

**WINOOSKI BOARD OF SCHOOL TRUSTEES  
REGULAR MEETING  
WEDNESDAY, SEPTEMBER 12, 2012**

**MINUTES**

MEMBERS PRESENT: M. Decarreau, President  
J. Lambert, Secretary  
T. Cleiland, Member  
J. Corrigan, Member

MEMBER ABSENT: A. Booher

OTHERS PRESENT: M. Martineau, Superintendent  
M. O'Rourke, PK-5 Principal  
J. Helm, 6-12 Asst. Principal  
S. Metivier, Board Secretary  
V. Gardner, Policy Governance Consultant  
R. Goulet, Finance Manager  
L. Wheeler, 6-12 Principal  
R. Hood, Director of Spec. Ed./ELL  
J. Pape, Teacher  
A. Odatto, Orange SW SU Board member

1. Call to Order/ Pledge of Allegiance/National Anthem: M. Decarreau called the meeting to order at 6:35. T. Cleiland sang the National Anthem.
2. Agenda Revision/Time Allocation: J. Lambert questioned why we put on the agenda new business before on-going business noting that Roberts Rules of Order is reversed. Martineau said we are following a VSBA template that was in the resource guide. Will make the change as noted. Decarreau said he would like to see info on technology on consent agenda. Decarreau also asked if all positions have been filled. Martineau said we still have 1 high school special educator position to fill and a half-time technology teacher, which we will not be able to fill. Technology is being integrated into the classroom on all levels.
3. Consent Agenda (See attached – Accept/Adopt): MOTIONED by T. Cleiland, second by J. Corrigan to approve. Motioned passed 4-0.
4. Administrative Reports: T. Cleiland noted that it is nice to see that all reports are positive, a good start to the year. M. Decarreau asked R. Hood if we are using the same baseline data that we have been collecting from last year. She said yes, but there will be different kids in the report. Hood said that A. Booher offered to be the board representative during the 9/18 Title III monitoring session. Cleiland offered if Amy could not make it. Decarreau asked O'Rourke about the increase in enrollment. She said the increase is scattered throughout grades. We are up about 12 from last year. O'Rourke said the UVM Girls Soccer team was well received. There were 18 of 22 soccer players present for the assembly held today. Each player will work throughout the year with a classroom to provide community service.
5. Focus on Learning:
  - a) Policy Governance: Val and Angelo continued working on the policy blitz – board management and governance process. The Board agreed to the following policies:

**Policy Title: 3.0 Global Governance-Management Connection**  
The board's sole official connection to the operational organization, its achievements, and its conduct will be through the superintendent of schools.

**Policy Title: 3.1 Unity of Control**  
Only officially passed motions of the board are binding on the superintendent. Accordingly:
    1. Decisions or instructions of individual board members, officers, or committees are not binding on the superintendent except in rare instances when the board has specifically authorized such exercise of authority.
    2. In the case of board members or committees requesting information or assistance without board authorization, the superintendent can refuse such requests that require, in the superintendent's opinion, a material amount of staff time or funds or is disruptive.

**Policy Title: 3.2 Accountability of the Superintendent**

The superintendent is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the superintendent. Accordingly:

1. The board will never give instructions to persons who report directly or indirectly to the superintendent.
2. The board will not evaluate, either formally or informally, any staff other than the superintendent.
3. The board will view successful superintendent performance as demonstrated by accomplishment of board-stated Ends and avoidance of board-proscribed means.

**Policy Title: 3.3 Delegation to the Superintendent**

The board will instruct the superintendent through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the superintendent to use any reasonable interpretation of these policies. Accordingly:

1. The board will develop policies instructing the superintendent to achieve specified results for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels and will be called Ends policies. All issues that are not Ends issues as defined here are means issues.
2. The board will develop policies that limit the latitude the superintendent may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The board will never prescribe organizational means delegated to the superintendent.
3. As long as the superintendent uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the superintendent is authorized to establish all further procedures, make all decisions, take all actions, establish all practices, and pursue all activities. Such decisions of the superintendent shall have full force and authority as if decided by the board.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and superintendent domains. By doing so, the board changes the latitude of choice given to the superintendent. But as long as any particular delegation is in place, the board will respect and support the superintendent's choices.

**Policy Title: 3.4 Monitoring Superintendent Performance**

Systematic and rigorous monitoring of superintendent job performance will be solely against the expected superintendent job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations. Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The board will acquire monitoring information by one or more of three methods: (a) by internal report, in which the superintendent discloses measurable interpretations including a rationale and compliance information to the board; (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies; or (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.
3. In every case, the board will judge (a) the reasonableness of the superintendent's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
4. In every case, the standard for compliance shall be any reasonable superintendent interpretation of the board policy being monitored. The board is the final arbiter of reasonableness but will always judge with a "reasonable person" test rather than with interpretations favored by board members or by the board as a whole.
5. All policies that instruct the superintendent will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule.
6. A formal evaluation of the superintendent by the board will occur annually by cumulating the regular monitoring data provided during the year and the board's recorded acceptance or non-acceptable of the reports and identifying performance trends evidence by that data.
7. Superintendent remuneration will be decided after the formal evaluation no later than the month of September.

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- (a) The superintendent’s Salary will be set competitively using data collected and distributed by the Vermont Superintendent’s Association.

<b>Policy</b>	<b>Method</b>	<b>Frequency</b>
<b>Ends</b>	TBA	TBA
<b>Global Executive Constraint</b>	Internal	Annually
<b>Treatment of Students, Parents/Guardians and Community</b>	Internal	Annually
<b>Treatment of Staff</b>	Internal	Annually
<b>Financial Condition and Activities 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.8, 2.3.9, 2.3.10</b>	Internal	Annually
<b>Financial Reports</b>		Monthly
<b>Financial Condition and Activities</b>	External- Audit	Annually
<b>Financial Planning and Budgeting</b>	Internal	Annually
<b>Emergency Superintendent Succession</b>	Internal	Annually
<b>Asset Protection</b>	Internal	Annually
<b>Compensation and Benefits</b>	Internal	Annually
<b>Communication and Support</b>	Internal	Annually

**Policy Type: Governance Process**

**Policy Title: 4.0 Global Governance Commitment**

The purpose of the board, **on behalf of the City of Winooski is to see to it the Winooski School** district (a) achieves appropriate results for students at an appropriate cost (as specified in board Ends policies) and (b) avoids unacceptable actions and situations (as prohibited in board Executive Limitations policies).

**Policy Title: 4.1 Governing Style**

The board will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and superintendent roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactively rather than reactivity **reactive**. Accordingly:

1. The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will not use the expertise of individual members to substitute for the judgment of the board, although the expertise of individual members may be used to enhance the understanding of the board as a body.

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2. The board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the staff organization (Ends), not on the administrative or programmatic means of attaining those effects.
  - (a) Board values will be drawn from the diverse values of the community informed by expert sources both internal and external to the organization
3. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the board can change its Governance Process policies at any time, it will scrupulously observe those currently in force.
4. Continual board development will include orientation of new board members in the board's Governance Process and periodic board discussion of process improvement.
5. The board will allow no officer, individual, or committee of the board to hinder or serve as an excuse for not fulfilling group obligations.
6. The board will monitor and discuss the board's process and performance on a regular basis. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.

**Policy Title: 4.2 Board Job Description**

Specific job products of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility to:

1. Create and maintain the linkage between the ownership and the operational organization to represent the informed voice of the owners. This linkage will include:
  - a. Seeking input regarding owner values on issues of Ends, prudence and ethics
  - b. Educating owners on issues impacting the organization
  - c. Reporting to the owners on organizational performance
  - d. Ensuring owners and other stakeholders that bring non-governing issues to the board understand the process for getting their issue addressed by the system in a courteous and respectful manner.
2. Create and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situation
  - a. Ends: organizational outcomes, impacts, benefits, recipients, and their relative worth (what good for which recipients at what cost
  - b. Executive limitations: constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place
  - c. Governance process: specification of how the board conceives, carries out, and monitors its own task
  - d. Board-management delegation: how power is delegated and its proper use; the superintendent's role, authority, and accountability
3. Gain assurance of successful organizational performance on Ends and Executive Limitations.
4. Advocate for legislative change, which positively impacts public education.
5. Appoint the external auditor.
6. Operational Decisions which the Executive Limitations policies prohibit the superintendent from making.
  - a. Determine the expenditure of surplus funds.
  - b. Determine the expenditure of long-term reserves.
  - c. Determine any closing of buildings as public schools.
  - d. Negotiating union contracts.
  - e. Conduct fair hearings in its role as a quasi-judicial body.

Because of the lateness of the meeting and the amount of material still to be covered it was suggested that we continue the policy blitz in October. Decarreau asked if we could get a separation of what should be in the policy and what other boards have put in, along with a sample agenda.

6. Public Comments:
  - a) General Public: NONE.

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- b) Winooski Education Association: J. Pape noted he sent a letter regarding negotiations certified. Decarreau said the letter would be read under correspondence.
  - c) Student Council Representative: Decarreau asked what is happening in this area. If nothing else we would like a report on activities.
7. New Business (Receive Information & Possible Action):
- a) Discussion on Building Capacity in Relation to Class Size Policy: Decarreau said the question about whether the district could physically hold more students came about during the meeting in Washington, DC on refugees. Martineau said we looked at current policy and class sizes. We are within the range for capacity at JFK, but there is more room at the MS and HS to physically accommodate more students. Winooski School District class size is below what some states are doing. It is important to understand that student numbers are always a moving target. We are responsible to educate Winooski students by law, but we can speak to refugee resettlement about placement of refugees into Winooski if we don't have the school space because of physical limitations. We would have to notify the authorities prior to hitting our capacity. Decarreau suggested we look at this again mid-year.
  - b) Professional Development Discussion: Lambert said he is looking for a report showing a return for our investment in professional development. Martineau said she has made classroom visits over the last few weeks and she can see in JFK where teachers are using strategies learned over the summer. In the MS/HS she is seeing that teachers are being clear on what they expect out of students and using 21<sup>st</sup> Century skills during classes. All are unannounced visits. Lambert stated that was the information he wanted.
  - c) Discussion – Floor sinks: Martineau said we had a request to install sinks for our students who must wash their feet before prayer. They are currently using water fountains for this ritual and it is unsanitary. Goulet contacted vendor a for "slop" sinks that would be installed in each locker room near existing showers with a handheld showerhead. The price is about \$6,000 to install but does not include demolition of concrete and any other issues that may come about. There was discussion about would we be making arrangements for one religious group. It is felt that this would open it up to other groups wanting special privileges. Martineau said their practice is posing a health issue with water fountains; we are not promoting prayer, but responding to a request. We welcome and accept all faiths and appreciate the diversity. We would explore requests made by any group. Corrigan asked why showers in the locker rooms could not be used for this purpose. Martineau said the showers are not working, and haven't been for some time. Martineau said we could explore the cost of making a shower stall workable with a hand held showerhead.
  - d) Nellie Mae Update: Partnership for Change initiative was launched on September 8<sup>th</sup> with a lunch attended by many in the Winooski and Burlington community. The I-pad rollout at BHS for 9<sup>th</sup> graders took place on September 5<sup>th</sup>; MacBook Pro Rollout at WHS will take place on October 17<sup>th</sup> and will be managed by Drew Blanchard; Steering committee meeting dates were held on August 29<sup>th</sup> with a second one scheduled for October 2<sup>nd</sup>.
  - e) Move October Board Meeting From the 10<sup>th</sup> to the 17<sup>th</sup>: Martineau said the request was only to accommodate Val Gardner for Policy Governance. After some discussion Martineau will check with Val's availability to do a separate meeting. The regular board meeting will stay as planned on October 10<sup>th</sup>.
  - f) Approve Auditor Recommendation for FY 12 Audit: Goulet said we have a signed engagement letter with Bill Yacavoni to have him do the FY '12 audit. MOTIONED by J. Corrigan, second by T. Cleiland to approve. Motion passed 4-0.
  - g) Approve Use of Facilities – Martial Way: Martineau noted that this group has used our facilities many times in the past and the board had grandfathered them in at lower rate to use our facilities. Martial Way is still working with our students. MOTIONED by J. Lambert, second by J. Corrigan to approve. Motion passed 4-0.
  - h) Approve Use of Facilities – Movement Center: Martineau said this is a dance studio that has used our space previously. MOTIONED by J. Corrigan, second by T. Cleiland to approve. Motion passed 4-0.
8. Ongoing Business (Deliberation & Possible Action):
- a) 2<sup>nd</sup> Reading, Policy #4111, Recruitment and Selection of Employees: Decarreau questioned the 1st sentence of the policy. Martineau said this means we look to see if they are licensed and meet HQT requirements. Sometimes we run into an issue where a person may need a provisional license. Teachers are approved through a recommendation to the board. MOTIONED by J. Corrigan, second by T. Cleiland to accept the policy as written. Motion passed 4-0.
  - b) 2<sup>nd</sup> Reading, Policy #4122, Substitute Professional Staff Employment: Martineau said a new category was added for part-time college students. MOTIONED by J. Corrigan, second by T. Cleiland to approve. Motion passed 4-0.

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9. Future Agenda Items: Corrigan asked about the hiring of a tech teacher – if we don't have anyone, how will students that have a 9-12 plan including those courses be accommodated? Wheeler said that students would have access to technological use and exploration even without a teacher. We have an integration specialist that is working with all teachers, many of who have expertise in technology. Course offering is a challenge and we need to explore opportunities beyond what we can offer and need to empower students to design their own learning. Helm noted that as the .5 technology position has not been filled, we currently do not have a Webmaster and don't have the manpower to take care of it. Add on update from the Facilities Committee at the November meeting.
10. Correspondence:
  - a) Letter from WEA: Received letter from WEA to start Negotiations for future years. Certified letter was received and signed by S. Metivier
11. Adjourn: MOTIONED by J. Corrigan, second by T. Cleiland to adjourn at 9:06 p.m. Motion passed 4-0.

**CONSENT AGENDA  
WEDNESDAY, SEPTEMBER 12, 2012**

- I. Meeting Minutes: August 15 and 23, 2012
- II. Personnel Actions:
  - a) Approve Contract – Khara Neopaney, .5 Math Interventionist
  - b) Approve Contract – Kyle Blindow, 1 year for PE (replaces M. Lewis)
  - c) Approve Contract – Nicole Pelaggi-Dyer, LT Sub for Maternity Leave (K. Brown)

III. Approval of Bills:

#1016	August Benefits	\$154,844.34
#1017	Reserve Acct	\$135,602.00
#1018	Accounts Payable	\$29,067.41
#1019	Accounts Payable	\$16,942.40
#4	Payroll	\$18,154.81
#1020	941's`	\$67,000.70
#1021	St. Vt.	\$8,377.53
#1022	Dir.Dep.	\$184,364.04
#1023	P/R Ded.	\$20,199.32
#1024	Accounts Payable	\$64,718.19
#1025	Reserve Acct	\$28,500.00
#5	Payroll	\$15,176.69
#1026	941's	\$65,454.09
#1027	St. Vt	\$7,993.44
#1028	Dir. Dep.	\$186,401.85
#1029	P/R Ded.	\$23,310.53
#1030	Sept. Benefits	\$153,305.62
#1031	Accounts Payable	\$37,610.80

Respectfully Submitted,

Sandy Metivier  
Board Secretary