

REPORT OF THE BOARD OF EDUCATION OF BALTIMORE COUNTY
RETREAT

Sunday, September 12, 2004

The Board of Education of Baltimore County, Maryland, met in open session for retreat on Sunday, September 12, 2004, at 10:10 a.m. at the Marshy Point Nature Center, Marshy Point Road, Baltimore, MD. President James R. Sasiadek and the following Board members were in attendance: Mr. Donald L. Arnold, Mr. Luis E. Borunda, Mr. Nicholas P. Camp, Ms. Frances A. S. Harris, Mr. John A. Hayden, III, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. Michael P. Kennedy, and Ms. Joy Shillman. In addition, Dr. Joe A. Hairston, Superintendent of Schools; Ms. Kara Calder, Chief Communications Officer; Ms. Brenda Stiffler, Administrative Assistant to the Board, Ms. Cheryl Bost, President of the Teachers Association of Baltimore County, and the media were present.

Mr. Sasiadek distributed the Board of Education Committee Members list from the prior year. Board members were requested to review the committees they were currently on and adjust accordingly. Mr. Sasiadek will make the appropriate changes and disseminate.

Mr. Nevett Steele, Jr., Esq., and Dr. Hayman entered at 10:22 a.m.

Mr. Sasiadek reviewed the student hearing calendar for September through December 2004 including the Board's legislative responsibilities and process. Then, Mr. Sasiadek reviewed constituent group dinners from previous years. Board members commented on possible dinners this year on Board meeting nights and non-Board meeting nights.

Mr. Arnold introduced the morning's presentation on "Effective Governance" to be led by Ms. Kitty Blumsack, Director of Board Development, Maryland Association of Boards of Education.

Through a Power Point™ presentation, Ms. Blumsack reviewed the topics to be covered by the presentation. She started by discussing the Board's self-evaluation results dealing with strengths, gaps, and planning for the upcoming year. She reviewed components of effective teams and roles and responsibilities of Board members.

Board members worked in groups of four to discuss the self-assessment and to create a chart listing:

- Good News – Not surprising
- Good News – surprising
- Growth Area – not surprising
- Growth Area - surprising

Board members came back together and reported on their conclusions. 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. An effective team was defined and characteristics were reviewed by Ms. Blumsack.

Ms. Blumsack reviewed the “Stages of Team Development” characteristics, which are:

- Forming
- Storming
- Norming
- Performing
- Mourning

Mr. Sasiadek announced a lunch break at 12:15 p.m.

Mr. Grzynski left the room at 12:43 p.m.

The presentation by Ms. Blumsack resumed at 12:44 p.m. with a discussion of “Governance as a Theory and System.” Governance is defined as the act of transforming the needs, wishes, and desires of the community into policies that direct the community’s schools.

Mr. Borunda left the room at 12:47 p.m.

Ms. Blumsack’s presentation continued with an explanation of “Building Blocks of Effective Board Governance” and Board effectiveness, vision, and goal. She then reviewed “Board Culture” and understanding what it is. Ms. Blumsack referenced documents from other counties with regard to visions and goals. She was pleased to see this Board has established Board “norms” in areas such as like participation, listening, asking questions, time, and decision-making during meetings and work sessions.

Mr. Janssen left the room at 1:15 p.m.

In discussing “Dimensions of Success,” Board members were shown a triangle. Each point of the triangle had an area important to success-process, results, and relationships. Ms. Blumsack noted that most people possess strengths in two of the three areas.

The presentation continued with Board and Superintendent relationships and roles and relationships and potential consequences when Board members operate outside their roles.

Lastly, Ms. Blumsack reviewed communication between the Board and the Superintendent. It becomes necessary that the lines of communication among Board members, and between Board members and the Superintendent, the staff and the community are clearly understood and agreed to by all. She encouraged Board members to communicate to the Superintendent when issues arise. Dr. Hairston re-emphasized the importance that communication is essential. Dr. Hayman noted the importance for Board members to know each other in order to be a cohesive Board. He asked Board members to keep in mind as an individual, we have influence; however, the president is the spokesperson for the Board.

Mr. Sasiadek noted the various ways Board members receive information from the Superintendent and staff. Mr. Arnold stated it would be helpful to know the process of addressing an issue.

Ms. Blumsack reviewed Baltimore County's Board of Education "norms" with Board members.

Mr. Arnold exited the room at 1:45 p.m.

With regards to the president's evaluation, Mr. Sasiadek presented Board members with a brief summary of his evaluation. He noted the need to work on time allotments at Board meetings. Mr. Sasiadek stated constituent group reports would be moved to the beginning of the Board meeting and time reduced to 3 minutes. This change would be for a four-month period through February 2005.

Mr. Hayden commented on the length of the presentations to the Board. Dr. Hairston stated that an executive summary format would be presented during the Board meetings. Mr. Kennedy suggested Board members receive all reports including the executive summary to allow the Board time to digest the information.

Mr. Sasiadek asked Board members to review the suggestions in the self-evaluation and, together as a Board, work on implementing those items during this school year. Mr. Kennedy and Ms. Shillman recommended the Board receive brief reports from the ad hoc committees throughout the year. Mr. Hayden suggested non-committee members receive copies of the ad hoc committee agendas. Mr. Sasiadek asked the Board to consider creating a committee to look at suggested future goals and provide an update every three months as to whether the Board is reaching those goals.

Dr. Hairston reviewed his priorities for the 2004-2005 school year, which were presented at the Principals Academy in June. Those priorities included:

- Performance Goal 1 and 5
 - Student Achievement
 - Data-Driven Decision-Making
 - Achievement Gap
- Performance Goal 1 and 3
 - Middle School Task Force
 - Highly Qualified Teachers
- Performance Goal 4
 - Suspensions and Expulsions
- Performance Goal 6 and 7
 - Communications
- Performance Goal 8
 - Fiscal
 - Technology
 - Leadership and Accountability

With regards to the budget process, Dr. Hairston noted that a big part of the budget is tied to teachers' salaries. Mr. Hayden stated a teacher shortage would be critical in years ahead including funding of highly qualified teachers. Dr. Hairston remarked on the struggle to move highly qualified people into low performing schools. He stated the need to focus on the system level. Dr. Hairston reminded the Board that the school system has no fiscal autonomy. The school system needs to ensure the expectations and goals can be managed and are obtainable.

Mr. Kennedy commented on placement of highly qualified individuals in schools. Mr. Sasiadek stated veterans can be the best recruiters of teachers.

Ms. Shillman left the room at 3:00 p.m.

Ms. Johnson commented on allowing teachers to use non-traditional teaching models. Dr. Hairston stated BCPS has teachers that are traditional in their ways of teaching. He added that principals and teachers should be ambassadors for the school system.

The retreat was concluded at 3:07 p.m.

Respectfully submitted,

Joe A. Hairston
Secretary-Treasurer

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REPORT OF THE BOARD OF EDUCATION OF BALTIMORE COUNTY, MARYLAND
WORK SESSION ON ROLES & RESPONSIBILITIES ON THE BOARD
AND BCPS ORGANIZATIONAL STRUCTURE

Tuesday, September 14, 2004
Greenwood

The Board of Education of Baltimore County, Maryland, met in open session at 7:01 p.m. at Greenwood. President James R. Sasiadek and the following Board members were present: Mr. Donald L. Arnold, Mr. Thomas G. Grzymiski, Ms. Frances A.S. Harris, Mr. John A. Hayden, III, Dr. Warren C. Hayman, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. Michael P. Kennedy, and Ms. Joy Shillman. In addition, Dr. Joe A. Hairston, Superintendent of Schools; staff members; as well as the media.

Mr. Sasiadek introduced Dr. Nancy Grasmick, State Superintendent of Schools, and thanked her for attending this evening's meeting. The presentation this evening will focus on the relationship between the local Board, the State Board, and the State Superintendent.

Dr. Grasmick congratulated all the newly appointed Board members. She began her presentation with discussion on the position of education, which is the second highest priority of the constitution in the State of Maryland. The State constitution provides for having a thorough and efficient system of free public schools.

Dr. Grasmick noted the State Board consists of 12 members, appointed by the Governor, for staggered terms. The State Board's abilities are broad in scope, which include:

- Determining the elementary and secondary education policies of the entire State
- Adopting all by-laws, rules, and regulations for the administration of the school
- Implementing the provisions of the education article
- Correcting any deficiencies found in actions by local Boards
- Determining the budget for the State educational system
- Final approval authority for all Master Plans from local school systems

Dr. Grasmick shared with the Board the visitatorial power of the comprehensive requirements of the State Board of Education. The State Board of Education has the last word on any matter concerning educational policy or the administration of the public education system.

Mr. Borunda and Mr. Camp entered the room at 7:16 p.m.

Next, Dr. Grasmick defined her responsibilities as the State Superintendent, both within the Maryland State Department of Education and as it relates to the local system. She noted the direct relationship between the policies of the State Board and the local superintendents to implement those policies. Dr. Grasmick stated local boards have a set of responsibilities, which emanate from the State Board, and are not independent of the policies of the State Board of Education.

Dr. Grasmick shared assessment data with the Board and noted the three groups of children not meeting standards in terms of total State population: 13% Special Needs, 4% ESOL, and 30% Economically Disadvantaged. She noted there are a small number of duplicative counts in the percentages. Dr. Grasmick stated the purpose of Thornton Funding was to ensure that these groups of children have the opportunity and resources to meet standards. She noted the large contribution of \$390 million additional dollars for this coming year to the State Department of Education.

Finally, Dr. Grasmick commented on school construction stating this is not part of the Maryland State Department of Education. School construction is a separate entity that is housed at the State Department of Education. It is a collaboration of three agencies of state government: the Department of Planning, the Department of General Services, and the State Department of Education. She stated all consideration for construction projects come through this Inter-Agency Committee (IAC) led by Dr. David Lever. Dr. Grasmick noted the demand exceeds the available funding, and that a strict and structured process is in place to achieve approval for school construction or major renovations. Ultimately, the recommendations from the IAC are presented to the Governor and approved by the State Board of Public Works.

Mr. Hayden inquired about opportunities for school construction. Dr. Grasmick responded the State Board has introduced a level of innovation on funding school construction and innovation from public/private partnerships, seeking additional state funding, increasing debt service, and other sources of revenue.

Mr. Janssen asked how much of the percentage of ESOL, Special Needs, and Economically Disadvantaged groups were duplicated. Dr. Grasmick stated she would provide that information to the Board.

Mr. Janssen asked about alternative ways to fund school construction. Dr. Grasmick responded there is a possibility of flexibility in bonding opportunity, which is being looked into and may be available during this legislative session.

Mr. Borunda inquired about major innovations implemented in Baltimore County over the last five years. Dr. Grasmick responded with some examples such as: diversity in population, willingness of Superintendent to implement a formative assessment totally in line with state contents standards, ability to use technology administratively and instructionally, piloted early childhood programs, and school health with wellness centers. She noted that Carroll Manor Elementary School was named a State Blue Ribbon School achieving 100% on MSA.

Mr. Borunda shared his concern with the number of Hispanics entering high schools from feeder schools. Dr. Grasmick responded many school systems in the State of Maryland have identified the elimination of the achievement gap as a top priority. She noted there are State dollars support systems specifically to overcoming Hispanic and other ethnic population achievement gaps.

Mr. Kennedy asked about the implementation of Thornton funding. Dr. Grasmick stated a request would be made from each system regarding local contribution versus the State contribution. State money cannot be accessed until the Maintenance Of Effort requirements have been met. She noted that based upon law, school systems cannot use State money to supplant local money; however, if the school system is meeting Maintenance Of Effort, it is not considered supplanting.

Mr. Grzymiski commented on the duplication of students in the assessment data. He inquired about future teacher shortage in the State. Dr. Grasmick responded many systems are recruiting internationally. She also noted the following initiatives:

- State received a grant entitled “From Troops to Teachers”
- Military personnel changing profession to teaching
- “Teach for America” program
- Maryland is one of the first states to have a non-traditional route for certifying teachers
- “Officer to Principal” program
- Community college recruiting

Mr. Sasiadek asked if there are plans at the State level to take early writing into the testing program. Dr. Grasmick stated there are challenges in meeting *No Child Left Behind*. She stated the emphasis needs to be placed on curricular programs, contents standards, and the Voluntary State Curriculum.

Mr. Sasiadek shared his concern over the increased population of bi-racial children and that the *No Child Left Behind* Act does not have a multi-racial category. Dr. Grasmick stated the State is ready to accommodate the change; however, the State must wait until this is aligned with federal requirements.

Mr. Kennedy inquired about adding speech pathologists as a critical needs area. Dr. Grasmick responded the problem is speech pathologists can go to the private sector.

Mr. Sasiadek thanked Dr. Grasmick for attending tonight’s meeting.

BCPS ORGANIZATIONAL STRUCTURE

Ms. Fran Parker, Chief Auditor, reviewed with the Board the organizational structure and roles and responsibilities of the Office of Internal Audits. The Office of Internal Audit reports functionally to the Board and administratively to the Board President and the Chairperson of the Budget and Audit Committee.

Mr. Hayden inquired whether additional staffing is needed to assist in the extra responsibilities given the Office of Internal Audits. Ms. Parker stated that a request for one additional position would be requested in the FY2006 operating budget. Ms. Parker provided a brief summary of the three-year audit cycle and special projects.

Dr. Hairston provided an overview of the central office organization of BCPS. Baltimore County Public Schools has in place an organizational structure to efficiently implement the Master Plan through the Service Model. The organizational structure is designed to distinguish between those functions in the central office that are line functions and those that are staff and support function. Dr. Hairston noted that BCPS is the 23rd largest school system in the country and third largest in the State of Maryland with approximately 109,000 students and 162 schools.

Dr. Christine M. Johns, Deputy Superintendent, Division of Curriculum and Instruction introduced the Curriculum and Instruction team for newly appointed Board members. Ms. Rita Fromm, Chief of Staff, introduced the five Executive Directors of Schools, Chief Communications Officer, Assistant to the Superintendent for Equity Assurance, Assistant to the Superintendent for Governmental Relations, Legal Counsel to the Superintendent, and Ombudsman. J. Robert Haines, Esq., Deputy Superintendent, Division of Business Services, introduced the Business Services team to the Board.

Dr. Johns stated the purpose of this work session is for the Board to become more acquainted with executive staff, develop an understanding of the organizational structure and service model, and clarify how information flows and how work is accomplished.

Dr. Johns began with the Executive Directors of Schools' organization chart and reviewed their roles and responsibilities within the school system.

Mr. Haines provided an overview of the organization for the Division of Business Services and roles and responsibilities, which include:

- Fiscal Services
- Planning and Support Operations
- Human Resources
- Physical Facilities
- Information Technology

Mr. Haines introduced each Executive Director and recognized those staff members in attendance at tonight's meeting.

Next, Dr. Johns provided an overview of the organizational structure for the Division of Curriculum and Instruction and its roles and responsibilities, which include:

- Elementary Programs
- Secondary Programs
- Special Programs, PreK-12
- Student Support Services
- Federal and State Programs
- Science PreK-12
- Mathematics PreK-12
- Professional Development

- Accountability, Research, and Testing

Mr. Haines reviewed the Service Model and the philosophy behind the Model. The Service Model is an open line of communication available to everyone.

Mr. Arnold asked if this information would be available electronically. Dr. Johns responded this information would be made available on CD for the Board and on the website.

Mr. Janssen asked whether middle and high schools have Service Resource Officers (SRO). Mr. Dale Rauenzahn, Executive Director of Student Support Services, responded all high schools have an SRO except one. He stated six middle schools have an SRO and funding has been granted for six additional SRO's. Mr. Janssen asked how many middle schools have crossing guards. Mr. Rauenzahn stated he would get the information and provide it to the Board.

Mr. Kennedy inquired about two-way communication going down and up the chain of command. Dr. Johns responded while communication is an area that has improved, it continues to be revisited to ensure that the school system is working with everyone involved. She noted that communication expectations are defined in *No Child Left Behind*.

ADJOURNMENT

At 9:04 p.m., Mr. Camp moved to adjourn the open session. The motion was seconded by Mr. Arnold and approved by the Board.

Respectfully submitted,

Joe A. Hairston Secretary-
Treasurer

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