

**REPORT OF THE BOARD OF EDUCATION OF BALTIMORE COUNTY RETREAT**

Sunday, April 25, 2004

The Board of Education of Baltimore County, Maryland, met in open session for a retreat on Sunday, April 24, 2004, at 10:00 a.m. at the Sherwood House at Cromwell Valley Park, Baltimore, MD. President James R. Sasiadek and the following Board members were in attendance: Mr. Donald L. Arnold, Miss Francesca Cirincione, Mrs. Phyllis E. Ettinger, Mr. Thomas G. Grzymski, Mr. John A. Hayden, III, Mr. Michael P. Kennedy, Ms. Joy Shillman and Mr. James Walker. In addition, Dr. Joe A. Hairston, Superintendent of Schools; Mr. Nevett Steele, Jr., Assistant County Attorney; Mr. Charles Herndon, Communications Officer; and Ms. Brenda Stiffler, Administrative Assistant to the Board were present.

Mr. Sasiadek reported that Mr. Arnold and he had the opportunity to attend the MABE Workshop on Board Self-Evaluations. The instrument used during the MABE Workshop was adjusted for the Board to conduct its own self-evaluation. Ms. Kitty Blumsack, Director of Board Development, Maryland Association of Boards of Education has agreed to review and collate the responses. The information will then be shared with Board members for corrections and adjustments.

Through a Power Point™ presentation, Mr. Sasiadek reviewed topics to be covered by the self-evaluation. Board members were shown “Three Realities” that every board member needs to recognize and acknowledge—serving as a member of a team, not having the individual authority to fix problems, and success as a board member being tied to the success of the board.

Mr. Sasiadek continued his presentation with an explanation of an effective team, characteristics of high performing teams, as well as the role and responsibilities of an effective board. Mr. Sasiadek recommended that the next Board retreat be held in the fall of 2004. During that retreat, the Board will review the roles and responsibilities of a board member and actively work with the newly appointed board members. He requested those board members leaving to come back and attend the fall retreat to assist with educating the new board members. Mr. Grzymski noted a brief orientation for new board members shortly after their appointment would be most helpful.

Mr. Sasiadek reviewed the self-evaluation form. The format used reflects how the Board performs as a group and how Board members perform as individuals. Dr. Hayman suggested placing comments next to any plusses or deltas. Mrs. Ettinger suggested placing the plusses, deltas, or comments next to the rating with an alpha letter.

Regarding section VII of the form, Mr. Kennedy raised a concern with the chain of command between board members and parents’ issues that should be handled by staff. Dr. Hayman stated board members should be careful to not overstep boundaries. Dr. Hairston stated that an open line of communication is critical. As a matter of courtesy, Dr. Hairston asked that his office be appraised of any situation.

Mr. Sasiadek requested board members to turn in the completed evaluation form by May 11, 2004.

### NEGOTIATION PROCESS

At 10:55 a.m., Mr. Sasiadek welcomed Mr. Randy Grimsley, Executive Director of Human Resources, Mr. Dan Capozzi, Manager of Human Resources-Staff Relations, and Dr. Alpheus Arrington, Director of Human Resources. Dr. Hairston also welcomed Mr. J. Robert Haines, Esq., Deputy Superintendent, Business Services, who has worked extensively with the negotiation process.

Mr. Capozzi provided a brief account of the negotiations during the last two years. He noted four out of five of the collective bargaining units had open contracts the first year. This past year, Mr. Capozzi stated there were limited openers during the negotiation process. He stated BCPS continues to work together with the unions to arrive at the best possible solutions.

One issue raised during the negotiation process was negotiating team training. Mr. Capozzi informed the board that he and staff members would attend an intensive two-day workshop entitled "Negotiating Labor Agreements" in the summer, which includes labor-management relationships and interest-based bargaining (IBB). The objective is to share the information with a bargaining unit that has expressed interest in the program, and work with Maryland State Teachers Association (MSTA) and obtain joint training. Mr. Hayden suggested consideration be given to sharing the cost of sending specific BCPS employees connected with the bargaining process to attend the workshop with administration staff.

Ms. Jung inquired about the number of staff people attending the training. Mr. Capozzi responded ten staff members have been invited to attend the training. In regards to the number of team members, Mr. Capozzi stated negotiation teams could be from 4 to 7 people including office heads.

Mr. Grzyski suggested having background information and a timeline of the negotiation process next fall for new board members.

Mrs. Ettinger commented that teacher evaluation, teacher assignment, and compensation would be extremely important in future negotiations. Mrs. Ettinger also remarked that board members' behavior and listening skills are important during the negotiation process.

Mr. Walker suggested that through the negotiation process Human Resources be open and candid with the board should any issues of significance arise so the gaps can be alleviated upfront.

Dr. George Poff, Assistant to the Superintendent, Governmental Relations, entered the room at 11:53 a.m.

Dr. Hayman noted that the board self-evaluation survey does not mention negotiations. Dr. Hayman commented that the board should be as knowledgeable about the process as the negotiators. He requests that negotiators keep the board informed early in the process. Dr. Hayman inquired about representation of association members at meetings. Mr. Capozzi responded that scheduled negotiation meetings are well attended.

Mr. Haines was requested to bring to the table the process for staffing Title I and Priority 1 and 2 schools for the 2004-2005 school year.

Mr. Sasiadek announced a brief lunch break at 12:04 p.m.

### SCHOOL STAFFING

At 12:17 p.m., Dr. Arrington reviewed the staffing of Title I and Priority 1 and 2 schools for the 2004-05 school year. Dr. Arrington stated that prior to June 1, 2004, the staffing of teachers in critical shortage areas for Title I (elementary/middle schools) and Priority 1 and 2 secondary schools will be considered first. He also stated that vacancies in non-critical shortage areas will be filled based on performance goals and indicators and individual school needs. Dr. Arrington noted the following classroom subjects identified as critical shortage areas for this process are:

- Mathematics
- English
- Science
- Special Education (content)
- World Languages (Spanish)

Next, Dr. Arrington reviewed the staffing timelines. Regarding annual transfers, Dr. Arrington stated that:

- Transfers of highly qualified teachers from non-priority or non-Title I schools to Title I or Priority 1 or 2 schools will be based upon performance goals and indicators and individual school
- Transfers of highly qualified teachers between non-priority and non-title I schools will be allowed based on performance goals and indicators and individual school needs.
- Transfers of non-critical shortage areas will be allowed based on performance goals and indicators and individual school needs.

After May 31, 2004, Human Resources will consider:

- Transfers between Title I (elementary/middle schools) or Priority 1 or 2 Secondary schools based upon individual school needs

- Transfers from a Title I (elementary/middle schools) or Priority 1 or 2 Secondary school to a non-Title I or non-priority 1 or 2 secondary school when a highly qualified replacement is available to fill the resultant vacancy.
- All highly qualified teachers returning from leave or being surplusd would be considered first by principals of Title I (elementary/middle schools) or Priority 1 or 2 Secondary Schools before being assigned to other vacancies.

In regards to annual transfers, Mrs. Ettinger asked whether the transfers were voluntary with Dr. Arrington responded affirmatively. Dr. Arrington remarked whether that transfers being discussed today are voluntary transfers only. Mrs. Ettinger asked what are the steps should BCPS be unable to fill vacancies as required by law with highly qualified teachers based on voluntary transfers. Dr. Arrington stated the intention is to fill all vacancies with highly qualified teachers. He also stated that if those positions cannot be filled, Human Resources would look at teachers in non-priority schools. Mrs. Ettinger asked whether involuntary transfers would occur. Dr. Arrington responded that personnel would return to Superintendent and leadership with recommendations. Mr. Haines re-emphasized the June 1st date for reviewing and assessing existing vacancies.

Mr. Walker inquired about highly qualified teachers in Title I schools. Dr. Arrington responded for the 2003-2004 school year all new teachers in Title I schools had to be highly qualified. He also stated that all teachers going into Title I schools for the 2004-2005 school year would be highly qualified. By July 1, 2006, all new teachers in all schools need to be highly qualified.

Dr. Hayman asked about the waiver for the 2003-2004 year. Dr. Arrington responded that the waiver gives the school system one year to ensure that by the beginning of the 2004-2005 school year all newly hired teachers in Title I schools are highly qualified. Dr. Hayman raised concerns about getting highly qualified teachers into Title I and Priority 1 and 2 schools. Dr. Arrington responded that the school system would hire highly qualified teachers for Title I and Priority 1 and 2 schools first. He also stated that teachers would not be transferred out of Title I and Priority 1 and 2 schools until a highly qualified replacement is available. Dr. Hayman noted his discomfort with the number of non-highly qualified teachers in low-performing schools.

Mr. Sasiadek requested clarification of the federal law with regards to Title I schools and highly qualified teachers. Dr. Arrington responded that all new teachers beginning July 1, 2003 in Title I schools must be highly qualified. He noted that Baltimore County Public Schools had a waiver for the 2003-2004 school year. Dr. Arrington also noted that all teachers in all schools, including Title I, must be highly qualified by July 1, 2006.

Mr. Haines commented that BCPS could not continue to grant waivers to teachers that fail to meet the requirements of federal law.

In regards to Mr. Kennedy's comments on transfers, Dr. Arrington stated that teachers currently in Title I schools would not be allowed to transfer to non-Title I schools until a highly qualified replacement is available. Dr. Arrington also commented that the focus of the Job Fair would be on new applicants applying for positions in Baltimore County.

With regards to honors and gifted/talented students, Ms. Shillman discussed replacing experienced, highly qualified teachers from non-priority and non-Title I schools with newly hired highly qualified teachers.

Mr. Hayden raised concerns regarding the possibility of transferring faculty members between schools. He stated the school system should have a fair, consistent approach, making adjustments where appropriate.

Mrs. Ettinger stated a timeline listing federal, state and local requirements and dates would be helpful. She also noted the challenges ahead regarding hiring highly qualified teachers for the Title I and Priority 1 and 2 schools.

Dr. Hayman reiterated the need to have a relationship with the institutions of higher education as well as employer groups. He suggested the need to have a plan beyond the *Master Plan* and *Blueprint for Progress* to address critical issues that could face the school system with regards to resource allocation and staffing.

At 1:30 p.m., Mr. Walker moved the Board go into closed session to discuss personnel matters pursuant to the Annotated Code of Maryland, State Government Article, §10-508(a)(1). The motion was seconded by Mr. Arnold and approved by the Board.

#### CLOSED SESSION MINUTES

Nevett Steele, Jr. Esq., Assistant County Attorney, discussed personnel matters concerning changed legislation.

At 3:08 p.m., Ms. Walker moved to adjourn closed session. The motion was seconded by Mr. Kennedy and approved by the Board.

Respectfully submitted,

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Joe A. Hairston  
Secretary-Treasurer

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