

APPROVED  
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Rockville, Maryland  
December 1, 1998

The Board of Education of Montgomery County met in special session at the Carver Educational Services Center, Rockville, Maryland, on Monday, December 1, 1998, at 8:15 p.m.

ROLL CALL Present:                   Mrs. Nancy J. King, President  
  in the Chair  
  Mr. Stephen Abrams, Board Member-Elect  
  Mr. Geonard Butler, Jr., Student Board Member  
  Dr. Alan Cheung  
  Mr. Blair G. Ewing  
  Mr. Reginald M. Felton  
  Mrs. Beatrice B. Gordon  
  Ms. Ana Sol Gutiérrez  
  Mrs. Patricia O'Neill, Board Member-Elect  
  Ms. Mona M. Signer  
  Dr. Paul L. Vance, Secretary/Treasurer

Absent:           None

Ms. Molly Ruhl, Clerk of the Montgomery County Circuit Court administered the oath of office to Mr. Abrams, Mr. Felton, Mrs. King and Mrs. O'Neill.

Re:    **STATEMENT BY MR. ABRAMS**

"I want to thank everyone in the audience this evening for coming out and watching the process continue. Two years ago when I sat in this same area, the last thing I would have thought is that I would be doing this this evening. But, a lot changes in two years. Two years ago I was still the parent of a high school senior in the Montgomery County Public Schools. Now, I am an impoverished father of two college students. So, the extra income is going to come in handy. What is also going to come in handy is coming back and working with what I believe is one of the premiere public school systems in the country.

When I first ran for the Board, I ran as an outsider. And, when I was first elected to the Board, I was also an outsider. But, during the past six years (four on the Board and two observing it), I have had an opportunity and have grown to appreciate the strengths and resilience that this system has to offer. So, I come back to the Board not as an outsider this time, but as a constructive critic and complements of what we do in Montgomery County. The reason I ran this time was because of the need to have some experience during the selection process of the new Superintendent. That was my priority then, and that continues to be my priority now. We have had a very successful twelve year run of continuity – the years of Harry Pitt and Paul Vance. But, like every other institution, we have got to face the kinds of changes that occur when those transitions take place. I

believe that it is an opportunity to build through evolution not revolution.

I want to thank some people this evening -- my absolutely crack campaign staff. Some people have accused me of running stealth campaigns, but that is not completely true. My treasurer who had a phenomenal job of raising no money was my daughter. She raises no money well. If I could teach her to spend the same way she raises campaign money, I think we would be in a lot better shape. But, while she did not do a lot as a financial component of my campaign, she certainly was an inspirational component. My daughter, Elisia, is now a senior in college. My daughter, Elisia, is also the one who consistently encouraged me to participate in the school system while she was a student and to get into this race again this year. I want to thank Esther Gelman who took me under her wing in this campaign and indicated that not all Republicans were poison to Democrats in Montgomery County. In particular, I want to thank Kathy Gemberling. Kathy is a friend that I made during my first term on the Board and, again, someone who strongly encouraged me to consider getting back involved with the school system. Without that support, I do not think I would have had nearly the kind of success I had in this past campaign. There are many others who participated in my effort, and, if I tried to name all of them, I am sure I would forget some. Clearly, Leroy Warren, Linda Plummer, Alan Cheung, and many, many others who merit particular attention.

I tried to keep things short when I was on the Board the first time, and I am not going to break that habit this evening. I look forward to working with this group and seeing that we keep this ship heading in the right direction.”

Re: **STATEMENT BY MRS. O'NEILL**

“Good evening. There are many adjectives that I could use to describe my feelings tonight among them are thrilled, honored, eager, and somewhat apprehensive. It’s hard to believe that the encouragement of my friends in the Whitman Cluster PTA and the support of my family have led me to stand before you. I have attended the swearing in of other Board members, but I never imagined that I would be here tonight as a new member of the Montgomery County Board of Education.

I’m proud to be a product of this county’s public schools. I received an outstanding education. I believe my daughter, Jenny, who will be graduating in June, has received an outstanding education. My goal will be to make sure that my daughter, Melissa, who will graduate in 2008, and all those who follow her receive that same high quality education. Maintaining a high quality school system means meeting the challenges of today and anticipating the challenges of tomorrow. The Board of Education must never lose sight of the fact that we oversee an enterprise larger than most companies. We have a \$1 billion budget and over 128,000 students. Our business is a human one. Our product cannot always be measured at the end of the day with a tangible outcome. It is one that is

ultimately measured by the future success of our students as workers and citizens of this county. Ensuring the success and needs of our students are met day in and day out. We must meet the needs of each and every student – from the gifted, to the average, to those with special needs. We must provide our students with well-trained teachers and challenging and engaging curricula. We must make sure that we provide adequate, safe, secure and healthy facilities where our students learn and our teachers teach. We must continue to anticipate the increasing role of technology by providing our schools with the necessary software, hardware, and the teacher training to prepare our students for the new millennium.

The new Board will have two pressing pieces of business. First is the selection of a Board member to replace Mr. Ewing, who was recently elected to the County Council. Second is the search and selection of a new Superintendent to replace Dr. Vance, who has served our county with grace and vision. Dr. Vance's successor should be a bold and creative leader who is able to lead us into the 21<sup>st</sup> century. I recently heard a speaker at the Collaboration Council on the Children's Agenda. To borrow from that speaker, I believe that the work the Board of Education requires us to change the pronouns we use from 'my and I' to 'ours and we.' We must work together as a team for the sake of our children and the future of our schools. We must work collaboratively with the whole community, including our parents, teachers, supporting services employees, administrators, business community, citizens without students in our schools, and, most important, the students themselves.

Our Board of Education will be changed tomorrow. I realize that I have big shoes to fill in replacing Ana Sol Gutiérrez. I hope that I will be able to advocate as effectively as Ms. Gutiérrez for all of our students. The school Board will also feel a void with the retirement of Dr. Alan Cheung. I share Dr. Cheung's desire for individual student profiles to ensure that we meet the needs of each and every student. Finally, I congratulate Mr. Blair Ewing for his election to the County Council. Montgomery County Public Schools will have no better advocate on the Council than this long-serving Board member who understands the needs of the county's schools. The Board will miss Blair's institutional memory, his knowledge of issues, his fairness, and his tireless pursuit of equity for all our students.

I would like to thank my opponent, Linna Barnes, for her graciousness. Linna waged an effective campaign, and she was a very worthy opponent whose commitment to our schools I appreciate and admire.

Success as a political candidate is not achieved on your own. I feel blessed that my friends from my 12 years in the PTA worked actively on my behalf. Two hundred and sixty-five individuals contributed to my campaign and 52 friends worked the polls for me on election day. I believe there are turning points in your life, which set you on a new course.

1990 was a turning point in my life. I turned 40. I gave birth to my youngest daughter. I served as PTA president at Burning Tree. I became friends with Carol Jarvis, my campaign manager, and Rosalie Norair, my treasurer. These two women labored tirelessly on my behalf. Countless friends have also helped on my campaign, but those deserving special recognition for their efforts over and above are Donna Butler, Maureen Fox, and Lafe Solomon and the many other members of my kitchen cabinet. I will forever be in your debt.

When I started my campaign, I was a person unknown to many outside the Whitman Community. I believed it was important to meet with anyone who wanted to talk with me so they would know who I was and what I was about. I feel honored that I was endorsed by so many groups. Special thanks go to MCEA, MCCSSE, Retired Teachers Association, NEMPAC, the Hispanic Democratic Club, the Asian-Pacific American group, the Gazette Newspapers, and Dan Parr and his friends in the Blair Community.

I would be remiss in not pointing out that this campaign was a family affair. My mother campaigned for me at the bridge club, at AAUW, and at the White House where she volunteers on a weekly basis. My in-laws personally blanketed the Kensington-Parkwood area on my behalf and told anyone and everyone they met to vote for me. My sister, Carolyn, my niece, Kim, and my nephew, William, made it their mission to spread my name at soccer, softball, baseball throughout Montgomery County. My daughter, Jenny, worked the polls for me, stuffed envelopes, and recruited volunteers among the field hockey, football, and cross-country teams at Whitman. My eight-year-old daughter, Melissa, insisted on working the polls. Congresswoman Connie Morella on election day said she was the most effective campaign worker ever. Who could resist a, 'Please vote for my Mommy?' My husband, Rick, who would ever have thought that when we met on graduation day from Walter Johnson in 1968, that you would be out at the Metro campaigning for me and the master of my signs.

I know that when I get up tomorrow it will be time to roll up my sleeves and to get to work. I'm ready to help you make Montgomery County Public Schools true leaders in education, not just schools that rise on a reputation earned long ago.

It is time for the Board of Education to move forward. It is time for getting serious about providing our kids with the best education in America. That is a goal within our reach, but it will require all of our best efforts every day. That is my promise and my commitment as I begin my service on the Board of Education, and I thank you for beginning it with me."

Re: **STATEMENT BY MR. FELTON**

"I suppose four years ago. I sat here being sworn in for the very first time. It was an experience I will always remember. Please rest assured that tonight I am just as excited

about continuing my journey for excellence in education. I hail from a history of community activists. So, being involved in the community was not new. But, certainly being a member of the Board of Education in one of the top public school districts in this nation, was, indeed, a challenge. It was an experience I have enjoyed each and every day of these past four years. So, I would like to thank my wife for accepting my absence for another four years. It is a real commitment and a real sacrifice.

I want to thank this year's campaign treasurer, Goodrich Stokes, and two core groups who helped me with my campaign -- the Omega Psi Phi fraternity and the members of HEAR and Montgomery Gentlemen. Those two groups formed the nucleus for this year's campaign. Although I ran unopposed, I ran as though I had an opponent because I wanted the message to be clearly understood throughout this county that I was on the Board because I wanted to be on the Board and I valued your vote for the second term just as much as the first term.

Over the past four years, you have heard me talk about three things – the academics of education, the politics of education, and the business of education. These three components are essential if we are to continue to have a successful system in Montgomery County. We have made great progress in all three of those arenas. I look forward to continuing that commitment over the next four years.

Let me also thank the Board of Education staff. They are a tremendous support group. None of us could do the job that we do without their support. There is also a great Superintendent and executive staff, administrators, teachers, and support service personnel throughout this system that makes the system the kind of system that we are proud of. So, to all of them, I want to say thank you for your continuing support. We are now facing a great challenge against public education in this nation. I urge all of you to recommit yourselves to public education, as we recommit ourselves tonight as Board members.

Let me say farewell to Ana Sol Gutiérrez, who has had a tremendous impact on my tour here on the Board. She is one who has been committed to many, many hundreds and thousands of students who are sometimes overlooked in our system. Let me bid farewell to Alan Cheung, who has been committed to the success for every student in our system. Let me bid farewell to Blair Ewing who leaves a legacy for this school system. Blair looks forward to his new challenge. We look forward to Blair continuing the commitment to public education.

I want to say welcome to Pat and Steve for joining a group of individuals each with strong personalities, but each committed to quality public education. I welcome your ideas, your thoughts, and your commitment to public education. We must all understand that the priority – the number one issue with all of us – must be student achievement.

I thank you for your confidence in reelecting me for another term as a member of the Board of Education. Thank you.”

Re: **STATEMENT BY MRS. KING**

“It is hard to believe that it has been four years since I was sworn in for my first term on the Board. I can remember thinking back then, that I know a lot about the school system. Little did I know that after I was sworn in, I found out that I had a lot more to learn and I am still learning. One point that I have marveled at since becoming a Board member is that being on the inside has given me the vision of what a great school system we have. I knew it as a parent and PTA person, but seeing how the system works from the inside has enabled me to appreciate what a great system we have. When I attend meetings throughout the state and country and compare notes with other school board members from various areas, our school system is always on top. It takes us leaving the county to see what we have here.

In looking across the audience tonight, I see many supporters of this Board and me. Without all of your help and support, the job of Board members would be basically undoable. Part of my family was able to be here tonight – my husband, Jim, and my daughter, Pam. My family has been my biggest support. They listen to me when I come home from meetings and have always been there for me which I appreciate. My campaign chair, Diane Cockrell, is here. I do not know what I would do without Diane. She is one of my staunchest supporters. She is always there for me. She is the kind of friend that every person should have. My treasurer, Joley McKatherine, could not be here tonight because her daughter had a school concert. Her support has been unwavering, also. Even though I ran an uncontested campaign, I needed the support of workers.

The Board staff – George Margolies, Roz Phillips, Roland Ikheloa, Gail Holder, Jennifer Remp, Glenda Rose, and Lois Stoner – are the ones that really keep us all together. I cannot tell you how much they do for us. They are the ones who really help the Board to look good all the time. They are always there to be our support, and we could not do the job without them. Dr. Vance and his staff have been an incredible support. Dr. Vance has been a staff person and Superintendent, but also a true friend for four years. I will truly miss him as Superintendent. We talk about seeking a replacement, but I will do that with a little sadness.

I want to thank all of you for four years of support, and I am looking forward to four more years of your support. We will do it together.

To Ana Sol Gutiérrez, we have been on the Board for four years together and have seen a lot of different issues. You have been there for thousands of students in Montgomery County, and we will miss you. To Blair Ewing, we will miss your historical memory. I think

of the many times we have sat at the Board table and come up with an idea and Blair would remind us that the idea was developed in 1982 and did not work. He has saved us time because of his institutional memory. He has been a champion of education for students, and we will miss him on the Board. To Alan Cheung, we will miss him because he is thoughtful and kind and has done so much for the young people of Montgomery County.

Though Board members may have their differences at times, I hope that we will put those differences behind us and work together toward our common goal of educating our children. We have a lot of work to do. Working together as a team will make the job much easier. I look forward to doing that for another four years. Thank you very much.”

**Re: PRESENTATION TO RETIRING BOARD MEMBERS**

Mr. Isiah Leggett, president of the Montgomery County Council, made presentations to outgoing Board members. Mr. Alvin Rivera, Hispanic Alliance, and Ms. Nivea Berrios made a presentation to Ms. Gutiérrez for her dedication to the Hispanic community. The Board president gave mementos reflective of their Board service to the outgoing Board members.

**Re: STATEMENT BY MR. EWING**

“This is a wonderful tradition we have, this evening when Board members leave and Board members come. I leave the Board with mixed emotions, but at least under my own volition. After venturing into the electoral thickets so many times, that was never sure. The School Board, as some people who study such things, is often the grave of political aspiration. Only three of the scores and scores of School Board members elected since 1954, when we began to elect them, have made it to the Council, and none with one exception has gone beyond that. Not a stellar record based on School Board service. I think that is a function of being worn out with it after a short time or an opportunity through School Board service to annoy vast thousands of citizens. So, it is hard to move on.

Two of the people who are greatly responsible for that, in case you want to know who to blame, are Wil Friedman, my treasurer, and Matt Nisedoff, my campaign manager, for the Council. Both of them are here. If you are disappointed that I am leaving and some people told me they were not voting for me because they wanted me to stay on the Board, blame these two guys.

I begin with congratulations to those who have just been elected: Pat O'Neill, Steve Abrams, Nancy King and Reggie Felton. Nancy and Reggie have survived the rigors of the election process this year. I know how that is, having run twice unopposed myself. It is

really tough. The other two had a more difficult time. I congratulate them all and they have everyone's best wishes for success in making this a better school system. And I want to say thank you to Alan Cheung, even though we thanked him before, because Alan made an excellent school Board member and many major contributions. And, I want to thank Ana Sol Gutierrez who has certainly made an outstanding contribution. Both of them will go down in the history of the Montgomery County Public Schools as excellent school Board members.

And then, some other thanks. My gratitude goes to all the school Board members with whom I have served - some 50 - or at least most of them - for the challenges they presented, the debates we had, the problems we solved. Even the conflict was useful, because it often called out the best in all of us. My thanks also go to the Board's staff, George Margolies and his crew and before that Tom Fess and his crew, and in that earlier era, especially Mary Lou Wood.

Then, there are all those hundreds of people who called me, wrote me, sent me faxes and other messages, and made me a better school Board member. Many of them supported me in my many campaigns, and some did not having heard my views. I cannot name them all. They know who they are, and what they did for me. My gratitude is boundless.

I offer thanks, but more tribute than thanks to all those who now work and have worked for our schools for some part of the past 22 years. They have made this an excellent school system, one that is better in many ways than it was a quarter of a century ago when I first ran for the Board. Special thanks go to Paul Vance – and all those other Superintendents with whom I worked, who preceded him: Harry Pitt, Bill Cody, Ed Andrews, Charlie Bernardo. I learned from all of them, and some of them, I think, learned from me. Sometimes, I wished they had learned more.

It has been clear to me from my very first involvement with MCPS that success in teaching and learning for children would come if we sought out as a matter of policy and practice the best teachers, trained them well, paid them well, gave them good working conditions, fostered and supported excellence in all that we did, and provided policy leadership that would help us all focus on a common direction.

When we have done that well and we sometimes have, we have made great advances. And because I believe the staff in the schools knew where I stood on those issues and knew I held those views, they have supported me. We have, I believe, a deep bond. That bond is not about being a sure vote for the unions, as the newspaper would have it, and others are fond of saying. It is about support for excellence and the support of the work the staff does. I am proud to have supported the staff. I am proud of their support for me. I am proud of the endorsements by MCEA, MCCSSE, and retired teachers. They do a great job as an organized people and representatives of our employees.



I want to say a few words about what we have done, and what we have left undone that still needs doing. Much of what has happened over the past quarter century was done through common efforts by many people. But, I want to list just a few, not all. That would take awhile and you do not have awhile left. Some changes that might not have happened had I not taken a lead role in pursuing them. The newspapers are not fond of giving credit to anybody, but they seem not to be very fond of me. None of them endorsed me when I ran for the Council. Did not seem to make any difference to the public, but it made clear that their view of history was not mine? I want to make sure that the record is clear. There were some things that I took the lead on. Before I was even on the Board, I chaired the Board's first and only magnet school program committee. We recommended magnets in the Blair and B-CC Clusters, and those were undertaken. Harriet Tyson was on that Board that adopted those magnets and we subsequently enlarged on them.

They include both efforts to focus on curriculum, as well as on management improvements. In the curricular and instructional area:

- Magnets and the IB Program at Richard Montgomery High School
- Integration
- Early Childhood Policy
- Head Start
- Chapter I
- All-Day Kindergarten
- Gifted and Talented Programs -- Were Virtually None 25 Years Ago
- Science and Math Instructional Improvements
- Increased Graduation Requirements
- Special Education Programs -- Adequate Support
- New Focus on Reading
- Management Improvements
- Regular, Not High Test in Buses
- Safe Schools
- Corporate Partnership for Managerial Excellence
- Education Foundation
- New Teacher Evaluation Effort
- Subcommittees of Board
- Long Range and Strategic Planning
- Improved Pay and Benefits for Employees

Finally, the name of this building -- the George Washington Carver Educational Services Center.

These things occurred not because I was always a formal leader of the Board, because I was not. I learned early on that, in fact, you do not need to be the formal leader of the

Board to get things done. You can shape things in other ways. I have tried to do that.

We have greatly improved this system. It is excellent, but still flawed as any large organization could be. The measures of it excellence are clear. SAT scores either flat or up, MSPAP scores rising, college admissions soar. It has its defects. Some graduate without learning to read really well. African American and Hispanic students as groups do not do as well as other students, although their scores are up. But given the vast changes in the composition of the student body over the past 20 years -- poverty, ESOL, special education, change in composition of racial and ethnic elements of population -- the school system has done very well. It is counterintuitive that it should do so well.

What has been left undone:

We have not learned how to educate African American and Hispanic students as effectively as could and should have done.

We have still not focused enough attention on the education of students from poverty-stricken families.

We have suffered a grievous setback on all-day kindergarten.

High school social studies desperately needs reform.

Class size reductions remain a dream.

Acceleration of modernization and elimination of portables still beyond us -- still have well over 5,000 students in portables and schools all over the county are crowded -- while school buildings and sites are being leased and sold.

Genuine real strategic and long range planning continues to have little support.

Systematic program evaluation.

The future is one where the school system should place heavier demands on students. Robert Hutchins notes that the country that does not place education first, not only in its comments, but in its commitment is a country that is not serious about education. We still spend less on education today than we do on advertising. I think that needs to change. School boards need to ask for the real needs of students, not what they think someone might like them to ask for.

We must return to the notion that education is for citizenship and not just for jobs, that it is for the teaching of values and ideas, and not just facts. We must fix the things that have gone wrong, the defects of our system, and we must invest in education. It is not free. But it is not costly. What is costly is the failure to invest in time to save us all and our children. Let me quote from *Putting First Things First* and a speech that Adlai Stevenson gave to the National School Boards Association over 40 years ago. "I think it is time we, all of us, ask ourselves some searching questions about our values, about what kind of people we really are, about who we are, as the psychologists say. If our freedom means ease alone, if it means shirking the hard disciplines of learning, if it means evading the rigors and rewards of creative activity, if it means more expenditure on advertising than education, if it means in the schools the steady cult of the trivial and the mediocre, it means – worst of all – indifference or even contempt for all but athletic excellence, we may keep for a time the forms of free society, but its spirit will be dead" I think we need to listen to that kind of message and rededicate ourselves to excellence in education.

We must build for the future. For as Winston Churchill said, "the empires of the future are the empires of the mind." And those empires begin in the public schools.

I end with this comment. Many people have said to me that I will surely change my views about support for public education when I become a County Council member. It is not so. I won't. I plan to be a staunch advocate for excellence in education in the future.

Thank you very much for allowing me to serve on this wonderful institution and to work with this wonderful school system."

Re: **STATEMENT BY MS. GUTIERREZ**

"Tonight is a very special occasion for me, bringing to closure an adventure I became deeply involved with -- somewhat like Ana's Adventures in Wonderland -- eight years ago. I will write a book soon entitled -- The Secrets of a School Board Member to Tell it All!

I would be here all night thanking everyone who has made my eight-year relationship with Montgomery County Public Schools, one of the most significant experiences in my lifetime. I must however express my special thanks to our wonderful Board Staff, past and present, for their dedication and hard work -- always with a smile! You have always been there when I needed your help and I want you to know that I, for one, have truly appreciated each and every one of you.

And of course, I must also say thank you to my very special friend and fellow traveler, Dr. Paul Vance, without whose leadership and vision, we, the Board, could not have achieved what we have over the past eight years. We must never forget that it is only the Superintendent and his executive staff who can make things happen, who can take the

Board majority's policy proposals and formal actions and take on the responsibility of implementing them thoroughly, consistently and fairly throughout the vast realm of our complex school system. Dr. Vance, thank you and best wishes on your future endeavors. I am certain our paths will cross many more times.

Finally, I must thank the many men and women who every day come to work at MCPS, our over 15,000 employees who drive the buses, fix the meals, clean the floors, prepare the lessons, take off the coats, dry weepy eyes, comfort and smile and personally let the students of MCPS know that they are very special and valued and that they can be whatever they dare to dream to be. You are the ones that make public education work in our county, in our State, and in our nation. My sincere admiration and heart-felt thanks to all of you. I cannot tell you how proud I am of my son, Gogo, who through your example and support graduated from MCPS and Stanford, and is now a math high school teacher in Berkeley, California.

To the new Board members, Pat and Steve, I congratulate and wish you well as you become members of a very powerful and important TEAM. One of the most important things I learned in the past 8 years is that the Board of Education is not a group of individuals, each acting out on his or her own -- Tom Fess carefully guarded this principle telling new Board members that he would be happy to accommodate their wishes, when and IF the rest of the Board so desired it. The Board of Education is nothing if it does not act as a body, as a whole, and it is at its best when through thorough deliberation and dialogue, it can act amicably with consensus, integrity and most desirably --unanimity. Pat, I am certain you are already a new strong asset to the current Board with your ability to carefully study, giving thoughtful consideration of the issues. Your strong sense of purpose and independent thought will serve our MCPS children well.

Steve, you are not new to this job but I do hope you have reflected on your previous experience and a rather limited performance on the Board and are now back here to work with your full commitment and dedication to the matters of the Board. Anything less is unacceptable since you would be cheating your colleagues as well as the children of MCPS. And do not cherry pick the issues you participate in -- ALL matters having to do with our student's education are important!

To my fellow departing members, I simply want to say how much it has meant to me to know and work beside you. We have done some great things together and I think we can leave the Board with a good feeling that we worked hard, cared passionately, and made a difference for children. Let me briefly review what I consider our top accomplishments over the past decade of service.

**TOP TEN BOE ACCOMPLISHMENTS -- 1990-1998**

1. Systemic Transformation of our School System through *Success for Every Student* Plan and Outcome Measures, Continuous Improvement, Staff Development, and Data-Driven Decision-making and Management, together with our Corporate Partnerships.
2. Math and Science Policy and Systems Reform including higher graduation requirements and 12+12 certification requirements for teachers; national standards.
3. Sustained Adequate Funding Levels through Recession and Huge Growth in Student Population ; also established new mechanisms and supports for Seeking of major educational Grants.
4. Sustained Major Increases in Capital Investments and Facilities to meet rapid population growth with more and better facilities, including air conditioning of old schools, I hope!
5. Technological Transformation of MCPS through our Education Technology Policy focusing on Equity and a consistently funded Global Access program.
6. Improved Human Relations and Employee Protections through our new Sexual Harassment Policy, Gender Equity Policy, Antidiscrimination Policy including Sexual Preference Protection.
7. Maintained Focus on Continuous Programmatic Improvement Policies and Initiatives: Early Childhood Education, Reading, G/T, Technology (but NOT ESOL).
8. Strengthened Quality Integrated Education and Fundamental Principles of Equity through Educational Load concepts; improving our ability to deal with difficult transfer and boundary decisions.
9. Greatly Improved MCPS Assessment Program through State and Local Assessment Initiatives.
10. And finally, a Class Size Reduction Initiative! (Too little, Too Late, perhaps!).

Blair, I am so proud of you for your recent victory against all odds and they said it could not be done. You especially proved the pundits and the news media how wrong they were with their endorsements. I have yet to understand how any of them could not appreciate what 22 years of service to public education brings to the governing table, or how they could dismiss or trivialize your expertise and dedication as a valuable and outstanding credential for service on the County Council. Rather, weak candidates with much less experience who echoed their narrow, conservative ideological beliefs were endorsed without considering the disservice unqualified or inexperienced candidates do to the citizens of this county.

Finally, a few words to my fellow remaining Board members. Good luck to you as you move forward maximizing the opportunities and minimizing the challenges to ensure Success for Every Student in MCPS. But before I go I would like to leave you my List of Things to DO.

**MY LIST OF THINGS TO DO FOR THE NEW BOARD OF EDUCATION**

1. Please go ahead with my ESOL Policy and Program Improvement initiative-- You have the money-- there is no excuse! (Please invite me back to see you approve it!)
2. Make Academic Achievement of Minority MCPS Top Priority-- set goals and standards; hold principals accountable for meeting standards. Be attentive at your meeting next week as you receive and discuss the Annual Report on the Systemwide School Performance Report-- you have clear evidence there that there is a very serious problem. Do something about it!
3. Pick up and continue my efforts to reduce and eventually eliminate dropouts from MCPS- especially Latino students. We need to understand why -- all the factors -- and then correct them one by one and prevent future school failures. Let's aim for a goal of ZERO DROPOUTS! (Look at today's Washington Post for a current view of the Latino dropout problem. We have a lot of work to do.)
4. Focus on the most needy-- the poor. Montgomery County has a continuous dramatic change in demographics-- none is greater and more important than increasing poverty.
5. Reach out with respect to parents-- no matter who they are, what they wear, how they speak. Without them our job cannot be done.
6. Negotiate fair and equitable contract agreements with our employees. A brief look at what happened this week with the bus driver sick-out should show you what happens when employees are NOT treated fairly and with respect.

But, it saddens me to leave the Board in such a state of dysfunction and personal antagonisms. This is the worst and least effective Board of eight members I have worked with in the past eight years. I know very well that a Board of Education that does not have a common, higher vision and no longer respects its colleagues' opinions, whether they agree or disagree with them, cannot function well. Individual egos or agendas do not belong in the Board room. I urge you to stop and think about where you are heading and if your behavior is the best that you can do for the good of our public school system. You should also seek help to learn to function as an effective team, to improve communications, to learn collaboration, and to reach consensus.

In one week, you will have a first test of collaboration and effectiveness -- as you select a new Board member. Let me give you some unsolicited advice on this matter: Please do not seek to replace either Alan or myself with "token ethnics" who are simply not qualified to do the job. Qualified Board members need to bring more than their ethnicity to the Board table-- neither Alan or I were elected based on our ethnicity-- on the contrary - by being the first ever-- we were elected in spite of our ethnic origins!

What this Board needs is balance -- balance of ideas, of points of views, of past

experiences. It needs someone who has as much experience as possible to deal with not only the educational issues and programs in our schools, but our strategic planning, management, budgetary, judicial, staffing, and many other operational functions. When Blair, Alan, and I leave the Board tonight, we will take with us our 22 + 8 + 8 years of experience on the Board-- a total of 38 years! You need to pick the best candidate possible to fill our shoes. Do so with an open mind and a fair and balanced process. There cannot be winners and losers in this game: only losers -- and that is our students.

So, let me close now by thanking everyone once again and especially my dear, dear friends who have honored me tonight with their wonderful words and beautiful flowers - Alvin Rivera, Nivea Berrios, Yolanda Glower, and many others. You have always been there when I needed you. Thank you ALL for letting me serve Montgomery County Public Schools for eight wonderful years.

Re: **ADJOURNMENT**

The swearing in was adjourned at 9:35 p.m. and was followed by a reception.

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PRESIDENT

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SECRETARY

PLV:gr