

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

Saturday, August 13, 2011

The Board of Education of Baltimore County, Maryland, met in open session for a retreat on Saturday, August 13, 2011, at 9:05 a.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Ms. Ramona N. Johnson, Mr. H. Edward Parker, Ms. Valerie A. Roddy, Mr. David Uhlfelder, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools; Dr. Renee A. Foose, Deputy Superintendent; Ms. Michele Prumo, Chief of Staff; Dr. Roger Plunkett, Assistant Superintendent, Curriculum and Instruction; Margaret-Ann F. Howie, Esquire, General Counsel; Andrew W. Nussbaum, Esquire, Counsel to the Board of Education; Ms. Brenda Stiffler, Administrative Assistant to the Board; and representatives of the community were present.

Mr. Schmidt thanked the Board and staff for attending the retreat.

Mr. Schmidt reviewed the Board Norms, which were established in September 2003 and updated in October 2010. He stated that the Board reviews the Norms on an annual basis. Mr. Schmidt asked Board members to provide any proposed changes or additions to Ms. Stiffler by August 23, 2011. He noted that the Board Norms would be voted upon at an upcoming Board meeting.

**KEY WORK OF SCHOOL BOARDS**

The Key Work of School Boards guidebook was designed to help school boards improve student achievement through effective governance. The intent of this guidebook is to give boards a framework for thinking about their work; the challenges facing school boards and public education. Dr. Hairston stated that there is a national standard for all boards who want to improve public education. This document establishes parameters and provides school boards the opportunity to use various tools to improve student achievement. Dr. Hairston noted that there is a close relationship between this guidebook, the ISO-9001: 2008 standards, and Malcolm Baldrige initiatives.

### SUPERINTENDENT'S PRIORITIES

Dr. Hairston reviewed his priorities for the 2011-2012 school year, which had been presented at the Principals' Academy in June. The system priorities include:

- Develop a quality curriculum.
- Improve the integrity of technology, the technology infrastructure, and become efficient in the use of effective technologies.
- Maintain ISO 9001: 2008 registration.
- Develop goals for all leadership to ensure quality performance.
- Establish uniformity and consistency in all written and electronic communication.
- Identify outreach opportunities to support student achievement.
- Use all communication vehicles effectively to inform internal and external stakeholders about Baltimore County Public Schools (BCPS).

Mr. Schmidt asked whether one of the priorities this year was to develop a teacher evaluation system and to receive input from teachers and other stakeholders. Dr. Hairston responded that Dr. Donald Peccia, Assistant Superintendent of Human Resources, is leading the teacher evaluation system task force and working jointly with the Teachers Association of Baltimore County (TABCO).

Mr. Coleman asked whether there would be an outside expert to review the teacher evaluation instrument once it has been completed. Dr. Hairston responded that if there is no agreement with the teachers' association, then the school system would look to the state for direction.

Ms. Johnson asked whether BCPS has an existing evaluation instrument that it can build on. Dr. Hairston stated that the evaluation instrument needs to be aligned with national and state guidelines. Evaluations should be about growth, performance, and improvement.

Mr. Uhlfelder stated that, although the system's goal is to educate students, it has not educated the public. He stated that the school system is missing its opportunity to educate the public about the size and complexity of this system. "Stakeholder" implies a limited group, and therefore, the system needs to broaden its communication strategies. Mr. Collins stated that communication starts at the beginning of the decision-making process. As part of the decision-making process, the system needs to know how is this going to be received by the public as well as by those interested and involved in education. Mr. Coleman stated that the Board needs to look at the "big picture." There is a small percentage of the public who will not listen and who have their own ideas.

Board member, Mr. George J. Moniodis, entered the room at 9:57 a.m.

Dr. Foose shared with Board members that, as a result of the work the school system has accomplished, BCPS was approached by the Center for Policy and Education Research at Harvard to begin the conversation that will help influence policy changes at the national level.

## BOARD GOALS FOR 2011-2012

Mr. Schmidt asked Board members to provide any additional changes to Ms. Stiffler by August 23, 2011. He noted that the Board's focus areas would be voted upon at an upcoming Board meeting.

### ECONOMIC CLIMATE

#### **Seismic Shift**

Ms. Michele Prumo, Chief of Staff, shared changing demographics of the school system, the county, and the effect on students. With changing demographics inside Baltimore County Public Schools, the question to ask ourselves is, "Will there be support for education for all students when, 'America is growing browner, older, and deeper in debt.'" Some of the data points discussed in the presentation included:

- One in every five Americans will be considered elderly by 2025.
- 38% of Baltimore County's population over age 25 are degreed individuals.
- 68% of the households in Baltimore County are without school-aged children.
- Minority population has increased from 10% in 1980 to 35% in 2010.
- Based upon enrollment history, the schools system's greatest growth is at the elementary level.
- 43% of all students for 2011-2012 were eligible for Free and Reduced-price Meal Services (FARMS).
- 124% increase in English Language Learners (ELL) enrollment ELL from 2001 to 2010.
- Homeless student enrollment increased from 314 in 2001 to 1,930 in 2010.

Mr. Schmidt asked how the school system's percentage of degreed individuals (38%) compares with state and national average. Ms. Prumo stated that the information would be obtained and provided to the Board.

Dr. Foose discussed the following relative to student achievement:

- Maryland School Assessments (MSA)
  - Reading: increase at the elementary level from 67% in 2003 to 90% in 2010; and increase in middle school from 60% in 2003 to 73% in 2010.
  - Math: increase at the elementary level from 59% in 2003 to 89% in 2010; and an increase in middle school from 40% in 2003 to 73% in 2010.

ECONOMIC CLIMATE (cont)

- High School Assessments (HSA)
  - State no longer requires this assessment.
  - Increase in percentage of pass rate in all areas except Biology.
- Grade 12 SAT Percent Participation
  - 53.6% of students participated in the SAT in 2010.
- Grade 12 ACT Participation Rate
  - 600 students or 8.8% of students participated in the ACT in 2010.
- Advanced Placement (AP) Courses
  - Eight in 2001-2002 to 17 in 2010-2011
- Graduation Rate
  - 88% of BCPS students graduated in 2011

Mr. Collins asked whether the MSA would be removed with the Race to the Top (RTTT). Dr. Foose responded that BCPS will continue the MSA until the state identifies a new examination.

Ms. Johnson asked whether the school system was seeing progress in the trends and achievements. Dr. Foose responded in the affirmative stating that BCPS is seeing an increase in all performance areas.

Mr. Uhlfelder asked for a future report on elementary, middle, and high school test performance relative to race and poverty and test scores.

Mr. Bowler stated that it appears the school system has regressed at the middle school level in 2008-2009, and asked whether staff was reviewing the data. Dr. Foose responded that staff looks at individual years and sometimes scores may increase or decrease. She stated that the school system reviews trends over time to see how healthy the system is. Dr. Hairston stated that, over the years, the Board has been astute to ensure that quality people are placed where most needed. The school system makes sure that it has highly qualified teachers in all schools regardless of zip code. This is a trend that has been evolving and it is a work-in-progress. Dr. Hairston noted that while BCPS has underperforming schools, it is a performing school system.

Mr. Moniodis asked why the SAT participation rate was only 54%. Dr. Foose responded that the denominator changes every year due to the increased enrollment in SAT participation. With an increase, BCPS average is 1,487 students with the national average being approximately 1,500. Ms. Bright Gordon asked whether the school system has explored covering the cost of the SAT instead of the students. Dr. Hairston responded that it is a question of equity because the SAT is voluntary. Dr. Foose stated that the state waives the cost of the SAT for those students who qualify for FARMS. Ms. Bright Gordon asked how many students in Baltimore County qualify for FARMS and take the SAT. Dr. Foose responded that she would get the information and forward to the Board.

### ECONOMIC CLIMATE (cont)

Ms. Bright Gordon asked whether all students taking AP courses are required to take the AP tests, with Dr. Foose responding no. Dr. Foose stated that it is not necessarily the exam that is significant but the exposure to the AP course. Ms. Bright Gordon and Mr. Collins asked that talking points relative to BCPS' accomplishments and statistics be prepared for Board use.

### **Budget Issues**

Mr. George Duque, Staff Relations Manager, updated the Board on health care cost and the system's negotiations with the collective bargaining units. Some of those issues included:

- Memorandum of Understanding, April 15, 2010
  - Maintained current health care rate splits through FY12
  - Identified 12/30/12 as end date for CareFirst Triple Choice Plan
  - Modified retiree health care subsidy in keeping with Baltimore County government formula for new hires after 1/1/11
- Started new partnership with CIGNA
  - Benefits better than CareFirst
  - Costs compared to CareFirst – 16% less
- Projected rates for 2012
  - CareFirst and CIGNA – 4.1% increase
  - CIGNA Medicare Retiree Plan – 6.2% increase
- Immediate cost containment strategies
  - Increase active employee/retiree transfer to Kaiser or CIGNA plans
  - Encourage participation in wellness and disease management programs
- Longer term cost containment strategies – 1% increase in employee cost represents:
  - Increase employee premium share
  - Increase out-of-pocket employee costs
  - Increase retiree premium share
- \$1.73 million in BCPS savings
- Discussions with collective bargaining units have begun
- Reviewed collective bargaining units' positions

Mr. Schmidt asked how the school system's cost of 10% compares to the county government's cost per employee. Mr. Duque responded that he believes that the county government's split is 85/15% but would need to confirm this figure with county officials.

ECONOMIC CLIMATE (cont)

Ms. Barbara Burnopp, Chief Financial Officer, provided a brief overview of the history of the budget process. She then reviewed the revenue and expenditure estimates projected for the FY2013. FY 13 could get worse. Some of those funding issues discussed were:

- State education aid to BCPS is not projected to increase above 1%.
- Enrollment is projected to increase. As a result of increase enrollment, opportunities to redirect resources are limited.
- County funding is projected to remain at Maintenance of Effort (MOE).
- Third Party Billing (TPB) revenue will likely need to continue to fund approximately 30% of approximately 1,300 instructional assistants.
- Preserve employee job security and benefits without furloughs or layoffs.
- Fund salary step increments for all eligible employees on every pay scale.
- No across-the-board cost of living adjustments to employee pay scales.
- Fund increased health care costs according to projections.
- Anticipate the impact of shifting additional state pension costs to local school boards.
- No reauthorization of Title I of the Elementary and Secondary Education Act is anticipated. No general funds will be available to supplement these programs.
- Implement Race to the Top (RTTT).
- Provide ongoing support with restructuring plans at eight schools.
- Review operating cost reductions for both instructional and non-instructional programs and services.

Ms. Burnopp noted that BCPS could be losing some federal funds, which may have an impact on the school system. Ms. Burnopp reviewed new expenditure needs for fiscal year 2012, which included:

- Replacing an estimated \$23 million in lost stimulus funding.
- Funding \$16 million in salary increments.
- Funding \$4 million to \$7 million in health insurance costs.
- Funding an estimated \$2 million in built-in costs (i.e. utilities).

Ms. Burnopp reviewed preliminary estimates and three possible scenarios for the FY2013 operating budget request:

ECONOMIC CLIMATE (cont)

<b>FY2013 Operating Budget Request</b>					
<b>Preliminary Estimates, 08/04/2011</b>					
<b>(reported in millions of dollars)</b>					
REVENUE AND EXPENDITURE PROJECTIONS	FY2011 Budget	FY2012 Budget	FY2013 Projection #1	FY2013 Projection #2	FY2013 Projection #3
<b>REVENUE</b>					
<b>State</b>	<b>\$490.90</b>	<b>\$516.99</b>	<b>\$0.00</b>	<b>\$5.17</b>	<b>\$7.75</b>
Thornton Formula Adjustments			0.0%	1.0%	1.5%
Actual Enrollment 09/30/2010	<b>104,331</b>				
Projected Enrollment 09/30/2011		<b>105,195</b>	<b>105,431</b>	<b>105,431</b>	<b>105,431</b>
Revenue Adjustment for Enrollment			<b>\$1.16</b>	<b>\$1.16</b>	<b>\$1.16</b>
<b>Federal</b>					
General Fund Stimulus - SFSF	<b>\$12.46</b>	-\$12.46	\$0.00	\$0.00	\$0.00
Special Revenue Stimulus - Part B Pass-through	<b>\$13.15</b>	-\$13.15	\$0.00	\$0.00	\$0.00
Special Revenue Stimulus - Part C IFSP Option	<b>\$0.85</b>	-\$0.85	\$0.00	\$0.00	\$0.00
Education Jobs Bill		<b>\$3.80</b>	<b>-\$3.80</b>	<b>-\$3.80</b>	<b>-\$3.80</b>
<b>County Use of Fund Balance</b>	<b>\$16.10</b>	<b>\$9.20</b>	<b>\$15.00</b>	<b>\$15.00</b>	<b>\$15.00</b>
<b>County Funding above MOE</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
	<b>\$0.05</b>	<b>\$0.05</b>	<b>\$0.04</b>	<b>\$0.04</b>	<b>\$0.04</b>
<b>County Revenue Adjustment for Enrollment</b>			<b>\$1.56</b>	<b>\$1.56</b>	<b>\$1.56</b>
<b>TOTAL REVENUE</b>			<b>\$13.95</b>	<b>\$19.12</b>	<b>\$21.71</b>
<b>EXPENDITURES</b>					
Salary Increments (excluding associated benefits)	<b>\$16.08</b>	<b>\$15.10</b>	<b>\$15.10</b>	<b>\$15.10</b>	<b>\$15.10</b>
	2.3%	2.1%	2.1%	2.1%	2.1%
State Pension Cost Sharing		<b>\$1.70</b>	<b>\$9.61</b>	<b>\$6.86</b>	<b>\$5.34</b>
Employee Health Care Cost Sharing			TBD	TBD	TBD
Teacher Staffing for Enrollment Growth			<b>\$0.42</b>	<b>\$0.42</b>	<b>\$0.42</b>
Salary Restructuring (excluding benefits)	<b>\$11.53</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
	2-3.5%				
Health Insurance	<b>\$122.50</b>	<b>\$132.92</b>	<b>\$8.31</b>	<b>\$8.31</b>	<b>\$8.31</b>
OPEB	<b>\$57.20</b>	<b>\$57.20</b>	TBD	TBD	TBD
FICA	<b>\$58.10</b>	<b>\$57.90</b>	<b>\$1.16</b>	<b>\$1.16</b>	<b>\$1.16</b>
Worker's Compensation and Unemployment Insurance	<b>\$4.10</b>	<b>\$5.10</b>	<b>\$0.28</b>	<b>\$0.28</b>	<b>\$0.28</b>
<b>Total Compensation Costs</b>			<b>\$34.87</b>	<b>\$32.13</b>	<b>\$30.60</b>
<b>Built-in Costs</b>					
Transportation Contractors	<b>\$7.30</b>	<b>\$7.00</b>	\$0.62	\$0.31	\$0.00
Diesel and Unleaded Fuel	<b>\$6.00</b>	<b>\$7.14</b>	\$0.85	\$0.35	\$0.00
Aging Schools	<b>\$0.87</b>	<b>\$1.10</b>	TBD	TBD	TBD
Utilities	<b>\$29.30</b>	<b>\$27.00</b>	\$0.50	\$0.50	\$0.50
Fuel Oil/Water	<b>\$2.40</b>	<b>\$3.00</b>	-\$0.50	-\$0.50	-\$0.50
Rent	<b>\$4.10</b>	<b>\$4.30</b>	\$0.14	\$0.14	\$0.14
Other	<b>\$83.33</b>	<b>\$85.14</b>			
<b>Total Built-In, Mid-Year Add and Redirect Costs</b>			<b>\$1.61</b>	<b>\$0.80</b>	<b>\$0.14</b>
<b>Study Group Recommendations</b>					
Administrative Positions: Fiscal Services Reorganization			-\$0.13	-\$0.13	-\$0.13
Administrative Expenditures			TBD	TBD	TBD
Instructional Program Modifications			TBD	TBD	TBD
<b>Total Study Group Recommendations</b>			<b>-\$0.13</b>	<b>-\$0.13</b>	<b>-\$0.13</b>
One-time technology			\$1.00	\$1.00	\$1.00
One-time instructional materials			\$1.00	\$1.00	\$1.00
<b>Total Master Plan Goals and Objectives</b>			<b>\$2.00</b>	<b>\$2.00</b>	<b>\$2.00</b>
<b>TOTAL EXPENDITURES</b>			<b>\$38.35</b>	<b>\$34.80</b>	<b>\$32.61</b>
<b>Percentage of FY2012 General Fund Budget</b>			-1.99%	-1.28%	-0.89%
<b>PROJECTED BUDGET SHORTFALL</b>			<b>(\$24.40)</b>	<b>(\$15.67)</b>	<b>(\$10.90)</b>

### ECONOMIC CLIMATE (cont)

Mr. Collins asked whether any of the \$17.4 million from the RTTT funds could be used on new initiatives or reallocated. Ms. Burnopp responded that there is a small portion of the funds to be used in professional development, which is already a reduction in the budget. The RTTT funds are already reserved.

Mr. Moniodis asked whether part-time employees contribute to health care costs. Ms. Burnopp responded that it depends on the individual and his/her status within the system. Ms. Burnopp stated that there are a number of hourly part-time employees in the system who earn less than \$10 per hour. Mr. Moniodis asked whether employees were aware of the Maryland health programs. Ms. Burnopp stated that she would need to consult with the benefits office and would provide a response to the Board.

Mr. Bowler asked how many employees received no pay increase last year. Ms. Burnopp responded that she would obtain the information and provide it to the Board.

Mr. Uhlfelder stated that, if possible, the system could utilize an outside consultant to review positions to see whether any duplication exists. Ms. Burnopp stated that the school system conducted a major evaluation approximately ten years ago and those same recommendations are still reviewed.

On motion of Ms. McNaney, seconded by Ms. Bright Gordon, the Board commenced administrative function session at 11:42 p.m.

### ADMINISTRATIVE FUNCTION SESSION

At 11:51 a.m., the Board went into administrative function. President Lawrence E. Schmidt, Esquire and the following Board members were present: Mr. Michael H. Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, Mr. David Uhlfelder, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools; Dr. Renee A. Foose, Deputy Superintendent; Ms. Michele Prumo, Chief of Staff; Dr. Roger Plunkett, Assistant Superintendent, Curriculum and Instruction; Mr. Dale Rauenzahn, Executive Director, Student Support Services; Mr. Thomas Bosley, Chief Custodian; ; Margaret-Ann F. Howie, Esquire, General Counsel; Andrew W. Nussbaum, Esquire, Counsel to the Board of Education; and Ms. Brenda Stiffler, Administrative Assistant to the Board were present.

Mr. Rauenzahn discussed the Board's emergency safety and security protocols.

Dr. Foose, Ms. Prumo, Dr. Plunkett, Mr. Rauenzahn, and Mr. Bosley exited the room at 12:11 p.m.

ADMINISTRATIVE FUNCTION SESSION (cont)

Mr. Schmidt reviewed the following items with Board members:

- Board Protocols/Conventions
- Proposed changes to future agendas
- Statements from the Board
- Board Meeting Schedule and Upcoming Conferences
- Board Committees for 2011-2012
- Board Agenda Matrix for 2011-2012
- Proposed work session discussion items

At 12:47 p.m., Ms. Howie and Ms. Stiffler exited the room.

At 12:48 p.m., Board members discussed the Superintendent's contract.

The Board adjourned its administrative session at 1:14 p.m.

Respectfully submitted,

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Joe A. Hairston  
Secretary-Treasurer

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## **TENTATIVE MINUTES**

### **BOARD OF EDUCATION OF BALTIMORE COUNTY, MARYLAND**

Tuesday, August 23, 2011

The Board of Education of Baltimore County met in closed session at 4:11 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Ms. Ramona N. Johnson, Mr. George J. Moniodis, and Mr. H. Edward Parker.

The Board entertained oral argument in Hearing Examiner's Case #11-49. The matter was heard in closed session.

In addition to the above listed Board members, the following persons were present for oral argument: the Appellant; Dr. Joe A. Hairston, Superintendent; Dr. Renee Foose, Deputy Superintendent; Ms. Michele O. Prumo, Chief of Staff; Dr. Roger Plunkett, Assistant Superintendent, Curriculum and Instruction; Dr. Carol R. Batoff, Superintendent's Designee; Margaret-Ann F. Howie, Esquire, General Counsel; Anjanette L. Dixon, Esquire, Associate Counsel; Andrew W. Nussbaum, Esquire, Legal Counsel to the Board of Education; and Ms. Brenda Stiffler, Administrative Assistant to the Board of Education.

The proceedings of the hearing were recorded by a court reporter.

Board members deliberated on the case without staff present.

The deliberation was concluded at 5:25 p.m.

On motion of Ms. Bright Gordon, seconded by Mr. Parker, the Board adjourned at 5:26 p.m. for a brief dinner recess.

### **OPEN SESSION MINUTES**

The Board of Education of Baltimore County, Maryland, reconvened in open session at 6:30 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

### **PLEDGE OF ALLEGIANCE**

The open session commenced with the Pledge of Allegiance to the Flag, which was led by Ms. Marilyn Ryan, followed by a period of silent meditation for those who have served education in the Baltimore County Public Schools.

Mr. Schmidt informed the audience of the sessions in which Board members had participated earlier in the afternoon.

Mr. Schmidt thanked Ms. Roddy for chairing the August 9 Board meeting on his behalf. He thanked the Policy Review Committee (PRC) for reviewing public comment and Board comments on Policy 1300 and for proposing the amendments that will improve the use of Baltimore County school facilities. Mr. Schmidt also reported on the following topics:

- **Changes to Board of Education Room** – In consultation with the Baltimore County Police Department, the recommendation was made to establish an area that is clearly intended for Board members and selected staff. The purpose is to provide a more safe and secure environment in the event of an emergency. At the end of the meeting, the railing will be removed as quickly as possible, so as not to interfere with members of the public who may wish to speak to Board members.
- **Board of Education meetings and locations** – In an effort to reach more of the Board's public, the Board of Education will hold its September 6, 2011, Board meeting at Eastern Technical High School, and its May 8, 2012, Board meeting at New Town High School. The public is welcome to all open sessions.
- **Policy 8315, Meetings: Participation by the Public** – The Board's Policy Review Committee will be reviewing Policy 8315 for potential amendments related to public comment. The policy is tentatively scheduled to be reviewed by the PRC in October. The Board has decided to move the public comment to the beginning of the business meeting following the advisory and stakeholder groups effective the September 6 Board meeting.

Dr. Hairston introduced Mr. Michael Sines, Executive Director of Physical Facilities, who provided an assessment in the aftermath of the day's earthquake, which included:

- Twenty-three (23) buildings have reported incidents directly relating to the earthquake.
- Architects have been assigned to conduct site evaluations before the end of today.
- No report of a catastrophic event at any single building.
- No impact to the safety of students and staff is anticipated.

Mr. Schmidt asked whether there were any reports of staff member injuries with Mr. Sines responding there had been no reported injuries as of the time of the Board meeting.

WORK SESSION REPORTS

The Board received the following reports:

- A. **Report on Race Codes** – Dr. Renee A. Foose, Deputy Superintendent, and Ms. Michele Prumo, Chief of Staff, noted that the Board had received an update in May 2011 regarding the changes in the manner in which school systems are now required to collect and report data on ethnicity and race codes for students and staff. Ms. Prumo provided a brief presentation on the implementation of this mandate, which included the addition of two race codes: “Native Hawaiian or Other Pacific Island” and “Two or More Races.”

Mr. Schmidt asked how it is determined whether someone is two or more races. Dr. Foose responded that parents make that determination.

Mr. Coleman asked whether there was a conscious selection relative to diversity when placing teachers in a particular school. Dr. Donald Peccia, Assistant Superintendent of Human Resources, responded that the school system wants the best teacher in the classroom, and staff to be reflective of the diversity in the community.

**Report on Adequate Yearly Progress (AYP) Graduation Cohort** – Ms. Prumo stated that beginning with the class of 2011, a new formula will be used to calculate the graduation rates. She informed the Board that BCPS and all school systems nationally must change the way graduation rates are calculated. This does not mean that BCPS will be graduating fewer students. The change means that school systems will be using a formula, called the four-year adjusted cohort rate that more accurately tracks individual students. The chart below illustrates the difference between the current rate and the four-year adjusted cohort rate

	Leaver Rate	Four-Year Adjusted Cohort Rate
Maryland	86.53%	80.66%
Baltimore County	86.08%	80.03%

Dr. Foose noted that the new model is more rigorous than the Leaver rate and that BCPS can anticipate a negative impact on the graduation rate. Schools will now be required to meet targets in individual subgroups.

WORK SESSION REPORTS (cont)

Mr. Bowler asked why the adjusted cohort rate has a greater effect on Hispanics and African Americans. Dr. Foose responded that it could be the number of students the system has within that specific subgroup.

Mr. Schmidt asked whether the school system knows whether a different requirement levels exists for each subgroup. Dr. Foose stated that the data would look similar to the Maryland School Assessments (MSA). Mr. Schmidt asked whether the Maryland State Department of Education would take a position that the graduation rate for Asian students is different than for Hispanic students. Dr. Foose responded that schools are expected to achieve 81.5% or 84.4% and within the individual subgroups based upon the number of students in those subgroups. BCPS' goal is to ensure that all high schools are achieving either the four-year or the five-year graduation rate.

Ms. Johnson requested that data on which high school has the lowest graduation rate and which high school has the highest dropout rate be provided.

B. **Update on School Staffing** – Dr. Peccia provided an update to the Board on school staffing for the 2011-2012 school year. The report included:

- No lay-offs or furloughs.
- Eligible employees have received a step or longevity increase.
- All teachers who worked in 2010-11 were guaranteed a job in their certificated areas.
- 411 vacancies due to:
  - Retirements
  - Resignations
  - Lapsed teaching certificate
  - Personnel action or retired/rehired
- All core subject area positions are filled.
- All excessed teachers have teaching assignments.
- 14 vacancies (as of August 2011).
  - Part-time positions in specialty areas
  - Over 1,000 applications for these vacancies

Ms. Johnson asked for a brief overview of the school system's experiences in staffing for the upcoming school year. Dr. Peccia responded that the number of applications and quality of applications have been overwhelming. Due to the changes in state requirements, it is difficult obtaining foreign language and vocational teachers. Ms. Johnson asked whether there are schools facing challenges in staffing. Dr. Peccia responded that principals have an abundance of highly qualified and highly effective teachers to select from.

WORK SESSION REPORTS (cont)

Mr. Bowler asked how many excessed teachers moved from high schools to middle schools. He also asked whether any schools dropped Advanced Placement (AP) classes and how many AP classes are now offered on-line. Dr. Peccia responded that the system is offering more AP classes this year in the schools than last year. At the same time, however, there are a few decreases in which specific classes are taught in schools. In cases of low enrollment, the AP class will be available on-line to students. Mr. Bowler asked how many AP classes will be held at Towson High School. Dr. Peccia responded that Towson High School will have 24 AP courses in 2011-2012; the same as in 2010-2011. Towson High offered one AP class on-line last year and will be offering two AP classes on-line this year. Dr. Peccia stated that excessed teachers were placed in their certificated fields; however, he did not have the breakdown from high school to middle school.

Ms. Bright Gordon asked whether the school system could eliminate split schedules. Dr. Peccia responded that there are teachers in the specialty areas that have split schedules; often one or two days a week.

Ms. Johnson asked what the number of AP courses were at three specific schools. Dr. Peccia responded as follows:

- Woodlawn High – 16 AP classes in 2010-11; 16 classes in 2011-12.
- Randallstown High – 14 AP classes in 2010-11; 11 classes and 3 on-line classes in 2011-12.
- Milford Mill Academy – 11 AP classes in 2010-11; 11 classes in 2011-12.

- C. **Update on West Towson Elementary School** – Ms. Kara Calder, Executive Director of Planning and Support Operations, provided an update to the Board on the strategic planning process and relief strategies at West Towson Elementary School. Construction of West Towson Elementary began in May 2009 and the school opened in August 2010 to relieve overcrowding at Rodgers Forge Elementary School. Ms. Calder reported that the state rated capacity for West Towson Elementary was 451, but that the 2011 projected enrollment is 463. From a planning perspective, the school system was aware that it would need 400 seats to relieve overcrowding at Rodgers Forge Elementary and that an additional 500 seats would be needed in the York Road corridor. Ms. Calder noted that, within the next five years, capacity at the county's elementary schools would not be sufficient. She stated that relocatable classrooms at West Towson Elementary are not an option because of the site and that an enrollment cap could be initiated.

WORK SESSION REPORTS (cont)

Ms. Verletta White, Assistant Superintendent of Elementary Schools, Zone 3, reported on the instruction and physical changes at West Towson Elementary, which include:

- Over 90% of the students taking the MSA scored in proficient or advanced in reading and mathematics.
- Instrumental music program will move to a contained area behind the fifth grade classrooms.
- Vocal music program will move to an open space area.
- Three additional teaching positions have been approved to support class sizes and align with system standards.
- School schedules for personnel who support students during the day were adjusted.

Mr. Schmidt asked whether relocatables could be placed at West Towson Elementary. Mr. Calder responded that relocatables need to be placed in an area where students can vacate in the event of an emergency. Both green space and accessibility at West Towson Elementary are limited.

Ms. Bright Gordon asked what transportation options are available should a cap be initiated. Ms. Calder responded that the school system would provide transportation where it is appropriate.

Mr. Bowler asked what the present percentage of state rate capacity West Towson Elementary is currently. Ms. Calder responded the school is currently at 115% state rated capacity. Mr. Bowler asked whether there were any vacancies at adjacent schools so that some students could be reassigned. Ms. Calder responded that the county ordinance relates to development and not overcrowding.

Ms. Schmidt commented that there could come a time when the Board may need to consider countywide redistricting. Ms. Calder stated that, in the aggregate, the elementary level will exceed its existing capacity within the next four to five years. In the aggregate, elementary schools system wide are at approximately 94% capacity. There is simply no room; however, there are examples of opportunities in the future for balancing enrollment. Mr. Schmidt asked whether the school system has considered redistricting. Ms. Calder responded that a study will be conducted in the northwest area where significant development will take place in the future. This study is an opportunity to examine student yield and the system's capacity at the elementary and middle school levels.

WORK SESSION REPORTS (cont)

D. **Report/Discussion on the Proposed FY2013 State Capital Budget Request** – Ms. Calder reviewed the priorities in the capital improvement plan and noted the following key dates:

- September 30 – official enrollment.
- November – one-year development projections for school.
- January 2012 – produce projections for the next two to ten years.

Mr. Sines emphasized that the proposed capital budget is a living document through the adoption and funding of projects. He reviewed nine major projects currently underway, which include: George Washington Carver Center for Arts and Technology, Milford Mill Academy, Parkville High, Dundalk High, Sollers Point Technical High, Hampton Elementary, Stoneleigh Elementary, Randallstown High, Chesapeake High, and Loch Raven High schools.

Ms. Barbara Burnopp, Chief Financial Officer, reviewed the projects in priority order and provided background information on the capital budget process. She stated that the Board would be taking action at its September 6 meeting on the state capital request. Ms. Burnopp noted that item 5, Stoneleigh Elementary Renovation and Addition, is the first new project.

Mr. Sines noted that, in working with the county officials, the school system is temporarily moving away from an aggressive high school renovation program. He noted that items 11, 12, 16, 17, 19, and 21 on the proposed capital request are systemic projects at specific high schools. Mr. Sines stated that 27 schools have been completely air conditioned. In addition, seven buildings received partial air conditioning and four buildings have upgraded its HVAC system.

Ms. Roddy asked how much money BCPS received in FY12. Ms. Burnopp responded that the school system received \$32 million in FY12. Ms. Roddy asked whether it was unusually to receive planning and funding in the same year. Mr. Sines stated that it depends on the substance of each project and where it is in the capital process.

ANNOUNCEMENTS

Mr. Schmidt made the following announcements:

- Schools and offices will be closed on Monday, September 5, 2011, in observance of Labor Day. Schools and offices will reopen on Tuesday, September 6, 2011.
- The Board of Education of Baltimore County will hold its next meeting on Tuesday, September 6, 2011, at Eastern Technical High School. The meeting will begin with an open session at approximately 5:00 p.m. The Board will then adjourn to meet in closed session. The open session will reconvene at approximately 7:00 p.m. The public is welcome to attend all open sessions.

ADJOURNMENT

Since there was no further business, the Board adjourned its work session at 8:07 p.m.

Respectfully submitted,

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Joe A. Hairston  
Secretary-Treasurer

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