



## TENTATIVE MINUTES

### BOARD OF EDUCATION OF BALTIMORE COUNTY, MARYLAND

Tuesday, May 28, 2002

The Board of Education of Baltimore County, Maryland, met in open session at 4:38 p.m. at Greenwood. President Donald L. Arnold and the following Board members were present: Ms. Maria R. Cirincione, Ms. Phyllis E. Ettinger, Mr. Thomas G. Grzyski, Mr. John A. Hayden, III, Dr. Warren C. Hayman, Ms. Jean M. H. Jung, Mr. Michael P. Kennedy, and Mr. James R. Sasiadek. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

Mr. Arnold informed Board members of a national conference to be held in the fall. Board members interested in attending were asked to contact Ms. Zepp.

Mr. Teplitzky entered the room at 4:40 p.m.

Mr. Arnold announced that starting in June, Board committee reports would be included on the agenda.

Mr. Arnold discussed with Board members a matter dealing with electronic mail addresses.

Mr. Kennedy asked Dr. Krempel to discuss an issue dealing with air conditioning at the Maiden Choice School. Dr. Krempel stated that air conditioning for the school was originally in the base bid, but when the job was budgeted, code issues hadn't been included. The scope of the project was reduced in order to fund the code issues, and air conditioning for the multipurpose room and the gym were included as Add Alternates. Dr. Krempel expressed confidence that the funding can be found to do the air conditioning work.

Mr. Kennedy shared his concern about how misinformation can cause parent fears and concerns about school construction projects if communication with parents does not occur. Ms. Jung shared her concern that the school system does not always provide proactive communication to parents and the community when dealing with these situations. Dr. Krempel stated communication issues might arise because of differing levels of involvement among project school administrators. Ms. Ettinger stated the school system must find ways to support and assist school administrators to equalize this situation.

At 5:00 p.m., Mr. Sasiadek moved the Board go into closed session to discuss personnel matters, to consult with counsel regarding a potential settlement, and to discuss a matter directly related to the contents of a bid or proposal pursuant to the Annotated Code of Maryland, State Government Article, §10-508(a)(1), (a)(7), and (a)(14). The motion was seconded by Mr. Hayden and unanimously approved by the Board.

### CLOSED SESSION MINUTES

Mr. Grimsley reviewed the appointments on tonight's agenda.

### CLOSED SESSION MINUTES

Ms. Saffran-Brinks provided legal advice to Board members with respect to potential litigation.

Ms. Saffran-Brinks reviewed a potential settlement with the Board.

Ms. Saffran-Brinks discussed a contract to be considered by the Board this evening.

Ms. Howie advised the Board of a matter regarding potential litigation.

At 7:03 p.m., Mr. Teplitzky moved to adjourn the closed session for a brief dinner recess. The motion was seconded by Mr. Hayden and approved by the Board.

### OPEN SESSION MINUTES

The Board of Education of Baltimore County, Maryland, reconvened in open session at 7:42 p.m. at Greenwood. President Donald L. Arnold and the following Board members were present: Ms. Maria R. Cirincione, Ms. Phyllis E. Ettinger, Mr. Thomas G. Grzymiski, Mr. John A. Hayden, III, Dr. Warren C. Hayman, Ms. Jean M. H. Jung, Mr. Michael P. Kennedy, Ms. Janese Murray, Mr. James R. Sasiadek, and Mr. Sanford V. Teplitzky. In addition Dr. Joe A. Hairston, Superintendent of Schools; staff members; members of various civic, employee, and community organizations were present as was the media.

### PLEDGE OF ALLEGIANCE

The open session commenced with the Pledge of Allegiance to the Flag, which was led by Dan McMenamin, a student at Towson High School, and a period of silent meditation for those who have served education in the Baltimore County Public Schools.

### MINUTES

Hearing no additions or corrections to the open and closed session minutes of April 23, 2002, Mr. Arnold declared the minutes approved as presented.

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

### RECOGNITION OF ADMINISTRATIVE APPOINTMENTS

The administrative appointments approved at the May 14, 2002, meeting were recognized by Mr. Randall Grimsley, Executive Director for Human Resources.

### REPORTS

The Board received the following reports:

- A. Update on Proposed Revisions to Policy 5550 – Dr. Mohler updated the Board on revisions made to Policy 5550 as a result of comments made at the last meeting. The additional revisions deal with cell phones and harassment. Mr. Arnold noted the public will have an opportunity to comment on the proposed revisions later in the meeting.
  
- B. Report on Special Education Staffing Plan – Mr. Ronald Boone, Executive Director of Federal and State Programs; Ms. Marjorie Rofel, Director of Special Education Compliance and Placement; and Ms. Jean Satterfield, Director of Special Education Instruction, provided an overview of the staffing plan. Mr. Boone noted that in the Baltimore County Public Schools (BCPS), services provided to students with disabilities align directly with the *Blueprint for Progress* by utilizing Key Strategies to achieve the Indicators of Student Progress. The BCPS mission statement states schools are staffed in a manner that result in improving academic rigor at all levels. It was noted that even though this is a two-year plan, in the future, staffing plans will be developed annually. Mr. Boone described the three factors used to develop the staffing plan.

Ms. Rofel described the continuum of special education services in BCPS. She stated that consistent with state and federal regulations, whenever appropriate, BCPS seeks to provide services in neighborhood schools. She described how services are provided to students who require special education classroom instruction for most of the day.

Ms. Satterfield noted that a continuation of special education services has been offered since 1975. She stated in the early 1990's, there was a move to include students with moderate-severe disabilities. Presently, BCPS continues to offer the continuum because parents are equal partners in the IEP process.

Mr. Boone listed the legal requirements for the staffing plan as cited in the *Code of Maryland Regulations (COMAR)*. Ms. Rofel noted that there are no specific formulas for determining the staffing patterns and explained how staff determined the ratios included in the plan. Ms. Satterfield provided an update on the inclusion aspects of the staffing plan.

Ms. Ettinger thanked the Citizens Advisory Committee for Special Education and its Chair, Teresa LaMaster, for the thought provoking letter sent to Board members. She also stated she was excited to hear references

REPORTS (Cont.)

in the presentation about increased collaboration between special education teachers and regular education teachers.

- C. Report on the Technology Plan – Ms. Thea Jones, Supervisor in Instructional Technology, provided an overview of the work of the task force convened by Dr. Hairston in March 2001 to review the existing technology plan for Baltimore County Public Schools. Since that time, the Maryland State Department of Education has requested all local school systems to revise their technology plans so they are aligned with the guidelines set forth in the No Child Left Behind Act. Ms. Jones stated the plan presented tonight would allow the school system to become eligible to apply for federal and state funding over the next three years.

Mr. Gregory Barlow, Executive Director of Technology, stated that the “Framework for Technology Implementation 2002-2005” is the strategic plan that guides the implementation of technology in Baltimore County Public Schools. He also noted that the “Framework” shows solid direction but remains flexible to allow us to react to the changing needs and demands within and outside of the school system.

Through a Power Point™ presentation, Ms. Jones and Mr. Barlow reviewed the eight objectives for the document, as well as how technology can change the learning environment.

Mr. Grzymiski, noting the large amount of funding needed over the next three years to carry out the plan, expressed a need to educate people outside of the system of the critical nature of this plan.

Mr. Kennedy emphasized the critical need for professional development, particularly for teachers who may feel intimidated or uncomfortable with computers. He shared his hope that the funding authorities will recognize these technology needs, as well as needs in other areas.

Dr. Hayman expressed concern that professional development for parents is currently not available countywide. He also suggested revising the BCPS web site with regard to recruitment. Mr. Barlow stated that his department is working with Human Resources to make several improvements in that area. He noted that substantial gains in revising the web site have been made, citing the Benefits web page.

Dr. Hayman questioned the scheduling of some of the programs shown on Channel 73. He also stated there were other Channel 73 issues that need to be reviewed in order to make the programming relevant to the

REPORTS (Cont.)

students and the audience it is trying to reach.

Ms. Jung inquired as to our status for soliciting private funds or seeking hardware companies to work with us. Mr. Barlow stated the school system looks to vendors for services more so than hardware, and he assured Ms. Jung that we are asking for assistance. Ms. Jones noted the Board approved a key piece of collaborative purchasing a few years ago when the school system entered into a joint agreement with the University of Maryland for Microsoft software. She also noted that Ms. Curtis in Library Information Services is looking into group purchasing.

Ms. Ettinger stated one of the keys to making progress in the area of technology is to have meaningful impact analysis with regard to the impact of technology on student achievement and also with regard to our ability to utilize data in a way that is meaningful. This information could be shared with funding authorities. Mr. Barlow stated that the greatest single contributor to that analysis will be the development of a data warehouse system. Ms. Ettinger also echoed Mr. Kennedy's comments about the importance of providing assistance to those teachers who might be uncomfortable with technology.

- D. Report on the Magnet Schools Program Performance – Ms. Donna Flynn, Executive Director of Assessments, and Ms. Jean Wode, Specialist in Research and Evaluation, provided a review of magnet school programs via a Power Point™ presentation. The presentation included the goals from the 1995 Strategic Plan for Magnet Schools, elementary and secondary magnet themes for 2001-2002, and objectives of the current evaluation of magnet schools programs. Ms. Flynn noted the final report from the consultant is due September 1, 2002.

Mr. Hayden expressed his disappointment that the timing of the team's visits might exclude most seniors.

Dr. Hayman shared his concern that nearly one-half of the magnet school students come from the Northwest and Central Areas. He also noted that there are only 216 elementary magnet students from the Southwest and Southeast Areas. Dr. Hayman also shared his disappointment that staff and the Board will not receive the report until the fall, which will probably mean any changes to the program will not occur until the following school year. Finally, Dr. Hayman voiced his concern that in some magnet school programs, students cannot continue their course of study after middle school.

### REPORTS (Cont.)

Mr. Teplitzky voiced his hope that the consultant will look at the greater policy issues, rather than just the statistics. He recalled a superintendent who was controversial introduced magnet schools. At the time, the school system and the Board recognized there was no commitment to continue funding these programs.

Mr. Teplitzky echoed his concern over the statistics mentioned by Dr. Hayman, but questioned whether students in the Southeast and Southwest Areas applied for seats in the magnet programs but couldn't get in because the programs were full or because students did not have an interest in attending magnet schools. He stated that students' desires to remain in comprehensive schools do not indicate a failure of the magnet program. Mr. Teplitzky shared his hope that the consultant will talk to students who chose not to attend magnet schools.

He also stated there is a budget issue to be considered. If there is going to be funding of magnet programs, money has to be found for the comprehensive schools so there's not inequity in funding between magnet schools and comprehensive schools.

### PERSONNEL MATTERS

On motion of Mr. Teplitzky, seconded by Mr. Kennedy, the Board approved the personnel matters as presented on Exhibits F, G, H, I, J, and K, and K-1. (Copies of the exhibits are attached to the formal minutes.)

### CONTRACT AWARDS

On motion of Mr. Kennedy, seconded by Dr. Hayman, the Board approved items 1-11. Mr. Hayden abstained from discussion and voting on item 2.

1. eCatalog Contracts
  - a. Library Instructional Media
  - b. Medications and First Aid Supplies
  - c. Music: Instrumental Supplies
  - d. Music: Vocal Supplies
  - e. Physical Education Supplies and Equipment
  - f. School/Office Supplies and Classroom Paper
2. Food Service: Bread Products – Two-Year Bid
3. Food Service: Ice Cream Products

CONTRACT AWARDS (Cont.)

4. Food Service: Paper Products
5. Food Service: Produce – Two-Year Bid
6. Food Service: Small Wares
7. Fuel Oil, Gasoline and Diesel Fuel – Two-Year Bid
8. Printing: School Calendars
9. Printing: Student Handbooks
10. Software: Web Content Management System
11. Carnegie Learning Cognitive Tutor Curricula

Ms. Jung noted that the Board spends a great deal of time reviewing and discussing personnel matters and contract awards prior to the public meeting.

BUILDING COMMITTEE

The Building Committee, represented by Mr. Kennedy, recommended approval of items 1-8. The Board approved these recommendations.

1. Parking Lot Improvements – Middle River Middle School
2. Parking Lot Improvements – General John Stricker Middle School
3. Parking Lot Improvements – Scotts Branch Elementary School
4. Bleacher Replacement – Hereford High School
5. Entrance Steps Reconstruction – Kenwood High School
6. Parking Lot Lighting – Ridgely Middle School
7. Change Order – Major Maintenance Renovation Project – Relay Elementary School
8. Change Order – Electrical Contract – New Town High School

### FEE ACCEPTANCE

On motion of Mr. Kennedy, seconded by Dr. Hayman, the Board approved a request for fee acceptance for construction management services for systemic renovation projects at various elementary schools.

### ANNOUNCEMENTS

Mr. Arnold made the following announcements:

- On Monday, June 10, 2002, the Board will conduct a work session on the achievement gap at 6:30 p.m. at Greenwood.
- On Wednesday, June 12, 2002, the Southeast Area Educational Advisory Council will hold a planning meeting at the Southeast Area Office at 7:30 p.m.
- The next regularly scheduled meeting of the Board of Education of Baltimore County will be held on Tuesday, June 11, 2002, at Greenwood. The meeting will begin with an open session at 5:00 p.m. After the Board adjourns to meet in closed session, followed by a brief dinner recess, the open meeting will reconvene at approximately 7:30 p.m. The public is welcome to all open sessions.

Mr. Arnold reminded speakers to refrain from discussing any matter that might come before the Board in the form of an appeal or any personnel matters.

### PUBLIC COMMENT

Mr. Thomas Raybon, President of the Baltimore County Student Councils (BCSC), introduced the President of BCSC for 2002-03, Amethyst Danesie. Thomas also recognized Dr. Hairston; members of the Board; Ms. Barbara Fuller, BCSC advisor; Ms. Phyllis Bailey; and Ms. Maria Cirincione for their support during the past school year.

Ms. Danesie noted BCSC has already begun its work for the next school year and stated BCSC is looking forward to working with the Board next year.

Ms. Karen Yarn, a representative of the Citizens Advisory Committee for Gifted and Talented Education, noted the group's gratitude for the cooperation of a number of staff members during the school year.

Ms. Teresa LaMaster, Chair of the Citizens Advisory Committee for Special Education, thanked Dr. Mohler for his responsiveness to some of the concerns raised at the last Board meeting with regard to Policy 5550. With regard to the Special Education Staffing Plan, Ms. LaMaster noted the large parent turnout at the recent public hearings. Ms. LaMaster also noted

PUBLIC COMMENT (Cont.)

that parents questioned how the stated ratios were determined and the justification for the ratios. She disagreed the plan creates additional accountability. Ms. LaMaster expressed concern at the number of special education students who drop out of school, when compared with Montgomery and Howard Counties. She also noted that the school system is understaffed in the area of instructional assistants when compared to other counties.

Ms. Meg O'Hare, Chair of the Northeast Area Educational Advisory Council, referenced an article that recently appeared in The Sun accusing Baltimore County Public Schools of being unresponsive to County officials. She read a Letter to the Editor, which she wrote and was not published, which refutes The Sun's claim. Ms. O'Hare thanked Bill Lawrence for his hard work this past year. Joan Brauner was also congratulated on her promotion. Dr. Krempel and Carney Elementary School were thanked for helping to establish a World War II Honor Roll on Carney grounds. Ms. O'Hare recognized the Board's appointment of a new member to the Northeast Area Educational Advisory Council and also suggested the creation of a leadership position for middle schools.

Mr. Boyd Crouse, Chair of the Southeast Area Educational Advisory Council, commended Mr. Barlow for the Technology Implementation Plan. He also expressed his hope that funding for the plan would be forthcoming. Mr. Crouse noted a recent article in The Sun regarding construction incidents in the Baltimore County Public Schools and a statement contained in the article that inferred the number of incidents that occurred in Baltimore County Public Schools was small, statistically speaking. Mr. Crouse praised school officials for the manner in which incidents this year were handled and hoped lessons were learned from these experiences. Mr. Crouse thanked the school communities who hosted advisory council meetings this year as well as the personnel who made presentations. He also thanked the members of the Southeast Area council. Mr. Crouse noted the group's growth and its more active approach to the school system and processes. Finally, Mr. Crouse thanked the Coalition of Stakeholders and the Board of Education for their evolving partnership.

Ms. Laura Nossel, Chair of the PTA Council of Baltimore County, reminded the Board and audience that the ParentMobile is another way parents are exposed to technology. With regard to the Magnet School presentation, Ms. Nossel shared her hope that parental perceptions about the program would be included in the consultant's report. Dr. Mohler was thanked for addressing PTA concerns about the cell phone policy. Ms. Nossel pointed out that parents should not be overlooked when it comes to grants (for the technology plan). She stated parents have the skill, expertise, and time to research available grants and fill out applications. Sharon Norman and the Calendar Committee were thanked for their work on the proposed school calendar. Ms. Nossel raised concerns about the number of early dismissals that are proposed. She stated PTA Council's view that instructional time should be maximized. With regard to parent participation on committees, Ms. Nossel shared her desire that committee meetings be held at times convenient for parents. Ms. Bost was congratulated on her selection as Baltimore County's Teacher of the Year.

PUBLIC COMMENT (Cont.)

Mr. Mark Beytin, President of the Teachers' Association of Baltimore County, thanked staff for its responsiveness to teachers' needs with regard to school construction projects and the opening of school in August. Speaking about high stakes testing, Mr. Beytin voiced his concern about future testing in Maryland—what the test will be, who will have input on the new tests, and if the input will be done in a timely and appropriate manner. He asked Board members to be strong participants in this endeavor. With regard to budget issues, Mr. Beytin expressed the need for the Board and TABCO to work together to make certain those seeking election and re-election understand the needs of Baltimore County Public Schools.

No one from the public signed up to speak to the proposed revisions for Policies 3111, 3112, and 3113.

The following person addressed the Board with regard to the proposed revisions to Policy 5550 – Disruptive Behavior:

Susan Katz, President of the Owings Mills High School PTSA – Asked the Board to reconsider banning cell phones on buses.

The following persons addressed the Board with respect to the proposed school calendar for 2003-04:

Jasmine Shriver, a representative from the PTA Council of Baltimore County – Noted her participation on the Calendar Committee. She stated that very few concerns have been voiced about the proposed calendar and there has been no comment on the pre-Labor Day opening. Ms. Shriver thanked Ms. Norman for making the committee meetings more parent friendly.

Mary Pat Kahle, a member of the Calendar Committee – Thanked Ms. Norman for her excellent leadership and facilitative skills of the committee. She voiced her personal concern about the loss of instructional time and asked the Board to seek ways to restore that time.

Ms. Kelli Nelson commended the Office of Special Education for moving toward an annual plan and the public input process. She also commended staff for its receptive and timely responses to questions. Ms. Nelson asked the Board to consider the questions forwarded by Ms. LaMaster. She also asked the Board to consider appropriate and mandatory training for general education teachers. Ms. Nelson expressed concern about the change of inclusion ratios with no explanation. She urged the Board to establish a task force this year that includes equal numbers of parents, community members, and staff to look at best practices in the state and the nation that will focus on ratios, teacher training, decreasing the over-identification of minority students in Special Education, the positive impact of increased literacy interventions, and other factors.

PUBLIC COMMENT (Cont.)

Ms. Laura Nossel, speaking on behalf of Oakleigh Elementary School parent Bonnie Daffron, shared Oakleigh's students' overwhelming success in exceeding its original goal of reading 10,000 books in the Reading Across America program. To date, the students have read 13,500 books. A closing ceremony will be held tomorrow afternoon. Ms. Nossel noted the program was a collaborative effort between students, staff, and parents.

Ms. Jasmine Shriver commended the efforts of the Office of Special Education with regard to the Special Education Staffing Plan, but stated the plan provides only disjointed and obscure data regarding ratios and cited examples of her claim.

Ms. Mary Pat Kahle noted the Board's absence at the recent staffing plan hearings. She shared parents' safety concerns about housing ED programs in large middle and high schools. Ms. Kahle asked the Board for justification for having six (6) special educators in six (6) alternative schools. She noted two omissions of data in the plan that describe staffing used in the identification of students with disabilities and data describing non-public placement staffing. Ms. Kahle urged the Board to aggressively pursue reducing class size for regular education students. She also urged Board members to obtain and read a copy of the testimony from the hearings.

At 10:42 p.m., Mr. Sasiadek moved to adjourn the open session. The motion was seconded by Mr. Kennedy and approved by the Board.

Respectfully submitted,

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Joe A. Hairston  
Secretary-Treasurer

REPORT OF THE BOARD OF EDUCATION OF BALTIMORE COUNTY, MARYLAND,  
WORK SESSION ON THE ACHIEVEMENT GAP

Monday, June 10, 2002

President Donald L. Arnold called the work session to order at 6:36 p.m. at Greenwood. In addition to Mr. Arnold, the following Board members were present: Ms. Phyllis E. Ettinger, Mr. John A. Hayden, III, Dr. Warren C. Hayman, Ms. Jean M. H. Jung, Mr. Michael P. Kennedy, Ms. Janese Murray, and Mr. James R. Sasiadek. Also present were Dr. Joe A. Hairston, Superintendent of Schools, and staff members.

Mr. Arnold informed the audience the work session was a result of a recommendation from the Board's Curriculum Committee.

Ms. Ettinger, Chair of the Curriculum Committee, provided an overview of tonight's meeting. Numerous staff members were recognized for their efforts in preparing the materials sent to Board members for the work session. She stated tonight's focus is on key policy issues of teacher quality and teacher training for diverse student populations.

Dr. Hayman, a member of the Curriculum Committee, suggested the existence of a state of emergency within the Baltimore County Public Schools—that being the achievement gap between majority and minority students. He stated this issue must take first priority among the issues the Board and school system must address. Dr. Hayman also stated the state of emergency exists for three imperatives: political, economic, and moral. He suggested the following ways the Board can make a difference:

1. Establish policies and procedures to guarantee the achievement gap is eliminated, and establish a timeframe to eliminate the gap.
2. Implement programs to eliminate the gap.
3. Provide funding to support this effort.

Dr. Hayman shared his concern with the number of non-certificated teachers in Baltimore County. He noted that the majority of non-certificated teachers are placed in high poverty schools. He stated that parents need to assume responsibility in the effort to eliminate the achievement gap, as well.

Ms. Margaret-Ann Howie, Legal Counsel to the Superintendent, reviewed the type of information to be discussed with the Board so it can establish a framework to discuss policy issues related to teacher quality. She stated staff believes there are four policy issues that could be impacted by the discussion of teacher quality—recruitment, staff development, teacher assignment, and staff retention. Ms. Howie reminded the Board of her recent presentation to them on issues related to Title I and the No Child Left Behind Act. She highlighted a few sections of the No Child Left Behind Act as they relate to teacher quality:

1. The people who are to be hired by the school system.

2. Requirements for new elementary and new secondary school teachers.
3. Requirements for teachers who are not new to the profession.

Ms. Howie explained the legal requirement of teacher placement under Title I and noted there are legal requirements to be followed in this area in the TABCO Master Agreement and in state law.

Mr. Randall Grimsley, Executive Director of Human Resources, highlighted some research and funding issues. He noted the findings of The Educational Trust that showed how the quality of teaching had a positive impact on average and less-than-average students, and test scores increased. Mr. Grimsley also spoke of The Trust's findings regarding experienced and non-experienced teachers.

With regard to funding issues, Mr. Grimsley stated that Baltimore County's starting salary ranking has declined. He noted, however, Baltimore County has a very attractive compensation package. Mr. Grimsley provided a brief history of a few ideas designed to attract teachers to low performing schools. He stated the Mentoring Program is effective in supporting new, inexperienced teachers. Finally, Mr. Grimsley reviewed recruitment efforts and costs.

Mr. Hayden inquired as to Baltimore County's current starting salary rank and how it compares regionally. Mr. Grimsley stated Baltimore County's starting salary of \$32,500 ranks 11<sup>th</sup>. He noted in large districts close to Philadelphia and Pittsburgh, the starting salaries are close to \$38,000. In Northern Virginia, the starting salary is in the same range. Next school year, Anne Arundel and Harford Counties will probably have higher starting salaries than Baltimore County.

Ms. Ettinger inquired about recruiting in areas where there may be excess teachers. Dr. Smeallie stated that Personnel looks at data provided by organizations such as the Mid-Atlantic Association of School, College, and University Staffing to assist in determining such areas. He noted that recruitment trips to the West Coast may not be successful, as many young college graduates from that area have many ties to that area and are unlikely to move to the East Coast. However, there have been recruitment trips to Michigan and Minnesota. Dr. Smeallie noted that recruiting trips are reviewed annually.

Ms. Ettinger stated that, in the future, it would be helpful to the Board to have fiscal notes included with the incentive strategies that the Board may consider. She also suggested providing the experience of school districts in dealing with incentive plans.

Dr. Hayman inquired about the disparity between the number of provisionally certified teachers in the Central and Southwest Areas. In providing a response, Dr. Smeallie stated candidates are asking to visit multiple schools and are shown several schools with similar characteristics. Dr. Hayman disagreed with this practice and suggested candidates should be assigned to the schools where they are needed. Dr. Smeallie responded by saying that as an

employer, Baltimore County Public Schools tries to match a candidate's background, skill, and experience to the appropriate school and assured Dr. Hayman candidates are not allowed to select their job assignment.

Ms. Ettinger noted that federal law will force us to change our practices. Ms. Howie stated that new hires for 2002-2003 in Title I supported programs will have to be highly qualified. By 2005-2006, all teachers must be highly qualified. Ms. Ettinger stated that the situation is now a matter of how we will change our practices, how quickly, and how effectively. She continued by saying the school system's challenge is to integrate the realities of federal law, our needs, and the job market. Ms. Ettinger voiced her distress with the information provided in the Teacher Certification Report and stressed that strategies and policies need to be developed to place teachers where they are needed.

Dr. Smeallie stated in today's market, quality teachers expect to visit the site where they may be working. They expect to meet with the person to whom they will be reporting, and they expect to see the employment setting. He stated that these candidates force us, as an employer, to listen to them and show them options. Dr. Smeallie concluded his comments by saying it is incumbent upon the school system to consider incentives to make people want to be at a particular school. They won't succeed if they are forced to work at a particular school.

Mr. Kennedy spoke of the need for our funding authorities to fully understand the requirements of the law. Ms. Howie stated that the law provides funding for teacher training and teacher mentor programs to help existing teachers become "highly qualified." Dr. Smeallie added that federal officials will be firm about meeting the deadlines. He noted that there will be a majority of school systems that won't be in compliance. He shared his belief that Baltimore County probably will not be in compliance by the start of the 2002-03 school year, despite the efforts of Personnel to meet the federal law.

Ms. Jung noted that filling vacancies in Title I schools must be a priority for recruiters, and Dr. Smeallie confirmed that it is his department's priority. He noted, however, that a candidate sent to a Title I school may like the school, but if the assignment isn't what he/she has done most, the candidate might inquire about other vacancies that might be a better match. Personnel will first put them in contact with another Title I school before referring them to a non-Title I school.

Ms. Jung inquired about recruitment overseas. Dr. Smeallie responded that international recruitment is difficult because of several INS requirements.

Mr. Sasiadek noted we must find a way to connect new hires with children, families, fellow teachers, and the community. He stated that up until now, the system has used a segmented approach. He stated that we need to look at the problem of recruitment and retention as a whole, which would include asking local authorities for additional funding so we can attract more qualified candidates, offer outstanding programs that offer support to teachers after they are hired, and provide programs to guide them through their professional growth.

Ms. Ettinger asked the Board to focus its discussion on policy issues, and she summarized some of the issues discussed earlier in the evening. She stated her desire to see where our policies are, whether they are meeting our needs, or if adjustments need to be considered. She reminded everyone that tonight’s discussion focused on only two items and that there are many other issues which impact student achievement and the achievement gap that deserve discussion. Ms. Ettinger shared her belief that the key to student achievement is attracting and retaining qualified teachers and placing them where they are needed so students can achieve the way they ought to and in the way the school system is obligated to help them achieve. She asked to see the policies that relate to the four (4) areas mentioned by Ms. Howie at the beginning of the work session and for a policy analysis to help the Board determine how existing policies help or hinder our efforts.

Mr. Kennedy suggested the system conduct its own study to determine the impact of reduced class size on student achievement.

Dr. Hayman shared his hope that the Board would take a definitive step and make a formal announcement indicating the achievement gap in Baltimore County would be eliminated by a specific date. That announcement would show the public that the Board is serious about the issue. He also suggested the need to have policies that mandate diversity training for every school system employee and that address non-certificated teachers.

Mr. Arnold and Ms. Ettinger summarized for staff the information requested by Board members. Mr. Sasiadek also suggested looking at current successful practices in our schools.

Ms. Ettinger summarized the evening’s discussion.

The work session was concluded at 8:55 p.m.

Respectfully submitted,

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Joe A. Hairston  
Secretary-Treasurer