

The minutes presented within this document provide a summary of the discussion that took place at the Board of Education meeting. For the complete discussion of the agenda items, please view the video of the Board meeting on our website at www.southingtonschools.org.

SOUTHINGTON BOARD OF EDUCATION

SOUTHINGTON, CONNECTICUT

REGULAR MEETING

AUGUST 13, 2015

The regular meeting of the Southington Board of Education was held on Thursday, August 13, 2015 at 7:30 p.m. in the Municipal Center Public Assembly Room, 200 North Main Street, Southington, Connecticut with Executive Session scheduled for 6:30 p.m.

1. CALL TO ORDER

Mrs. Terri Carmody, Vice Chairperson, called the meeting to order at 6:30 p.m.

Present from the Board: Mrs. Terri Carmody, Mrs. Colleen Clark, Mrs. Patricia Johnson, Mrs. Terry Lombardi, Mrs. Jill Notar-Francesco, and Mrs. Patricia Queen. Absent: Mr. Brian Goralski, Chairperson, Mr. David Derynoski and Mr. Zaya Oshana.

Present from Administration: Mr. Timothy Connellan, Superintendent of Schools; Mr. Steven Madancy, Assistant Superintendent (*arrived at 6:40 p.m.*); and Mrs. Sherri DiNello, Director of Business and Finance.

Present from the Southington Town Council: Mr. Tom Lombardi and Mrs. Cheryl Lounsbury (*arrived at 6:35 p.m.*).

Present from the Southington Board of Finance: Mr. John Leary (*arrived at 6:36 p.m.*).

Present from Shipman & Goodwin LLP: Richard A. Mills, Esq.

MOTION: by Mrs. Clark, seconded by Mrs. Queen:

"Move to go into Executive Session, excluding the public and the press, for the purpose of discussing Teacher Negotiations and Personnel Matters, and upon conclusion reconvene to public session."

Motion carried unanimously by voice vote.

2. EXECUTIVE SESSION TO DISCUSS TEACHER NEGOTIATIONS AND PERSONNEL MATTERS

Mrs. Carmody declared a recess of Executive Session at 7:22 p.m. The Board returned to public session at 7:29 p.m.

3. RECONVENE MEETING ~ REGULAR SESSION

The regular session was reconvened at 7:30 p.m. by Mrs. Carmody, Vice Chairperson. Board members present: Mrs. Terri Carmody, Mrs. Colleen Clark, Mr. David Derynoski, Mrs. Patricia Johnson, Mrs. Terry Lombardi, Mrs. Jill Notar-Francesco, and Mrs. Patricia Queen. Absent: Mr. Brian Goralski, Chairperson, and Mr. Zaya Oshana.

Present from the administration were Mr. Timothy Connellan, Superintendent of Schools; Mr. Steven Madancy, Assistant Superintendent; Mrs. Sherri DiNello, Director of Business and Finance; and Mr. Peter Romano, Director of Operations.

4. PLEDGE OF ALLEGIANCE

The audience recited the Pledge of Allegiance led by Mrs. Notar-Francesco.

Mrs. Notar-Francesco called for a moment of silence in memory of the following:

- Two students who perished in an automobile accident on Tuesday, July 28, 2015, Olivia Fusco, who was 14-years old and a student at Kennedy Middle School and AnnMarie "Annie" Olender, who was 16-years old and a student at Southington High School.
- Jeanne Brayton, who passed away on Saturday, July 25, 2015 and was a longtime employee of the Food Service Program at DePaolo Middle School.
- Dr. Martin Godgart, a former Assistant Superintendent of the Southington Public Schools from 1969-1970 who passed away on August 4, 2015.

5. APPROVAL OF MINUTES ~ June 25, 2015

MOTION: by Mrs. Notar-Francesco, seconded by Mr. David Derynoski:

"Move to approve the regular Board of Education minutes of June 25, 2015, as submitted."

Motion carried by voice vote with Mrs. Carmody abstaining.

a. Approval of Special Meeting Minutes ~ July 23, 2015

MOTION: by Mrs. Notar-Francesco, seconded by Mrs. Clark:

"Move to approve the special Board of Education minutes of July 23, 2015, as submitted."

Motion carried unanimously by voice vote.

MOTION: by Mrs. Notar-Francesco, seconded by Mrs. Queen:

“Move to switch Agenda Item 6.b ‘Communications from Board Members’ and Agenda Item 6.c ‘Communications from Administration’.”

Motion carried unanimously by voice vote.

6. COMMUNICATIONS

a. Communications from Audience

Mr. Arthur Cyr, 103 Berlin Avenue addressed the middle school projects and the cooperation between all the town departments that has resulted in a job well done. He also discussed “free money” and praised DePaolo Middle School staff and their PTO who took advantage of the free money from the Stop & Shop program that resulted in DePaolo Middle School receiving \$5,425.94 in the 2014-2015 school year (*Attachment #1*).

b. Communication from the Administration (formerly Agenda Item 6.c):

Mr. Connellan introduced the following new administrators to the public: Erin Natrass, Principal of South End Elementary School, Greg Ferry, Athletic Director, Amy Aresco, Special Education Coordinator, Evette Corujo-Aird, Special Education Coordinator.

Mrs. Carmody called for a recess at 7:38 p.m.

Mrs. Carmody reconvened the regular Board of Education meeting at 7:48 p.m.

Mr. Madancy and Mr. Romano addressed the preparations that have taken place over the summer and that continue to take place for the opening of the 2015-2016 school year. Mr. Madancy noted that Convocation this year will be starting earlier at 8:00 a.m. at the high school instead of 9:00 a.m.

c. Communication from Board Members (formerly Agenda Item 6.b):

Mrs. Notar-Francesco addressed two items:

1) Winterberry Gardens donated some plants for a Flower Service Garden at the entrance of Hatton Elementary School as part of a Summer School enrichment class project for making the air become cleaner.

2) Mrs. Notar-Francesco and Mrs. Lombardi attended the CAFE Leadership Conference in July. An item discussed was the School Governance Position Statement, which she distributed to the Board (*Attachment #2*). It defines what the Board of Education responsibilities are in relation to the Superintendent’s responsibilities and what the joint responsibilities between the two groups are. CAFE recommends that Boards of Education conduct self-evaluations. Mrs. Notar-Francesco suggested that the Board look into a retreat this year to self-evaluate.

Mrs. Lombardi addressed student summer enrichment programs and Camp Invention that was held this summer at Strong School with 107 students attending. She noted that Southington’s Camp Invention was the second highest attended in Connecticut. She gave examples of some of the inventions and congratulated David DeStefano and Jessica Graham who were the directors of the program.

Mr. Derynoski questioned the impact of the Open Choice Grant that was not being funded this year. Mr. Connellan noted that there was no impact on the operating budget and that it would not impact funding for the current year because it was a Capital Grant.

Mrs. Queen questioned the SAT replacing the SBAC for juniors. Mr. Connellan has not heard anything from the State Department of Education or the State Board of Education on this.

Mrs. Carmody appointed the following to the Paraprofessional Negotiating Committee: Mrs. Queen, Mrs. Johnson and Mrs. Carmody. The purpose of these negotiations is to discuss language changes needed to include the ABA Therapists in the Paraprofessional bargaining unit, for which they petitioned. The actual Paraprofessional contract does not expire until June 30, 2016.

7. SUPERINTENDENT’S REPORT

a. Personnel Report

MOTION: by Mrs. Notar-Francesco, Mr. Derynoski:

“Move to approve the Personnel Report, as submitted.”

Motion carried by voice vote with Mrs. Lombardi abstaining.

8. COMMITTEE REPORTS

a. Finance Committee Meeting ~ August 11, 2015

1. Bid Approval-Bid #2016-BID-06, Snow Removal & Sanding (JAD, JFK, FES, DES/JVP, SEES, SES, TES)

MOTION: by Mrs. Notar-Francesco, seconded by Mr. Derynoski:

“Move to approve Bid 2016-BID-06 for Snow Removal and Sanding at J. A. DePaolo and J. F. Kennedy Middle Schools, Flanders, Derynoski / Pyne Center, South End, Strong and Thalberg Elementary Schools.”

Motion carried unanimously by voice vote.

2. Contract – Elementary Counseling Grant Evaluator

MOTION: by Mrs. Notar-Francesco, seconded by Mrs. Lombardi:

“Move to approve the proposed contract with Ms. Paula Quinn for year three for the external evaluation of the Southington Public Schools Elementary Counseling Grant funded by the United States Department of Education.”

Motion carried unanimously by voice vote.

Mrs. Notar-Francesco reported that the Finance Committee also addressed the Healthcare Reform benefits for nonunion staff working more than 30-hours per week. The long-term and permanent substitutes are employed more than the 30-hour threshold per week and it is felt that it is in the students' best interest to continue to utilize long-term substitutes for teachers on leave of absence and permanent substitutes in the buildings. These staff members would need to be offered health benefits next year. Mrs. DiNello will work with the Self Insurance Committee for the type of plan to be considered by the Town and Board of Education. The Board discussed the potential impact that this unfunded mandate would have on the budget, the restriction on the 30-hours per week for substitute teachers when substitutes are already hard to find, and collaborating with other districts.

Mrs. DiNello gave an update on the 2014-2015 year end close-out and that the year closed with a balance of \$12,455. This was the tightest close-out in her 15 years with the school system. The Finance Committee will meet in September for a final review of the year end close-out and account balances. The Board praised Mrs. DiNello for all her efforts on closing the year on a positive note.

b. Policy & Personnel Committee Meetings ~ June 30, 2015, July 14, 2015, July 20, 2015, August 11, 2015

Mrs. Clark reported that the Policy and Personnel Committee met throughout the summer and addressed the following:

- Job description for the Athletic Director
- Policy 1325 "Community Relations"
- Policy #1330 "Facilities Usage"
- Policy #5133 "Participation in Athletics and Other Co-Curricular Activities"
- Athletic Code of Conduct and Student Handbook
- Job Description for the Computer Teacher
- Policies 5112 and 5113 regarding Attendance

The next Policy & Personnel Committee meeting will be September 29, 2015.

Mr. Connellan discussed the Southington High School Student Handbook and Student Athletic Handbook and the work being done to make sure they align with the Board of Education policies.

9. OLD BUSINESS

a. Town Government Communications

There were no communications.

b. Construction Update

Mr. Romano gave an update on the middle school projects and reported that the Certificate of Occupancy for DePaolo Middle School is being requested for August 18, 2015 and August 19, 2015 for Kennedy Middle School. They are ahead of schedule, and the schools will be ready for the students on August 27, 2015.

Mrs. Clark announced that on Sunday, September 13, 2015, there will be a grand opening of both middle schools and official invitations will be sent.

c. Teacher Evaluation Plan Update

Mr. Madancy reported that the Teacher Evaluation Plan was revised and was declined by the state the first time around because the state added a "Review of Practice" as a requirement in addition to Teacher Observations; however, it was passed after resubmission.

MOTION: by Mrs. Lombardi, seconded by Mrs. Clark:

"Move to accept the revised copy of the Teacher Evaluation and Support Plan as presented by the administration for implementation during the 2015-2016 school year."

Mrs. Queen wanted the public to know how labor intensive the Evaluation Plan mandated by the state is for the teachers and administrators.

Motion carried unanimously.

d. Administrator Evaluation Plan Update

Mr. Madancy reported that the Administrator Evaluation Plan aligns with the state model, and there were no additional requirements by the state.

MOTION: by Mrs. Notar-Francesco, seconded by Mr. Derynoski:

"Move to accept the revised copy of the Administrator Evaluation and Support Plan as presented by the administration for implementation during the 2015-2016 school year."

Motion carried unanimously by voice vote.

10. NEW BUSINESS

a. Superintendent's Annual Report ~ 2014-2015

MOTION: by Mrs. Queen, seconded by Mrs. Notar-Francesco:

"Move to recommend that the Superintendent's Annual Report for the 2014-2015 school year be approved as submitted."

The Board members were impressed with the quality of education happening throughout the district. They were impressed that 100% of the Class of 2015 received their diplomas and gave credit to administration in managing a huge amount of change this past year. It was noted that Mastery-based learning stood out in the principals' reports.

Motioned carried unanimously by voice vote.

b. Opening of School Dates ~ 2015-2016

The Board members appreciated having this information.

c. Class Size Report

Mr. Connellan noted that this was the Elementary Class Size Report. He recommended that two FTE (Full-time Equivalent) teachers be added at Thalberg Elementary School in Kindergarten and Grade 3 and a .2 FTE English Language Teacher added at the high school. The Board discussed at length enrollment in different schools and grade levels, classroom space, and the middle school computer teacher/media specialist that was cut from the budget. Mrs. DiNello explained where the money would come from for the 2.2 teachers recommended and was confident that within the teacher line item in the budget that there was funding.

MOTION: by Mrs. Queen, seconded by Mrs. Clark:

“Move to approve the addition of 2.2 FTEs. Two FTEs for the elementary schools as represented on the grid and .2 FTE for the EL teacher at the high school.”

Motion carried unanimously by voice vote.

Mr. Connellan noted that once the enrollment settles, he would bring back for discussion in September the middle school computer teacher/media specialist for consideration per the Board’s request.

d. School Enrollment Area ~ HillCrest Village

MOTION: by Mrs. Clark, seconded by Mr. Derynoski:

“Move that the streets of HillCrest Village; Hillcrest Drive, Magnolia Way, Old Oak Court, Redwood Lane and Linden Court be added to the South End School attendance area.”

The busing for this area has been coordinated with New Britain Transportation. Mr. Connellan will contact the real estate agency that is selling these homes to inform them of the street assignment to South End School.

Motion carried unanimously by voice vote.

e. Athletic Director Job Description ~ First Reading

This agenda item will go before the next Board of Education meeting for approval.

f. Computer Teacher Job Description ~ First Reading

This agenda item will go before the next Board of Education meeting for approval.

g. Community Relations Policy ~ First Reading

This agenda item will go before the next Board of Education meeting for approval.

h. Participation in Athletics and Other Co-Curricular Activities ~ First Reading

This agenda item will go before the next Board of Education meeting for approval.

The Board recessed from public session at 9:15 p.m.

The Board returned to Executive Session at 9:21 p.m.

Present from the Board: Mrs. Carmody, Mrs. Clark, Mr. Derynoski, Mrs. Johnson, Mrs. Lombardi, Mrs. Notar-Francesco and Mrs. Queen.

Present from Administration: Mr. Connellan, Mr. Madancy and Mrs. DiNello.

11. ADJOURNMENT

MOTION: by Mrs. Notar-Francesco, seconded by Mr. Derynoski:

“Move to adjourn.”

Motion carried unanimously by voice vote.

The meeting adjourned at 9:25 p.m.

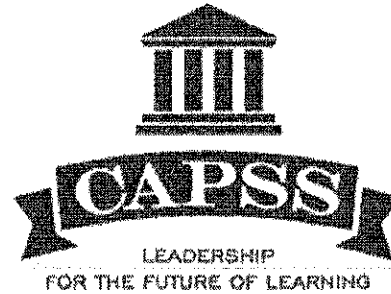
Respectfully submitted,

Linda Blanchard

Recording Secretary

STOP & SHOP STORES		*FREE MONEY		SCHOOL REWARDS	
www.stopandshop.com/our_stores/bonus_bucks/area_schools.htm					
SCHOOL NAME	CODE #	2011-2012	2012-2013	2013-2014	2014-2015
SOUTHINGTON HIGH	05789	\$ 951.96	\$ 1,277.01	\$ 573.85	\$ 509.43
Joseph A. DePaolo MIDDLE	06639	\$ 498.35	\$ 1,030.01	\$ 3,859.41	\$ 5,425.94
John F. Kennedy MIDDLE	05771	\$ 408.19	\$ 538.53	\$ 256.78	\$ 462.14
Walter A. Derynoski ELEM	06864	\$ 1,308.09	\$ 3,095.32	\$ 2,877.61	\$ 2,222.64
FLANDERS ELEM	08336	\$ 707.20	\$ 1,728.59	\$ 2,011.06	\$ 1,562.50
William A. Hatton ELEM	08351	\$ 7.25	\$ 1,270.87	\$ 948.84	\$ 1,726.57
Urbn T. KELLEY ELEM	05865**	\$ 378.72	\$ 686.34	\$ 485.04	\$ 584.37
PLANTSVILLE ELEM	08807	\$ 440.57	\$ 514.59	\$ 338.50	\$ 310.93
SOUTH END ELEM	05936	\$ 1,285.92	\$ 1,148.44	\$ 928.35	\$ 697.63
William A. Strong ELEM	07672	\$ 742.31	\$ 923.89	\$ 611.68	\$ 797.58
Reuben E. Thalberg ELEM	08768	\$ 2,497.42	\$2,027.60	\$ 2,657.97	\$ 3,270.12
TOTAL		\$ 9,225.98	\$ 14,241.19	\$ 15,549.09	\$ 17,569.85
		UP 54%	+ \$5,015.21	\$ 1,307.90	\$ 2,020.76

You need to have parents register every school year!



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 81 Wolcott Hill Road, Wethersfield CT 06109
 (860) 571-7446 Fax - (860) 571-7452
 Website -- www.cabe.org
 Email -- admin@cabe.org

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 26 Caya Avenue, West Hartford CT 06110
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School Governance Position Statement November, 2014

"The school leadership team -- school board and superintendent -- is critical to the success of public education. Great things can happen when the elected and executive leadership of a school system are in agreement about goals and expectations. That requires candor and collaboration, and a shared commitment to the mission of ensuring that all children have access to a great education."

Thomas Gentzel, Executive Director, National School Board Association, and Daniel Domenech, Executive Director, American Association of School Administrators, 2014

Preface:

Connecticut's educational leaders recognize the power and potential to improve teaching, learning, and student achievement in our public schools through cooperative, purposeful and professional working relationships between Superintendents and Boards of Education. The functions of our publicly elected Boards and hired Superintendents are subject to shifting demographic, cultural, and regulatory pressures. Meanwhile, in this continually evolving context, robust working relationships between school Boards and Superintendents, based on proven practices, consistently prove to be key drivers of high-achieving school districts.

This document is CABE and CAPSS view on the nature of and expectations for working relationships between Boards of Education and Superintendents. We intend it as a statewide reference for both groups to work toward strengthening strategic partnerships that empower student achievement. Our attempt is to capture best practices in this area, understanding that many of the issues addressed must be determined at the local level. We recognize that Superintendent/Board relationships vary, reflecting the diversity of our cities and towns.

We hope that this reference will continue to facilitate ongoing statewide discussions among and between Boards of Education and Superintendents for the districts that serve our students.

For success, the Board of Education and the Superintendent of Schools in any school district must share the same goals and vision for providing students with quality education. While Board and Superintendent roles are different, they should complement each other. For the greatest success, Board members and the Superintendent must work collaboratively as a governance team, with each clear on their roles and areas of responsibility, respecting the others' roles and responsibilities, and collaborating effectively on shared responsibilities.

School Governance Position Statement 2014

Our stance aligns with the AASA-NSBA foundational position: In general, “the Board is a legislative body that develops, evaluates and oversees education policies. The Superintendent is the professional educator chosen by the Board to implement policies and to provide professional leadership (and vision) for a district’s schools.”

School districts with high-quality governance teams and high student achievement are characterized by excellent working relationships between the Superintendent and Boards of Education. **The focus of the relationship must always be collaboration on behalf of children.**

School Governance Position Statement 2014

Joint Board/Superintendent Responsibilities

The primary responsibility of a Board and Superintendent is to foster a district culture that makes student achievement its primary focus. These are specific joint responsibilities that will accomplish this goal:

- To work together with the community to develop a vision for the school district with a primary focus on student achievement.
- To develop goals that align with the vision for the district and foster continuous improvement.
- To institute a process for long-range and strategic planning that aligns with the vision for the district.
- To communicate and interpret the school district's mission to the public and listen, and incorporate appropriate community perspectives into Board action.
- To provide community leadership on educational issues by creating strong linkages with appropriate organizations, agencies, and other groups to provide support for healthy development and high achievement for all children.
- To participate in professional development specifically regarding their roles and responsibilities and on relevant content areas.
- To support Board actions and decisions.
- To collectively execute their legal responsibilities.
- To set aside time, at least semiannually, to discuss school Board/Superintendent relations.
- To belong to, actively support, and participate in their professional organizations, and encourage each other to do so.
- To ensure that quality professional development opportunities, consistent with district goals, are available to all Board members and school district employees.
- To ensure district adherence to federal and state laws and Board policies.
- To advocate, at the national and state levels, for students and the school district and promote the benefits of public education.
- To collaborate with other school Boards, Superintendents, agencies, and other bodies to inform state and federal policy makers of local concerns and issues relative to education.
- To work collaboratively with agencies, and other bodies, as appropriate, on an ongoing basis.

School Governance Position Statement 2014

Board and Superintendent Responsibilities

The following delineation of roles and responsibilities should be followed with integrity and commitment to ensure that Boards and Superintendents fulfill their obligations to provide the best possible education for their school districts' children.

Board of Education's Responsibilities

- To hire, support, evaluate, and work effectively with the Superintendent of Schools.
- To establish and regularly review all policies, ensuring they are lawful and designed to improve the quality of the school district.
- In consultation with the Superintendent, to conduct an annual formal evaluation of the Superintendent of Schools that: 1) reflects the significant complexities and wide variety of responsibilities inherent to the role; 2) identifies areas of success and targeted professional development and 3) focuses on student achievement in the proper context.
- To inform the Superintendent, through the established chain of command, of potential barriers to the realization of the board's vision for the school system.
- To refer communications such as questions, complaints and personnel inquiries to the Superintendent, as appropriate, and to encourage adherence to the established chain of command.

Superintendent of Schools' Responsibilities

- To work effectively with the Board, serving as the school Board's chief executive officer and educational leader for the Board, district, and community.
- To implement policies approved by the Board and recommend changes, if appropriate, and to develop, implement and inform the Board of administrative procedures necessary to implement Board policy.
- To participate, as appropriate, in his/her annual evaluation, by providing data and other information that will inform the evaluation.
- To proactively identify and address potential barriers to the realization of the board's vision for the school system.
- To respond to communications, as appropriate, and ensure the adherence and appropriate response through the chain of command, and to keep Board members informed about district issues in a timely manner.

School Governance Position Statement 2014

- To seek the Superintendent's recommendation before taking action.
- To make decisions based on data.
- To adopt, advocate for and oversee the school budget, which is responsive to district goals and meets the needs of all students.
- To delegate to the Superintendent responsibility for all administrative functions, except those specifically reserved to the Board through Board policy.
- To conduct an annual self-evaluation of its own leadership, governance and teamwork and take appropriate action pursuant to that evaluation.
- To provide leadership development opportunities for the Superintendent.
- To have the Board leadership work with the Superintendent to develop meeting agendas that include student achievement.
- To determine and include in district policy, hiring procedures that clearly define Board and Superintendent responsibilities to participate in termination procedures and decisions as prescribed by Connecticut General Statutes.
- To provide the Board with well-informed recommendations.
- To facilitate effective, data-driven decision making.
- To prepare, advocate for and implement the annual budget that addresses district goals and meets the needs of all students; and report regularly to the Board on the status of the budget and any concerns or other issues about which the Board should be informed.
- To oversee the organization and management of the district's day-to-day operations.
- To participate, as appropriate, in the annual self-evaluation of the Board, and assist with follow-up.
- To engage in leadership development opportunities provided by the Board.
- To work closely with the Board leadership to develop meeting agendas that include student achievement.
- To, as pursuant to Board policy, hire personnel for the school district and ensure that each employee is properly supervised and evaluated; and to make recommendations for termination of employment.

School Governance Position Statement 2014

- To establish, in accordance with state statute, a professional staff evaluation process that is based on effective performance.
- To ensure there is a supportive, smoothly-operating Board/Superintendent leadership team, which results in an effective and efficient school district.
- To share relevant information for the betterment of the district with the Board/Superintendent leadership team.
- To hold Superintendent accountable for alignment of district activities with district vision.
- To implement the Board-established professional staff evaluation process that is based on effective performance, in accordance with state statute.
- To serve as a key, effective member of the Board/Superintendent leadership team and to lead the district staff to meet the district's goal.
- To communicate research information, performance results and educational needs to the Board for possible Board action.
- To ensure that actions of the entire district align to the district vision.

The Relationship between the Board Chair and the Superintendent

By the nature of the position, the Board Chair plays a key role in ensuring the effective functioning of the governance team. The Chair serves as the liaison between the Board and the Superintendent. The Board Chair will often have a very different relationship with the Superintendent of Schools than others on the Board. Because of this relationship, it is crucial that Board Chairs be chosen carefully. Ability to serve as representative of the Board and, as appropriate, partner with the Superintendent, should be critical considerations in selecting the Board Chair.

The Chair should also recognize that his or her role is dependent upon the support of the Board, and that action generally requires the vote of the Board.

Usually the Chair and Superintendent collaborate on developing the meeting agenda and other operational issues facing the Board. (Sometimes Board officers do this with the Superintendent.) The Superintendent will depend on the Chair for guidance, and the Chair should look to the Superintendent for the same, not only in setting the agenda, but also in carrying out other joint Board/Superintendent responsibilities. Both the Board Chair and the Superintendent should develop and maintain a close, positive working relationship.

The Superintendent is a non-voting member of the district leadership team, and should be accorded the proper respect. The Board and the Superintendent work together to ensure that they make all decisions consistent with the ethical standards they've established.

School Governance Position Statement 2014

The Chair has the unique role of communication with all Board members and provides appropriate information on any issues that arise in the district. The Superintendent also has a role in seeing that the Chair gets any help or information they need to make sure this communication takes place.

The Chair has a responsibility to ensure that the Superintendent can do his/her job without undue outside interference. The Chair must also ensure that individual Board members understand their roles and responsibilities, not only in terms of the Board/Superintendent relationship, but also as the Board relates to the students, community, staff, government agencies, and others affected by the Board. Understanding that Board members are individuals, with different opinions and agendas, the Board Chair still has the responsibility, to the extent possible, for keeping everyone "on the same page." In particular, the Chair must make every effort to ensure that once district policy has been properly established, the Board speaks "in one voice" as the Superintendent implements that policy. This will, in the long run, pay dividends in terms of credibility of the Board and will lead to more efficient and effective Board action.

For more information on the work of the Board Chair, please see the CAFE publication, "Who's In Charge? A Guide for Board of Education Chairs".

Conclusion

While this position paper attempts to outline the various roles and responsibilities of Boards of Education and School Superintendents, its primary purpose is to emphasize the importance and necessity of a close working relationship between the two, based on trust, an understanding of each other's unique roles and abilities, and a shared vision for the school district's success. Not only is such a relationship a necessary prerequisite for this success, but also, the lack of a trusting, collaborative relationship between a Board of Education and its Superintendent is a blueprint for failure.

The focus for Boards and Superintendents must always be: how we can work together to ensure educational excellence for our children?

Hiring of Personnel

Both CAFE and CAPSS appreciate the importance of a clear understanding between Boards of Education and the Superintendents concerning the hiring process. Following is a suggested "best practice" and recommended policy that represents the considered judgment of the two organizations.

The hiring of qualified individuals to serve as teachers and administrators within our school system is arguably the single most important function of the school district's leadership team. As such, it is essential that the Board of Education and Superintendent understand their roles within the hiring process and work together to ensure that only the best and most qualified individuals are hired to work with our children.

The Superintendent is responsible for the hiring of all teaching and classified staff. The Superintendent will give regular and timely reports of all teaching vacancies, transfers, and new hires to the Board of Education.

The Board of Education will appoint qualified individuals to all administrative positions, based on the recommendation of the Superintendent. The Board of Education will give the Superintendent's recommendation serious consideration, understanding the need for the Superintendent to be able to build an administrative team that can work closely together to meet the needs of the school district.

School Governance Position Statement 2014

While the Board of Education may accept or reject the Superintendent's recommendation, appointment of an administrator by the Board of Education will be valid *only if* made on the recommendation of the Superintendent. The decision to accept or reject the Superintendent's recommendation will be done at a regular or special meeting of the Board of Education.

The Superintendent will be responsible for the posting of administrative positions, recruitment and screening of candidates, and when called for, bringing candidate(s) to the Board of Education for consideration. The Superintendent will solicit the advice of the Board of Education when conducting an administrative search and, when appropriate and as agreed upon by the Board of Education and the Superintendent, will involve Board members in the search process.

References

- Dervarics, Chuck and O'Brien, Eileen, "Eight characteristics of Effective School Boards: full report," Center for Public Education, January 28, 2011
- Connecticut Association of Boards of Education, "Who's In Charge? A Guide for Board of Education Chairs."
- Hanover Research, "Review of Effective Superintendent Leadership and Development Practices," May, 2013