

working together. Initially they had seven areas to look at, but later they decided to ask IBM to look at total quality management. The group decided to work on FY 1995 and not release any information until the report was complete. The group also decided to concentrate on the effectiveness of various MCPS units.

Mr. Shulman stated that at a later meeting they decided to add the areas of strategic planning and marketing/communication. Two more firms joined the group to look at these functions. In March they met to decide each company's approach to their areas as well as the format of the report. At that time, Dr. Rohr suggested adding the Department of Educational Accountability to the list, and another company joined the group to look at that function.

The group decided to get most of the reports together by the end of June with a few reports coming in later. They expected to have the full report in July or August for review by the executive staff. It would be available to the Board and County Council prior to the next budget cycle.

Mr. Urban reported that he and his financial firm had joined the group after seeing a newspaper article about the project. His assignment was educational accountability, and his first effort was to find out what educational accountability meant in MCPS. As he learned about it, he had to change some of his assumptions and appoint different members from his staff to the project. His staff was now looking at research analyses, statistical methods and procedures, and auditing. He commented that he was intrigued by many of the studies done by DEA and would be looking at their methodologies and their work. He indicated that he and his staff had received excellent cooperation from people within the school system and were anxious to get going on his part of the project.

Mr. Doherty explained that he was working on facilities, and he was pleased to report that the business community had learned a few things from MCPS staff. He hoped to leave something positive in MCPS after the project was completed, and he said they were looking to share information as well. He and his group had a lot of understanding to acquire and were beginning to understand what the school system did. He was pleased to be able to participate.

Mr. Shiffman indicated that he, too, had come on board after seeing a newspaper article. He would be pulling the report together, and he had contacted major educational associations to receive copies of similar reports only to find that only one existed. Therefore, they were breaking new ground.

Mr. Shulman stated that the original areas were data operations, facilities management, financial management, food management, logistics, personnel, and transportation. They had added communication/marketing, educational accountability, strategic planning, and TQM. He asked if Board members had questions.

Mrs. Fanconi thanked Mr. Shulman for the interim report. She was very pleased with the design of the study and with the cooperation between the business community and MCPS. Mrs. Brenneman commented that she was impressed by their enthusiasm and was awaiting their report. Mrs. Gordon was very pleased that MCPS had recognized that while it was an authority in education, it might not be an authority in business. She, too, was awaiting the report.

Mr. Ewing remarked that the most important aspect was that the approach they were taking was one of attempting to understand and then bringing their expertise to bear. He thought it would be a valuable project because there was always room for improvement in the way they did business in the schools, just as there was always room for more improvement in instruction in the classroom. He thanked Mr. Shulman for taking the leadership role, and he said that this honest approach would have great credibility in the community. Mr. Shulman commented that what made the project work was the sense of ownership on the part of the business community and their desire to help students. The project was also creating bonds between the business community and the education committee.

It seemed to Mrs. Fanconi that as they downsized and restructured they needed to know how to evaluate that new structure; therefore, DEA was more and more important to them. People had also told her that when business downsized it increased their training. She wanted to know if they were looking at the MCPS staff development program, and Mr. Shulman replied that it was outside their study. However, they were looking at the personnel function and downsizing, and the group contained experts on downsizing who would be transmitting what they had learned.

Mrs. Fanconi thanked Mr. Shulman for the interim report and wished them luck. Mr. Shulman hoped to schedule a date with the Board in the fall to review the report and answer questions.

Re: PUBLIC HEARING ON PROPOSED QUALITY
INTEGRATED EDUCATION POLICY

The following individuals appeared before the Board of Education:

1. Sharon Friedman, MCCPTA
2. Nguyen Minh Chau, National Association for Asian and Pacific American Education
3. John Smith, Individual
4. Henry Quintero, Hispanic Alliance of Montgomery County
5. Bridget McLeman, Paint Branch Cluster
6. Margaret Ascienzo, Einstein Cluster
7. Laura Steinberg, Blair Cluster
8. Lisa Levin Itté, Kennedy Cluster
9. Malik M. Chaka, African-American Parents/Community

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Education Consortium
10. Linna Barnes, B-CC Cluster

Re: ADJOURNMENT

The vice president adjourned the meeting at 9:10 p.m.

VICE PRESIDENT

SECRETARY

PLV:mlw