

APPROVED MINUTES**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. Grzynski 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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