



LOUDOUN CHAMBER OF COMMERCE

2015 BizVotes Questionnaire Results

Loudoun County School Board – Dulles District

Jeff Morse / Kenya Savage



Answer is consistent with Loudoun Chamber's Position



Answer is inconsistent with Loudoun Chamber's Position or nonresponsive to the question



Answer is partly consistent with Loudoun Chamber's Position

1) What is the biggest issue/challenge Loudoun's K-12 educational system faces in the upcoming term?

JEFF MORSE: Maintaining the quality of education given a constantly growing school student population in a fiscally constrained environment. We have been averaging between 2,000 and 3,000 new children entering into LCPS each year for the last four years, and no relief is in sight. The costs associated with building new facilities and hiring quality teachers and support staff is enormous.

KENYA SAVAGE: Through numerous conversations with Loudoun County parents and teachers, the biggest opportunity to overcome within our K-12 educational system is the proverbial push towards Standards of Learning (SOL) Examinations. This limits teachers' flexibility to innovate, create, and expand curriculum which move our children towards application and readiness for real world problem solving. In addition, this cripples critical thinking by having our students rely on memorization; as students become focused on scoring well on exams. As technology and globalization increases, our students will not be as advanced to quickly adapt to these improvements. Employers seek employees that have deep problem solving ability and can apply "quick thinking skills" rather than memorizing concepts. As a District, we must foster intentional development to enable all students to be college bound and/or career ready employees after graduating from any Loudoun County High School. This begins during the formative years of a student's educational development.

2) How do you propose to address this challenge?



LOUDOUN CHAMBER OF COMMERCE

JEFF MORSE: Make sure we are using our resources in the most efficient way possible. Class sizes must be balanced against school capacity; Full Day Kindergarten space requirements compete against smaller elementary school class sizes in grades one through five at many of our more crowded schools. Using proven technology to expand instruction, alleviate administrative burdens and reduce class size is an investment to which we need to commit. Finally, we need to guard against implementing technology for technology's sake.

KENYA SAVAGE: There are several ways to overcome this challenge. For example, teachers will be relieved from rote fact memorization tools to exploratory project based learning curriculum with innovation. Educators will reclaim their joy of learning through their joy of teaching. This ultimately instills a renewed sense of value and confidence within our students. The “AH-HA” factor become a milestone when students in elementary through secondary understand and apply new competencies into everyday living scenarios. In addition, the inclusion of technology into the classroom provide hands on examples and experiences for students in efforts to drive and develop more engaging interdisciplinary/cross curricula skills and competencies. As we look to grow our children for a greater Loudoun, we expand opportunities to improve their executive functions and develop skills beyond just memorization. This further prepares our students to be college bound and/or career ready and able to compete successfully within the work force.

3) Do you feel the working relationship between the Board of Supervisors and the School Board has improved over the last four years? Please provide additional comments that support your position.

JEFF MORSE: I feel the two Boards have become substantially more collaborative over the last four years: the ability to fully fund the LCSB's requested FY 2016 operating budget is an example of this new collaborative environment. We (the School Board) mandated that the annual budget process begin much earlier in the year. With the new Superintendent, this has obviously been incorporated in our process, as we now start the budget one year ahead of its execution. Perhaps most important is the collaborate spirit that flows from the LCPS staff through the Superintendent up to both boards. Having a strong understanding of each Board's vision is critical to maintain a good working relationship, and I anticipate this continuing through the next four years.

KENYA SAVAGE: No. The coordination between the Board of Supervisors and School Board is a critical relationship that needs improvement. For some, it may be easy to interject political or party agenda into decision making and actions; however, what was reemphasized during my Sorensen Institute's Candidate Training Program, was to act with high ethics and civility. The main thing is our schools, our teachers, our community and most importantly our children. I support meetings at the beginning of the year to discuss



LOUDOUN CHAMBER OF COMMERCE

County wide planning objectives and then subsequently once a month to ensure that public school education remains a focus areas as he/she is managing broader county requirements. The main thing is to improve and strengthen the relationship between those elect to govern our County and those elected to ensure the policies and procedures of our Schools allows all students to grow and be successful within their own abilities and talents.

4) How can the Board of Supervisors and School Board work collectively to streamline the school site selection process, design, construction and associated land use approvals while ensuring that all sites selected best meet the community's needs and ease of access for students?

Chamber Position: The Chamber supports the Loudoun County Board of Supervisors, the School Board and LCPS continuing their efforts to work together on a framework for school site selection and land use permitting that streamlines the process and locates new schools in a manner that supports both the education and economic development mission of our community.



JEFF MORSE: As a Chairman of the School Board/Board of Supervisors Joint Committee, and as a member of the ad-hoc subcommittee to look at efficiencies in land acquisition, I made a concerted effort to look for efficiencies in the property identification, selection, and procurement process. Based on our subcommittee's recommendation, the Board of Supervisors voted to approve the public schools by-right Zoning Ordinance Amendment (ZOAM). Physical expansion of current schools, such as our recent expansions of both Mercer Middle School and Freedom High School, have also provided space to accommodate growth while eliminating or delaying new construction costs.



KENYA SAVAGE: Early coordination and reoccurring meetings between the Board of Supervisors (BOS) and the School Board will result in more streamlined processes related to school site selection, design, and construction & associated land use approvals. This also provides accountability and ensure that the County is not proposing Sites contrary to community needs. While the BOS cannot prescribe how Schools allocate resources, the School Board should be consulted regarding future plans which impact the education system, communicate issues, including upcoming student population needs, impact on classroom and school sizes, and any other long range constraints impacting the economic and educational growth of our County. Today, most coordination between the School Board and the BOS only occur during budget sessions. By this time, most priorities, agreements, and approvals have been received and contracts initiated without input from the Schools or community. This impacts our students and our community if continually done in a vacuum.



LOUDOUN CHAMBER OF COMMERCE

5) Please provide your thoughts on the following potential approaches to supplement traditional education funding, and for those your support, how each approach could be incorporated into Loudoun Public School's budget and operating system?

- a. School-Business Partnerships;
- b. Public charter and magnet schools;
- c. Open enrollment to balance population amount schools;
- d. Distance-learning for in-school and home-schooled students;
- e. Adjustments to class sizes; and/or
- f. Other approaches that may complement the education today's Loudoun County children are receiving through LCPS.

Chamber Position: The Chamber supports:

- Every student being able to choose his/her school in order to foster successful individual educational outcomes;
- Flexible policies that enable public school attendance alternatives, such as open enrollment and expansion of online education options for in-school and home-school students.
- Providing authority to local school boards to determine its school calendar.
- Greater consideration and use of charter schools and magnet schools
- Greater use of pilot programs within the school system to provide opportunities to consider new and innovative ideas that offer additional education choices.
- Creation of a Loudoun County Teacher Cabinet by the School Board that provides an opportunity for Loudoun County teachers to share innovative ideas and successes so that others may have the chance to benefit.



JEFF MORSE:

- **a. School-Business Partnerships;** School-Business Partnerships are critical to providing resources (to our schools) that otherwise would go unfilled. Whether engagement with employees, technical resources, sponsorships or financial contributions, our Business Community has really stepped up to assist our teachers



LOUDOUN CHAMBER OF COMMERCE

and students across the county. Each school has a unique culture and needs, and the local business owners are frequently in tune with these needs and able to provide assistance that would otherwise go unfulfilled. In return, our students become the future workforce, benefitting from the SBPs at their school. Finally, the Businesses receive great promotional value, including recognition as a partner to our local schools. The spring SBP Breakfast is a great way to acknowledge and thank those businesses who have contributed so much to our local school teachers and children. The SBP is vital, and its value cannot be accomplished or assumed by the LCPS budget.

- **b. Public charter and magnet schools;** As the Subcommittee Chair for two of the last three Charter School applications, I strongly support school choice. These one-of-a-kind entities, with individualized classroom behaviors, class schedules, and instructional methods provide unique opportunities for our children to learn in environments and with instruction that differs from the common way of teaching at every other LCPS school. Although our first year with Middleburg Community Charter School was full of challenges, I have confidence that our two charter schools (including Hillsboro Charter Academy) will continue to improve their instructional capabilities and ultimately provide LCPS a very valuable resource for alternative learning environments.
- **c. Open enrollment to balance population amount schools;** I strongly supported this three years ago when we changed the LCSB policy to implement it, and will continue to do so. Again, we are expanding the opportunities for children to learn, and doing so while simultaneously creating a more efficient distribution of students (filling empty seats at some schools while reducing overcrowding at others).
- **d. Distance-learning for in-school and home-schooled students;** I support the use of technology to further allow expansion of educational opportunities at facilities other than LCPS schools. All taxpayers have the right to access resources from our schools, especially if they are available remotely. One of the greatest opportunities is for classrooms across the county to share one extraordinary teacher by remote delivery. This type of delivery might be of great interest and benefit to a dispersed audience across several LCPS schools, and for students who are primarily educated from home.
- **e. Adjustments to class sizes; and/or** Having some of the largest class sizes in the Northern Virginia area creates two issues: the first is an inability for students to receive individualized or differentiated instruction; the second is an overextended workforce, where teachers are responsible for a significant administrative burden for each child taught. I support a reduction in class sizes, but with a caution on the impacts of its implementation upon other areas in the budget (such as teacher salaries or special diagnostic or preventive services).
- **f. Other approaches that may compliment the education today's Loudoun County children are receiving through LCPS.** The new Academies of Loudoun illustrate LCPS's vision of a 21st century education. Expanding all areas of STEM instruction, from theory to practical application, will help better prepare our



LOUDOUN CHAMBER OF COMMERCE

students to either enter college or directly enter the workforce with critical skills needed by employers today. The additional costs currently spent to send our children to Thomas Jefferson will be better invested in our own, nationally-recognized magnet school for STEM education.



KENYA SAVAGE:

- **a. School-Business Partnerships;** Opportunities to partner with business communities, non-profits and academia strengthens and equips students with skills, training, and knowledge to be lifelong contributors to the world. Options to provide either in class or online quality instruction/ services to all students sets them up for success. Given the austere fiscal climate it is smart for BOS and the School Board to relook at county and school's operating spending to discern where smart trades can be made in efforts to create efficiencies. In fact, in my conversations with my community members, I have already started asking the question through my survey within my District. I wanted to know what programs, if eliminated, would hurt their child's academic success. Likewise, what are acceptable trades through Programs to assist your child's achievement? This allows me to confidently provide my community views at the table during tough conversations, especially looking at trades due to budget constraints.
- **b. Public charter and magnet schools;** I believe students should be given options to grow and be stretched in areas that embraces and creates atmospheres of creative thinking, deductive reasoning, and analytical evaluations with their peers. Programs and course designed to infuse Science, Technology, Engineering, Mathematics, and the Arts and Healthcare sectors position students for success regardless of career path. While all students can learn; differentiated learning styles and facilities provide parents a choice to tap into resource designed to help his/her child learn and be successful. I support the Schools concepts One to the World. This allows students to master significant content, important competencies, tackle real world problems through deductive reasoning, and connect globally. Public Charter and magnet schools have demonstrated successes in these areas provide parents an option. Eventually, with the opening of the Academies of Loudoun, within our own Public Schools those same options and high level performing programs will be available.
- **c. Open enrollment to balance population amount schools;** Talking with my Dulles families and specifically a military family who recently relocated here (children currently "wait listed" for their ES), today open enrollment works if the receiving school within the County has space available and parental transportation provided. If the communication between the BOS and the School Board occurred more frequently on new ideas, policies, and coordination, there may less likely be overcrowding of schools due to increased number of new Single family houses being built. Today, each school is required to serve students who live within its attendance area prior to accepting students from outside its boundary. I would be



LOUDOUN CHAMBER OF COMMERCE

willing to poll my community to discern the viability of this option and make recommendations for reformation. As the District looks to expand program resources, and intervention Services County wide, students will be have access to various learning tools (online & in the classroom) at their neighborhood school.

- **d. Distance-learning for in-school and home-schooled students;** In coordination with Superintendent's One to the World Vision, the plan bridges and provide an array of technological services and options. This approach allows teachers to innovate and create beyond traditional course offering and offer expanded services for all students. Likewise, in school students will have the ability to produce products, and showcase their work beyond the teacher for feedback and area of improvement. As part of the proposed reorganization plan, a proposed Superintendent Cabinet is organized to engage a diverse group to seek input on ideas for additional educational development choices for our in school students and ensuring our home schooled students have the same opportunity. I would be willing to engage my community further on this proposed ideas, through small scaled pilot programs. Our goal is to grow our children for a greater Loudoun, expanded services for our students is another way to tap into their learning abilities.
- **e. Adjustments to class sizes; and/or** With my neighbors, I support the need to create plans to adjust class sizes. To address the problem of overcrowding in some of Loudoun County schools, such as Dulles South and Broad Run, immediate steps can be taken to install temporary classroom infrastructure. Perhaps moving resource and guidance offices, and some administrative function offices to the portable infrastructure. The genuine shared by parents across Loudoun County stems from the lack of coordinated effort between local governments (e.g. Board of Supervisors) strategic objectives and needs of Loudoun County Public Schools. These portable classrooms will be stop gap measures prior to more strategic and coordinated conversations between Local government and LCPS. Long term solutions requires a strategic, reformed comprehensive plan with the BOS and LCPS suggesting a renewed focus on commercial building while more planning is taken on housing choices and balance needs of education with transportation, economic development and infrastructure.
- **f. Other approaches that may compliment the education today's Loudoun County children are receiving through LCPS.** I believe we have covered a wide ranging of topics that may compliment the education our children receive today through LCPS. In talking and sharing with my neighbors, LCPS has a plethora of resources that many families are not aware of, and are looking for better ways to advocate and connect with their Schools. Perhaps, an overhaul of our LCPS website to have information more readily available and more clearly presented. As I host events and share and talk with my neighbors the more we will uncover more approaches for consideration.



LOUDOUN CHAMBER OF COMMERCE

6) How can Loudoun County Public Schools best improve either its curriculum or technical and career training to ensure its students meet the requirements of the future workplace?

Chamber Position: • The Chamber supports: strong business-education partnerships to develop training programs for specific industries; stronger focus on college and/or career readiness for students earlier in their K-12 education experience; and emphasis on ensuring digital literacy by our students, to better preparing students to effectively enter the workforce.



JEFF MORSE: Bringing Dr. William's "One to the World" concept opens our students to the world around them, instead of being restricted to a classroom. Our new Assistant Superintendent for Instruction Dr. Ambrose brings a collaborative, data-driven focus on curriculum design. Our local economy has some of the most leading edge products and processes into which our educational delivery must tap. We are currently trying to identify those critical assets in order to integrate a leading edge curriculum into our Academies of Loudoun programs.



KENYA SAVAGE: Maintaining and leveraging partnerships with non profits, the District and the Business Community allows LCPS the ability to improve curriculum and technical and career training; while promoting all students graduate college bound and/or career ready. Great programs such as the Technology Education and Literacy in Schools (TEALS) program which invites high technological professionals into high schools and teach computer science through a variety of teaching models is an excellent way to share as a District wide initiative. Eventually, teachers are empowered to teach the class by his/herself. Not only does this engage and benefit our teachers; but also, students are gaining and learning new technology skills that are transferrable to any workplace - nationally or internationally. Through the Department of Curriculum and Instruction and Offices for Elementary, Secondary, and High Schools, there are opportunities to introduce more business and technical services to all students independent of academic abilities.

7) How can Loudoun County Public Schools best improve its professional development training and evaluation procedures to ensure all LCPS personnel meet the standards required of their peers and demanded by this community?

Chamber Position: The Chamber supports the development of a well-constructed and fair system to ensure all involved in the education of our children are regularly evaluated and receive feedback on how to improve based on measurable standards, outcomes and



LOUDOUN CHAMBER OF COMMERCE

innovation beyond simple standardized test scores. The Chamber also strongly supports compensation being tied to evaluation, achievement and outcomes for educators.



JEFF MORSE: Professional Development is an investment. We must be willing to expend resources to provide our instructional staff the most complete training program available, and refresh that training as needed. Our evaluation process is required by law to include "testing", but a much more reliable resource would be "peer" evaluations, or "360 degree" evaluations. Teachers know which of their peers are performing at the top of their profession, and therefore their inputs are critical to any evaluation process. Documentation of those who are unable to achieve to our high standards must be complete and accurate, enabling LCPS to retain only the most effective teaching core.



KENYA SAVAGE: LCPS can improve its professional development training and evaluation procedures by making professional development training mandatory and establishing policies that promote incentives for exemplary performance during evaluation and noted achievements periods. Our District has very elite, skilled, and dedicated teachers and staff who have selflessly poured themselves into our children and believe in the enrichment development, and growth for all students beyond graduating from any Loudoun County High School. Those teachers that continue to perform well should have salaries and benefits commensurate to their outstanding efforts and be incentivized for their excellence. These incentives are aligned to the quality and the enriched applied learning and achievement outcomes bestowed on our children. This outcome is not aligned to standardize testing scores. At the same time, staff, who fall short of high efficacy and high value, then they too, will receive salaries commensurate to their performance and training to improve their performance.

8) What economies of scale or other creative efficiencies should the School Board initiate to reduce the cost of education per student while maintaining the highest level of educational experience for our K-12 students?

Chamber Position: The Chamber supports consideration of services currently provided by school system employees that may be outsourced to provide greater efficiency, cost savings, competition and business opportunity in the private sector; consideration of consolidation of County and school functions to achieve increased efficiencies and cost savings; aggressive efforts to access all existing but untapped revenue sources to support current state and local funding, including t grants, programs, and initiatives that provide opportunities for additional funding to support educating our next generation; continued and increased partnerships with non-profit organizations and foundations in both funding and programming given the demonstrated success of such programs and the geographic access to additional potential partners; and continued and greater use of school-business



LOUDOUN CHAMBER OF COMMERCE

partnerships as a way for businesses to provide valuable resources of time, energy and funding to support the schools.



JEFF MORSE: Four the last four years (and I envision for the next four years) our Board has looked for efficiencies to maximize the value of resources provide by the citizens of Loudoun. Looking at the significant reduction in transportation provided to our students as an example, we seek to refocus dollars into the classroom versus administrative and supportive functions. Remote delivery of instruction into multiple classrooms could certainly create economies of scale. Finally, reducing the "non-teaching" burden on our teachers would be another area that would allow the opportunity to re-apply resources directly to teaching.



KENYA SAVAGE: This is an excellent way to engage non profits, Business Communities and Educational facilities (i.e. local colleges and/or community centers) that offer services to students globally; such as art, music classes, electives, etc. As an example, the School Board, while working with the Superintendent and the Assistant Superintendent for Curriculum and Instruction could choose to leverage outside services as a lower cost per pupil option. This will not only provide the students a broader perspective to alternative learning styles; but also, stretches his/her mind and positions them greatly for opportunities beyond the traditional classroom settings. For the Business Community, possible internships or externships could be established for students working within these companies. This provides a foretaste and gets to the core of ensuring our students receive the highest quality instruction and content learning environment. However the case, there are ways to achieve this and all options should be considered.

9) Do you see any areas where LCPS and County functions may be pursued collaboratively to better leverage available services and resources?

Chamber Position: The Chamber supports consideration of consolidation of County and school functions to achieve increased efficiencies and cost savings.



JEFF MORSE: No, but I am always open to investigating any new ideas for efficiencies.



KENYA SAVAGE: There are always opportunity to improve and leverage services and functions between LCPS and the County. Specially, in areas of economic



LOUDOUN CHAMBER OF COMMERCE

development, transportation, affordable/workforce housing and infrastructure. As a County we need to do better at making Loudoun a place people can live, work, and play. As a County, we need to remind our School's new and returning personnel of the quality of life that Loudoun provides and economic benefits gained within our area. With that as a goal, making sure the cost of living for our teachers and personnel staff is affordable and maintained without the added financial burden. Talking with my community families, it is important to attract, recruit, and retain quality LCPS teachers. We often lose them over time to either Administrative Office positions or other counties because we have not compelled them to stay. This is an opportunity for improvement to collaborate for our County.

10) Please briefly describe what best qualifies you to hold the office for which you are running.

JEFF MORSE: There are several key characteristics required of a successful Board Member: integrity, dedication, compassion, commitment, leadership and intelligence. Each of these characteristics provides a facet vital to maximize the impact a School Board member has upon our Public School Division. Serving can never be about personal aggrandizement. If I ever find myself more concerned with my own achievement than my constituency, I'll know it's time to leave public office.

KENYA SAVAGE: My passion for this seat is authentic. I have initiated difficult conversations and have been asked to provide my suggestions and my perspective to inform decision making across our District for all our students to compete successfully and achieve their highest academic potential. Specifically, my role as Chair of the Minority Student Achievement Advisory Committee ("MSAAC") allowed me to lead and mobilize a parent delegate committee that partnered with numerous Loudoun County Public Schools ("LCPS") District Offices. It was through these relationships that I've cultivated a passion and drive for equitable opportunity and growth for all our students to eradicate the achievement gaps and facilitate academic excellence for all our children. It's not a matter of if our children can learn, it is about defining, and designing those instructional inventions to reach and connect with students so they do learn. All students can learn, just not in the same way.

11) What is the chief factor that differentiates you from your opponent(s) (if you have one)?

JEFF MORSE: My opponent has clearly demonstrated a passion to run for office and a commitment to her constituencies, and for that she has my admiration. As I do not know her positions on most policies, I would not pre-suppose any differences.



LOUDOUN CHAMBER OF COMMERCE

KENYA SAVAGE: The difference is that I am willing to have the conversations at the table and work to develop policies that propels all students to achieve their fullest academic potential. Our County is high performing and our total student achievement has been steady. However, looking across the Student Sub-Group data, the data reflects gaps that are being overlooked. I have been in the room with parents, teachers, LCPS Central Office staff, and Communities leaders at the ground level leading, mobilizing, and initiating conversation to advocate for differentiate instruction which enables all Children to achieve their fullest academic ability. As past Chair of the Minority Student Achievement Advisory Committee, I understand and support curricula that promotes rigor, innovation, critical thinking, and collaboration for all our students with varying achievement abilities. My opponent is at the table but is doing very little that benefits all children within the Dulles District.

12) Is there any other personal or professional information you would like the business community to know about you that is not already covered?

JEFF MORSE: Four years ago as I began my first run for School Board, I designed a T-shirt that had the following logo on the back, Educate Me. That statement is as appropriate today as it was four years ago: I know that in order to continue to support the residents of the Dulles District, I must stay engaged. I believe I accomplished my goal of community engagement over my first term, and will continue to actively engage families, teachers, students, staff, and the local business community of LCPS with positive dialogue and an eye for continuous improvement. I remain dedicated to my personal vision statement: Affordable Quality Education for All Loudoun Students. I know the important role our local businesses play in our success. I hope to earn your vote, and that you will continue to play an integral part in delivering an affordable quality education to all Loudoun Students.

KENYA SAVAGE: With your support and endorsement, I will continue to do those things necessary to address the concerns of our students, parents, teachers, administrators, and community partners who believe I will keep our students the main priority, lead with integrity and ethics, advocate for a greater District, and build and sustain relationships with local government leaders to ensure LCPS is incorporated as a priority in larger county wide growth initiatives. In addition, I will maintain existing and forge new relationships with the Business Community and non profit organizations that share and support policies and systems that fuel student's ability to apply concepts being taught more effectively to compete successfully amongst their peers, and meet the increasing demands of the workforce. Finally, I believe that it is not schools that make better communities, it is communities that make better schools. That involves all communities partners to make our Community the best.



LOUDOUN CHAMBER OF COMMERCE

Campaign Committee Information:

Candidate's Name (as it will appear on ballot): Jeff E. Morse

Campaign Manager: Jeff Morse

Campaign Address: 25547 Mimosa Tree Ct

Campaign Phone: 703-975-6308

Campaign Website: <http://electjeffmorse.com>

Campaign Twitter: @jeffreymorse3

Candidate's Current Occupation: Consultant

Candidate's Political Experience: Loudoun County School Board (4 years); South Riding Proprietary President (2 years); South Riding Proprietary Board of Directors (4 years)

Candidate's Business Experience: U.S. Naval Officer, active duty (20 years); Consultant, Booz Allen Hamilton (9 years)

Campaign Committee Information:

Candidate's Name (as it will appear on ballot): Kenya A. Savage

Campaign Manager: Carla Wiley

Campaign Address: 42020 Village Center Plaza, Suite 120, PMB 150 Stone Ridge, VA 20105

Campaign Phone: 703-957-0382

Campaign Website: <http://www.electkenyasavage.com>

Campaign Twitter: #KENYA4LCPSBOARD

Candidate's Current Occupation: Consultant

Candidate's Political Experience: Civic Duties

Candidate's Business Experience: Consensus Builder | Trusted Leader and Confidant | Team Leader and Team Player | Strong Organization and Communication Skills | Decision Maker | Effective Listener | Continuity Planner and Operations Subject Matter Expert | Change Agent