the computerized energy management system without nullifying the original equipment warranties; and

WHEREAS, CBS has performed satisfactorily under the existing contract; now therefore be it

RESOLVED, That the contract with Complete Building Services, Inc., to provide software and equipment maintenance services be extended from July 1, 1987, to June 30, 1988, utilizing funds appropriated in the FY 1988 Operating Budget for this purpose.

RESOLUTION NO. 506-87    Re:    GRANT OF STORM DRAIN EASEMENT AND  
  RIGHT-OF-WAY TO MONTGOMERY COUNTY  
  GOVERNMENT AT FUTURE MUDDY BRANCH  
  ELEMENTARY SCHOOL SITE (AREA 3)

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

WHEREAS, The Board of Education is the owner and developer of 11.76 acres on the west side of Travilah Road, north of the future Stonebridge View Drive, on which it plans to construct the Muddy Branch Elementary School for opening in September, 1988; and

WHEREAS, The Montgomery County Government, Department of Transportation, has requested a grant of storm drain easement and right-of-way for the installation of a reinforced concrete pipe through a portion of the school site in conjunction with the Board's construction; and

WHEREAS, Installation of the storm drain pipe will benefit the school site with all future maintenance to be performed at no cost to the Board of Education and with the Montgomery County Government and contractors to assume liability for all future damages or injury; now therefore be it

RESOLVED, That the president and secretary be authorized to execute a grant of storm drain easement and right-of-way to the Montgomery County Government at the future Muddy Branch Elementary School to install a storm drain pipe.

RESOLUTION NO. 507-87    Re:    GRANT OF RIGHT-OF-WAY TO THE WASHINGTON  
  SUBURBAN SANITARY COMMISSION AT FUTURE  
  SOUTH GERMANTOWN HIGH SCHOOL SITE

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



WHEREAS, The Washington Suburban Sanitary Commission has requested a grant of right-of-way and a temporary construction strip across a portion of the future South Germantown High School site frontage on Clopper Road in Germantown, Maryland, for the installation of a water main and appurtenances; and

WHEREAS, This grant of right-of-way comprising 20,658 square feet of land for the installation of a water main and an adjacent 15-foot temporary construction strip will not affect any land now planned for school programming, and the remaining 30.34 acres will be adequate for future development of a high school; and

WHEREAS, All construction, restoration, and future maintenance will be performed at no cost to the Board of Education with the Washington Suburban Sanitary Commission and contractors assuming liability for all damages or injury; and

WHEREAS, This grant of right-of-way will benefit the surrounding community and the future school site; now therefore be it

RESOLVED, That the president and secretary be authorized to execute a right-of-way for the additional land required to install a water main at the future South Germantown High School site; and be it further

RESOLVED, That a negotiated fee be paid by the Washington Suburban Sanitary Commission for the right-of-way and easement and the funds be deposited to the Rental of Property Account No. 32-108-1-13.

RESOLUTION NO. 508-87 Re: PRESENTATION OF PRELIMINARY PLANS -  
LAYTONSVILLE ELEMENTARY SCHOOL (AREA 3)

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

WHEREAS, The architect for the Laytonsville Elementary School has prepared the schematic design in accordance with the educational specifications; and

WHEREAS, The Laytonsville Elementary School Planning Committee has approved the proposed schematic design; now therefore be it

RESOLVED, That the Montgomery County Board of Education approve the preliminary plan report prepared by Smolen/Rushing + Associates, P.A.

RESOLUTION NO. 509-87 Re: PERSONNEL APPOINTMENTS

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

RESOLVED, That the following personnel appointments be approved:

APPOINTMENT	PRESENT POSITION	AS
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Patricia E. Newby	Supervisor of Elem. Instruction Area 3 Admin. Office	Area Director for Educational Services Area 1 Admin. Office Effective: 12-1-87
Jerrilyn V. Andrews	Principal Evaluator Dept. of Planning Evaluation & Testing Dallas Independent School District Dallas, Texas	Research/Statistical Coordinator DEA Effective: 11-4-87
Diana L. Wollin	Acting Asst. Supervisor of Special Services Area 1 Admin. Office	Asst. Supervisor of Special Services Area 1 Admin. Office Effective: 10-29-87
Don A. Miller, II	School Psychologist Howard County Public Schools Ellicott City, MD.	School Psychologist Mark Twain School Effective: 10-29-87

RESOLUTION NO. 510-87    Re:    STADIUM LIGHTS - QUINCE ORCHARD  
HIGH SCHOOL

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

WHEREAS, The contract awarded for construction of Quince Orchard High School on September 22, 1986, included the cost to install stadium lights; and

WHEREAS, On September 22, the county executive requested the Board of Education to amend the construction contract to delete the cost of stadium lights; and

WHEREAS, On November 24, 1986, the Board withdrew a proposed resolution accepting a credit of \$50,400 to delete stadium lights from the construction contract with the understanding that it would discuss the funding with the County Council as part of the deliberations on the FY 1988-93 Capital Improvements Program; and

WHEREAS, Schedules did not permit a discussion at that time; and

WHEREAS, Subsequently, several meetings with the Quince Orchard High School community have persuaded the Board that stadium lights would be an important part of the school's instructional/recreational program and have a significant impact on the unity of this large and growing community; and

WHEREAS, The cost of the lights represents less than two-tenths of one percent of the project cost, and funds are available within the Quince Orchard High School appropriation; now therefore be it

RESOLVED, That the Board of Education request the county executive's support and County Council's concurrence to install stadium lights at Quince Orchard High School with no additional funds required for this important project; and be it further

RESOLVED, That the plans and specifications for the stadium lights be submitted again to the Planning Board for review under the mandatory referral process.

Re: SUPERINTENDENT'S RECOMMENDATIONS ON THE  
COMMISSION ON EXCELLENCE IN TEACHING  
REPORT

Dr. Pitt stated that the Board had appointed the Commission on Excellence. In addition, he had appointed a committee to work on a number of topics, and the committee wrote a report called THE WINNING LOOK. There was another group called the executive group. He commented that the recommendations of the Commission were far-reaching, and he had become a convert to the idea that many of the major recommendations were worth pursuing. He was making a total recommendation on the report and not a piecemeal recommendation.

Dr. Pitt reported that he had read and heard in some places that somehow the Commission report was necessary because the school system was in great difficulty and needed to go in a new direction. He emphasized that the school system was not in great difficulty. This was an outstanding school system. The Board of Education, staff, and parents could be very proud of the system and should be. He commented that they were operating from a glass three-quarters full and not three-quarters empty. For example, participants in the National Federal of Urban-suburban School Districts had commended MCPS for their programs for children at risk. This did not mean they could not improve, try new ideas or plan for the future. However, he thought they were doing this from a position of strength.

Dr. Pitt stated he was presenting a progress report on their self-examination to improve the quality of teaching and learning in MCPS. The first phase began in the spring of 1985 when the Board was concerned about a possible teacher shortage and appointed 12 citizens to the Commission on Excellence. The Commission worked for 19 months and issued its report in February 1987. The Board discussed that report with Commission members at four meetings during the spring. In July 1987, phase two began when Dr. Pitt announced the formation of two groups to further explore the Commission's recommendations. One group which wrote THE WINNING LOOK considered Commission recommendations on recruiting and hiring, induction and training, and teacher evaluation. The executive leadership group looked at the Commission's ideas of giving schools more flexibility, responsibility and accountability.

Dr. Pitt noted that he was going with the whole idea behind the Commission on Excellence. There were a few things that he did not agree with, and he pointed these out. He said that in general they were moving on the major issues. The second group included the

executive staff plus two representatives from MCEA, MCAASP, and MCCPTA. The group met for an entire day and came up with some good advice about flexibility including the notion of developing some pilots.

Dr. Pitt explained that phase three began with this evening's discussion of his proposals. The memorandum before the Board showed how the superintendent intended to proceed on a broad front. During this year they would implement about half the recommendations in THE WINNING LOOK that did not require any significant new funds. By late spring or early summer they should have specific plans to move ahead on comprehensive processes for induction and training as well as plans for revising the teacher evaluation system, initiating pilots to increase school flexibility and accountability, and to reduce paper work. At that point it would be possible to develop cost estimates and to propose some specific policy actions to the Board of Education. However, before that time, in the budget he would recommend some funds for seed money for pilots he thought would be in effect in the next school year.

Dr. Pitt stated that the Commission had 29 recommendations. He showed slides which listed the Commission's recommendations and the actions he was proposing for each recommendation. For example, one recommendation was on the recruitment of minorities, and MCPS had done much in this area. In fact, this year 20 percent of the new staff was minority. He believed that they were going to focus on the 29 recommendations.

In regard to recruiting and hiring, Dr. Pitt reported that his committee had made 43 implementation recommendations. He believed they could move on 35 of those now. These included minority recruiting, teacher education centers, networking, minority recruitment team effectiveness, a plan to include nontraditional MCPS employees and students, shortage planning, minority scholarships, the role of Personnel, Future Teachers of America clubs, and speedier placement of teachers. They would have to look at costs on the teacher education centers. The committee had recommended bringing back kindergarten and elementary interns, and this was something to consider for the budget. He said that in the collective bargaining process they would have to look at child care leave and "cafeteria" benefits. He did not believe they should look at day care for employees' children without thinking about how the entire county was going to look at the area of day care.

In regard to induction, Dr. Pitt stated that these were important Commission recommendations. There were 23 recommended steps to implement these recommendations. First, he would appoint a work group to design a comprehensive induction program and consider the seven major recommendations in that area. He believed that this would take more than this year and would not be ready for budget action this year because they were talking about a mentor program and some pilot programs. However, he believed that with limited budget support they could deal with improving teaching skills, addressing beginning teacher needs and concerns, integration into the school

community, fostering on-going professional development, internships, and addressing teacher training deficiencies. There were recommendations for permanent substitutes and interns at the elementary level. The suggestion was for a pilot in a couple of schools to have training for the beginning teacher. Dr. Pitt believed they should move forward with that recommendation. In regard to evaluation, Dr. Pitt reported that he agreed with the general approach taken by the Commission. However, he was not prepared to make a recommendation in this area because they had agreed this was an area where they would negotiate. He would like to come up with a process to get them along that path before the year was over. He intended to discuss how they ought to go about this process with the primary parties after the meeting. He had already had a preliminary discussion with Mark Simon, president of MCEA. He said that standards for effective teaching ought to be tied into the evaluation process.

The next set of recommendations had to do with training. The Commission made five recommendations, and the committee had suggested 19 implementation steps. The first was to appoint a work group to plan a comprehensive, coordinated three-level staff development program and consider 11 recommendations. He said they needed to look at staff development and a process which allowed for flexibility at the local school level, was better coordinated, and focused on the needs of teachers. This had to allow for flexibility from school to school and from person to person. He intended to move forward with that. He agreed they should be assessing for teacher training. He thought the recommendations on reviews of school practices and elementary resource teachers needed further study. In this budget he would like to move forward on some pilot school training programs. However, he had a problem with the recommendation on half-day dismissals for further staff training. It was a problem to find time to give new teachers training, but he had a problem in reducing the school day.

Dr. Pitt reported that in the spring a group would come up with some parameters after examining literature and reports on flexibility, authority and accountability. The budget would contain some seed money. The group would develop parameters for the Board and superintendent to agree upon. After that, anyone could apply for a pilot and have one year to work on this. During that year, the school would not be bothered because they would have agreed to certain parameters.

Dr. Pitt indicated that Dr. Carl Smith had put a group together to look at reduced paperwork. There would be a small group soliciting suggestions from teachers and students. They were going to ask everyone in the school system, including the Board of Education, to look at the problem and come up with their suggestions to improve the situation. The committee would be kept in a watch dog role to make sure they did not increase paperwork.

In regard to coordination, Dr. Pitt said there would be a steering committee with one representative of the work groups. The steering

committee was to keep track of what was going on. He explained that this massive effort was to get at the major recommendations of the Commission on Excellence. When they looked at the 29 recommendations, Dr. Pitt said that outside of the career ladder they were focusing and moving on every area. Given that they were moving on some other fronts in the school system, he thought this was a huge task. The Commission had said it would take at least four years to implement its recommendations. He agreed that it would take more than a year, but he was not sure it would take four years. He emphasized that he was committed to moving ahead on this. He reported that a lot of people would be working very hard for the rest of the year, and this meant a major commitment for the school system. Mrs. Praisner proposed that the Board spend time on questions and comments. Mr. Goldensohn asked that he be provided with a summary of the questions. He would send his questions to Dr. Pitt.

\*Mr. Goldensohn left the meeting at this point.

Dr. Cronin thanked Dr. Pitt for his concise and clear presentation. He thought that Dr. Pitt had done an excellent job of folding in the leadership of the school system in his response to the Commission. He commended Dr. Pitt on expanding the committees to include staff, PTA, and teachers. Dr. Cronin asked for information about the steering committee and the role of the chair of that committee. He thought it was important that someone with school-based experience chair this committee. Dr. Pitt replied that he would take that under consideration. He said that so many things were happening at one time, he did not want to lose control of this. He was thinking of asking Dr. Carl Smith to chair the group. He explained that the group was not going to change anything, but it was to keep track of what was going on.

Dr. Cronin stated that in THE WINNING LOOK it recommended to achieve these goals some of the Board's recent program improvement initiatives should be changed. Ms. Terrill Meyer replied that they had discussed a number of areas where cuts might be made and were unable to agree. They had talked about everything from class size to all-day kindergarten. Dr. Pitt added that they also recommended that they take money they had established for substitutes in schools and say it should be spent for training needs only. They felt that if staff development were better coordinated, funds could be used for different things in the training area. However, he would have a problem in saying they were not going to go with the major Board priorities.

Dr. Cronin commented that many of the Board's priorities were still reflective of these recommendations. He said it might be taking the money within the priorities in order to do some of the recommendations which would accomplish the same thing. Dr. Pitt understood that the Commission felt they could accomplish more, more rapidly and more efficiently by moving in the general direction recommended by the Commission. He believed they should move in an orderly way, but he did not see their changing priorities. Mrs. Praisner remarked that she did not read that as having anything to do

with priorities but dealing with some things like introducing more staff into schools and other budget issues that might or might not be associated with Board priorities.

Dr. Cronin thought that the key element here would be the overall general perspective of movement and coordination. If the superintendent kept that control, they would see the steps needed to accomplish this. Dr. Pitt explained that this is a major task and would take a major commitment on the part of a lot of people. He did not look at this as something they were going to do lightly or easily.

It seemed to Dr. Shoenberg that there were two things they had as budget priorities. One involved extending service to people who did not now get the service and included Head Start, all-day kindergarten, and elementary school counseling. The others had to do with reducing class size, putting in curriculum coordinators, etc. He said that with limited resources they set up a conflict here between implementing some of these things and extending services. The Commission had said they should do these things before worrying about reducing class size. This seemed to be a serious budgetary issue.

Mr. Ewing remarked that he was very pleased with the Commission report, and he was also very pleased with THE WINNING LOOK report. He believed that the superintendent's recommendations moved them in the right direction. In THE WINNING LOOK there was a suggestion that the Board should commit itself to some goals. He thought it was important at this point for the Board to take a position on where it stood with respect to the Commission recommendations. Otherwise, the Board would be in a position of acting on recommendations of the superintendent, one by one, which might lead the Board to act in a piecemeal fashion. Dr. Pitt had said it was not his intention to bring the Board a piecemeal report. It was a major point of the Commission that many of their recommendations were interrelated and mutually reinforcing. Adopting some and not others would undermine the whole enterprise. It seemed to him important for the Board to focus on that and say what it agreed to in broad terms now. This did not relieve the Board of the responsibility for acting on specific recommendations in the proper context.

Mr. Ewing stated that a related point had been raised by Dr. Cronin. The question was how they kept track of all of this. Potentially they had a large crowd of wandering sheep, the recommendations, and there needed to be a shepherd with the responsibility for herding them in the right direction and keeping them altogether. He thought this was an awesome task and that they needed a tracking system which gave them periodic information about the status of recommendations. He suggested that the process be automated.

Mr. Ewing expressed some uncertainty about where they were headed with respect to Recommendations 17 and 22. It seemed to him that in some ways these were as important as any in the whole document. One

was periodic reviews of school practice and the other on school flexibility and accountability. There was no recommendation on 17. In regard to 22, he thought the notion of pilots was a good notion, but he did not know where the pilots were heading. He assumed that pilots headed toward teaching lessons that could be broadly applied. The intent was to use the pilots to change the practice throughout the school system. Pilots were not to be pilots forever, and he felt that point had to be made. It was not the responsibility of THE WINNING LOOK group to look at either of those recommendations. The executive group did and left him with the feeling they had not gotten very far. This seemed to him to be the part of the report that was the least clear and for him it was among the most important.

Dr. Pitt replied that Recommendation 22 on flexibility and accountability was extremely important. Last July he had explained that he was not ready to make recommendations in that area. The purpose now in setting up a group to establish some parameters in terms of what people could do with a pilot in flexibility and accountability. He would come back to the Board in the spring and suggest ground rules for pilots. The Board and the superintendent would agree on these ground rules. The intent was that they would not reinvent the wheel and that the pilots were testing an idea that could be applied more broadly. It was his goal to come up with some practices that would support the idea that there is the opportunity, ability, and practicality of having differences among schools and allowing for more flexibility to get to the goals they had established. He noted that he had already started accountability in minority education by looking at progress children made. In regard to the tracking system, Dr. Pitt explained that THE WINNING LOOK made the recommendation a steering committee be established. People from the four major work groups would serve on the committee. He thought that Mr. Ewing's recommendation about tracking on a computerized system was a good one, and he would ask the committee to look into that.

Dr. Pitt stated that they would not come in with recommendations as a whole because they were not going to finish the process in one year. Mr. Ewing explained that he knew the Board would be acting at different times. He was suggesting that the Board take an action to give an indication that it favored the recommendations of the Commission. He noted that Boards changed, but at least in 1987 they would have a resolution reflecting the Board's policy guidance. They had never taken any kind of official position on these recommendations which left people a little uncertain about the extent to which the Board would be prepared to support these.

Dr. Shoenberg commented that the Board had to adopt some general sense of direction, particularly focusing on THE WINNING LOOK's first priority. This was the notion of looking at outcomes desired for students. While the Commission's report was about teachers, the ultimate goal was better learning for students or better performance by students. THE WINNING LOOK talked about standards of effective teaching performance and standards of accountability, and those would have to be adopted by the Board. For some of this, they would be



digging up some new ground. This was an occasion for them to get serious about accountability measures going beyond test scores. The Board was going to have to sell something to the community that it had never tried to sell before. If they were going to have flexibility, some decentralization, and local school accountability, they were not going to have the changeability of one school program with another school program. When the Commission came in with its recommendations and as the discussion went on nationally, Dr. Shoenberg said that this was the issue that was the most troubling. He asked how they were going to remain a system and be far less uniform in our parts than they were now. He saw these as the task of the Board; however, there were many specific recommendations they wanted to know about but should not have to vote on.

Dr. Cronin agreed that the Board ought to be sending a clear message to the system that they supported the report of the Commission and what the superintendent was doing. However, he did not know how they did that, short of an "apple pie" resolution, without judging in advance what had to be done. For example, Dr. Pitt had already said he would be coming back to the Board on certain issues, and the Board was saying it was accepting these issues that the superintendent had set in motion. If the superintendent could come up with a resolution giving the clear statements of the Board to do that, Dr. Cronin would support it.

Mrs. Praisner indicated that she would try to work on a resolution for Board adoption. It would be shared with the Board members for their comments. Mr. Ewing stated that he did not disagree with Dr. Cronin's remarks. The key was not so much to try to pin everything down, as to give broad policy direction and guidance. This would give Dr. Pitt direction and provide a coherent whole.

In regard to accountability, Dr. Pitt commented that Dr. Shoenberg had raised a troubling issue. He did not have an absolute answer. To him the essence of accountability was the concept of a school being judged on where it took young people in light of its goals. However, the problem with that was when they looked at minority education they were using some basic measures. When they got to the more sophisticated idea of what they wanted to measure about what people learned, they did not have those measures. He assumed they would go ahead with some pilots within the parameters; however, he did not think they would come up with more complex measures because that would take some time. When they started talking about school accountability, they probably would be talking about test data at first. Dr. Shoenberg remarked that part of the problem was the use of "measure" which implied "number" and was linear. He suggested they had to stop thinking about numbers and linear relationships exclusively as ways of finding out how students change under their tutelage. However, he was not saying they should abandon the project because they did not now have all the tools they needed. He suggested that one of the things they ought to pilot was other ways of finding out how children got better at doing something. Mrs. Slye remarked that at the end of this process they did not want

to find themselves creating greater flexibility for teachers, administrators, and schools at the expense of flexibility for students and parents in terms of mobility throughout the system and predictability. She agreed that this was a very troubling aspect of how they got from here to there.

Mrs. Praisner said that the important thing was the parameters they defined as far as going into the pilot and also how they were going to evaluate and monitor those. The bottom line for all of this was improving learning for their students. She said that much of what they saw she would endorse as far as things in and of themselves seemed right to do. However, they were still talking about inputs and not outcomes; and they had to keep that in mind because they were going to have to sell this to the community. They would have to provide the rationale as to why the schools were different and why flexibility was good. She commented that there were lots of good reasons to adopt what was there, but to convince people of the measures and efforts they were talking about would have to go well beyond that.

Dr. Pitt said that while they needed to take leadership, there had to be some buying into this by the community involved in the pilots. For that reason, it was important that parents and students be represented on some of the groups.

Mrs. Praisner indicated that she and staff would develop a statement for Board review. She and Dr. Pitt thanked participants.

Re: BOARD MEMBER COMMENTS

1. Dr. Cronin recalled that last year he had made a recommendation on looking at the middle years of education. There was to have been a committee to address this; however, this was folded into the K-12 policy process and later assigned to another staff person. Dr. Pitt replied that he had met with that committee last week and Joe Villani was chairing the group. He agreed to send the charge and membership to the Board.
2. Mr. Ewing reported that the Metropolitan Area Boards of Education which had not been active recently now had new chairpersons who were vigorously pursuing a useful agenda. They were interested in the new Strawberry Knoll Elementary School and would like to visit it next fall.
3. Mr. Ewing noted they had received some correspondence from Malcolm Lawrence on the subject of some alleged classroom assignments, and he assumed they were inquiring into this to determine what the facts were. Dr. Pitt replied that he had asked Dr. Vance to follow up on this. If this was something they were doing, they needed to correct this.
4. Mrs. DiFonzo stated that in the past few weeks she had heard about three incidents at three different secondary schools where youngsters had been suspended from school or suspended from athletic teams for infractions that did not occur on school grounds or related to school activities. She had heard that the discipline was given out based on local school policies. She asked about the latitude that principals, coaches and sponsors had to punish and discipline

youngsters for perceived infractions that did not happen on school grounds or at school-related activities. Dr. Pitt agreed to provide the information. He reported that schools had a certain amount of latitude and could require certain levels of behavior. Whatever was established had to follow due process. The bottom line was that any of these things could be appealed.

5. For the record, Mrs. DiFonzo made the following statement about the NFUSSD conference:

"I have always known and believed that Montgomery County was a top drawer system with top drawer people. After I saw what our people put into that conference and what the conferees from around the country went away with, there is no doubt in my mind that our people are as a group among the best, if not the best, at what they do of any school system in the country. I would stack our people up against -- one on one -- against anyone else that they would care to throw at us. I feel reasonably sure that our folks would outstrip theirs time after time after time. I continue to be impressed with their professionalism, dedication, the skills, the cooperation, the means and the manner in which people conduct themselves from the folks in the Print Shop, Graphics, up to the Department of Information, our specialists, our administrators, all the way up to and including our superintendent and all the way down to the folks who drove buses and got our people where they had to get and on time, got our equipment from all over the school system to the right place and got it back. I just cannot say enough positive things, and I wish there were an effective way to communicate my gratitude to everybody in the school system who touched the NFUSSD conference in any way and helped to make it what I consider to be a smashing success that set, in my judgment, a new standard of excellence for other school systems in the Federation to strive to achieve.

6. Dr. Cronin pointed out that Mrs. DiFonzo had made sure that all of these people had a Board member to whom they could turn. Mrs. DiFonzo had provided excellence in her arrangements for the NFUSSD conference.
7. Mrs. DiFonzo reported that this week she had been visiting schools. Yesterday, she had visited the Blair magnet schools with two members of the Anne Arundel Board of Education who would like to look at the possibility of implementing some magnet schools. They had toured Blair, Eastern, and four elementary schools. Someone had written a letter saying that MCPS did not teach keyboarding skills, and Mrs. DiFonzo would direct the person to the Blair magnet schools where she saw keyboarding skills being taught. She was impressed with the programs, the teachers, the students, and the principals in these schools.
8. Dr. Shoenberg said that he wanted to put together two items they had just discussed, the issue Mrs. DiFonzo raised and the issue Mr. Ewing raised. It seemed to him that they had the same principle operating here, and that was that they probably had a sensible policy in place, and what they did have was people who made some mistakes in judgment in the way in which they deal with that policy. He did not see this particular cause nor did he think that was implied in any of the questions that they were going out and changing their policy but simply trying to clarify the limits of sensible judgment.

9. Mrs. Slye said she wanted to echo Mrs. DiFonzo's words on congratulation on the NFUSSD conference and Dr. Cronin's words of congratulation to Mrs. DiFonzo. She had heard exceedingly positive comments about the conference, from content of seminar to presentation of entertainment. She thought that the folks were treated to a marvelous experience, and she herself was impressed by just how wonderful everything was.
10. Mrs. Slye reported that she had attended homecoming this weekend, and she was amazed at the expressions of interest in a topic that had been in the papers. She asked that they keep an eye on the topic of uniforms in the public schools. She had expressions of interest from parents of elementary to senior high school systems, and she asked if staff could provide information on this topic.
11. Dr. Shoenberg said he would like to acknowledge the contribution Mr. Fess had made to the NFUSSD Convention. He and staff had done a super job.
12. Mrs. Praisner said that some Board members might have seen the letter they had received from the Jordan school district expressing appreciation for the hospitality, operations, entertainment, and especially for the substance of the programs. She thought that spoke well for what came out of the conference for the three days but also for what would be taken back to the other school districts. She also knew of staff members who had been approached to share information about programs. Mrs. Praisner reported that as Board members they had had an opportunity to participate in the Sage Mentoring reception. The Sage Mentoring program had been presented at the Federation Conferences and was quite successful. On behalf of the Board she had sent some letters of appreciation to most of the staff members associated with the projects as well as to the student entertainment. She suggested that a statement be included in the BULLETIN as well. She also acknowledged the work of the Board of Education office staff. At the conference, she had had the opportunity to acknowledge Mrs. DiFonzo's efforts.
13. Dr. Pitt stated that he would echo the remarks about the conference. He had received a letter from a conference participant who told him that he was very fortunate to be superintendent of the Montgomery County school system. The person was driven to the airport by a young person who works in the school system and was happy about himself and felt good about the school system. The employee was a good advertisement for the school system because he was so positive about MCPS.
14. In regard to coaches setting guidelines for activities outside of school, Mr. Herscowitz asked if a coach had a responsibility to inform people about rules for activities outside of school and their rights of appeal. Dr. Pitt suggested that he discuss this privately with Mr. Herscowitz. Generally anyone sponsoring something and setting rules had a responsibility to inform people about the rules. The student rights document clarified this and the appeals process.

RESOLUTION NO. 511-87 Re: EXECUTIVE SESSION - NOVEMBER 10, 1987

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

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

RESOLVED, That the Board of Education of Montgomery County hereby conduct its meeting in executive closed session beginning on November 10, 1987, at 11:30 a.m. to discuss, consider, deliberate, and/or otherwise decide the employment, assignment, appointment, promotion, demotion, compensation, discipline, removal, or resignation of employees, appointees, or officials over whom it has jurisdiction, or any other personnel matter affecting one or more particular individuals and to comply with a specific constitutional, statutory or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter as permitted under the State Government Article, Section 10-508; and that such meeting shall continue in executive closed session until the completion of business.

RESOLUTION NO. 512-87 Re: MINUTES OF SEPTEMBER 8, 1987

On recommendation of the superintendent and on motion of Mr. Ewing seconded by Dr. Cronin, the following resolution was adopted with Dr. Cronin, Mrs. DiFonzo, Mr. Ewing, (Mr. Herscowitz), Mrs. Praisner, and Dr. Shoenberg voting in the affirmative; Mrs. Slye abstaining:

RESOLVED, That the minutes of September 8, 1987, be approved.

RESOLUTION NO. 513-87 Re: MINUTES OF SEPTEMBER 28, 1987

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

RESOLVED, That the minutes of September 28, 1987, be approved.

RESOLUTION NO. 514-87 Re: BOE APPEAL NO. 1987-16

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

RESOLVED, That BOE Appeal No. 1987-16 be dismissed because of lack of response from the appellant.

RESOLUTION NO. 515-87 Re: MEETING ON DAY CARE ISSUES

On motion of Dr. Cronin seconded by Mrs. Slye, the following resolution was adopted unanimously:

RESOLVED, That the Board of Education schedule a discussion with those county officials responsible for the coordination of day care programs with the discussion centering on plans of the county government to address day care needs, the role which MCPS plays in

the provision of day care services, and ways in which the county and MCPS can cooperate to enhance day care availability.

Re: ITEMS OF INFORMATION

Board members received the following items of information:

1. Annual Resource Conservation Plan
2. FY 1987 Property Loss Report

Re: ADJOURNMENT

The president adjourned the meeting at 11:07 p.m.

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PRESIDENT  
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SECRETARY

HP:mlw