

Strategic Planning Report  
Strategic Planning Group Goal 1: Board Development

presented by Jim Gammill on 4.10.18

with bios posted on the website as a result of this report

March 27, 2018

MEMO FOR THE MINUTEMAN SCHOOL COMMITTEE

SUBJECT Update from the Strategic Planning Group ("SPG")

The members of the SPG are Sue Sheffler (chair), Alice DeLuca, Jim Gammill, Amy Perreault, Liz Rozan and Ford Spalding. We have met four times.

As discussed at the Minuteman School Committee meeting in February, our first priority is the topic of Board Succession. We have drafted the following materials and share them now with the full committee so that you have a chance to comment at our April meeting.

(1) "Resources for School Committee Members" link, under "About Us" / "School Committee" on the Minuteman.org web site. This is best viewed on line ([www.minuteman.org/Page/819](http://www.minuteman.org/Page/819)). It collects a lot of information directly relevant to the work of a School Committee member on one page.

(2) Package of materials for the Appointing Authorities in the member towns. The suggestion here is that the Chair of the MMSC send a cover letter and other information to each appointing authority two or three months before the end of the term for that town's representative. (Of course, if the current member wishes to be re-appointed, the Chair will work with that member to coordinate the delivery of information.) The current draft of this package is included here.

(3) We are encouraging every member to provide a one paragraph bio that can be posted on the website and included in this package. We include our own bios here.

In addition, we have an initial draft (not included here) of a more detailed document that could be provided to a new member. This could have more specific information regarding the particular member town.

We look forward to hearing your comments at the April meeting. As a planning group (and not a subcommittee), we have enjoyed working on this topic and look forward to exploring other related topics in the months ahead, all under the theme of presenting Minuteman as a welcoming community.

# Resources for School Committee Members

## I. THE MINUTEMAN DISTRICT

[About the District](#)

[Map of District Towns](#)

[Current Minuteman School Committee Members](#)

School Committee Member Bios [forthcoming]

[School Committee Subcommittees](#)

[The Minuteman Regional Agreement 3/11/16](#)

## II. THE CURRICULUM

[Education Program Plan Outlining the Academies](#)

## III. THE BUDGET

[Budget Book](#)

## IV. STAFF RELATED

[Superintendent's Contract, Goals, and Evaluation](#)

[Collective Bargaining Agreement with Minuteman Faculty Association \(July 1, 2017 - June 30, 2020\)](#)

## V. BACKGROUND ON ROLE OF SCHOOL COMMITTEE MEMBER

[Minuteman School Committee Member Job Description](#)

[Representation on the School Committee](#)

[Administrative Detail for New School Committee Members \(Requirements and Trainings\)](#)

[Excerpt from Regional Agreement on Appointments](#)

[School Committee Member Appointing Authority](#)

[Excerpt from Regional Agreement on Weighted Voting](#)

[Weighted Voting Chart 7/1/17](#)

## VI. MISSION AND VALUES

[Minuteman Mission Statement](#)

[Philosophy and Goals](#)

[Guiding Values](#)

[Minuteman School Committee Goals](#)

## VII. POLICIES

[Policy Manual](#)

[Specific Policy: BBAA SC Powers and Duties](#)

[Specific Policy: BBA SC ByLaws](#)

[Specific Policy BEDD SC Rules of Order](#)

[Specific Policy BDD SC/Superintendent Relationship](#)

## VIII. MASS. GENERAL LAWS

[MGL Ch 71 Sec. 16-16I Specific to Regional School Districts](#)

[MGL Ch. 71 Sec. 37 General School Committee Powers and Duties](#)

[MGL Ch. 71 Sec. 59 Responsible to Appoint Superintendent and Assistant Superintendent \(s\) upon Superintendent's Recommendation](#)

[MGL Ch. 71B Sec 3A Responsible to Appoint Administrator of Special Education](#)

[MGL Ch. 74 Specific to Vocational Education](#)

[DESE Ch. 74 Manual](#)

April 30, 2018

*[DRAFT for April MMSC meeting]*

Board of Selectmen *[OR Town Moderator]*  
MEMBER\_TOWN, Massachusetts

Dear Members of the Board of Selectmen *[OR Town Moderator]*,

I am writing to remind you, the appointing authority for membership on the Minuteman Regional Vocational Technical School Committee, that the term of office for *CURRENT\_MEMBER*, your current appointee, expires as of June 30, 2018.

As you prepare to review candidates for this position or reappointment, I offer for your consideration the following:

- a formal job description for the position of Minuteman School Committee member;
- a checklist to help identify and evaluate candidates for the position;
- a copy of the welcome letter that is sent to every newly appointed member;
- a link to the School Committee page of our website:  
<https://www.minuteman.org/domain/14>

I look forward to receiving the appointment letter for your town's membership on the School Committee before the end of June.

Thank you for your continued membership and support for Minuteman. Please feel free to contact me with any questions or concerns you may have about the school and the opportunities it provides to your community.

Sincerely,

David C. Horton  
Chair, Minuteman Regional Vocational Technical High School

## **Minuteman School Committee Member Job Description Approved by School Committee October 23, 2010**

Attend 8 hours of MASC professional development sessions as required by Ch. 17, Sec36A of the General Laws of MA.

Attend professional development as appropriate (School Committee/Administration proposed opportunities).

Become familiar with Massachusetts legal and statutory responsibilities of School Committee members.

Prepare for and attend all full School Committee meetings (about 6 hours per month).

Participate in at least one subcommittee of the School Committee and become knowledgeable in that subcommittee's area of responsibility (about 6 hours per month).

Become familiar with the School Committee's by-laws, practices, and procedures.

Keep up to date with School activities and events by reviewing [www.minuteman.org](http://www.minuteman.org) site regularly, particularly the Superintendent section.

Be prepared in order to express meaningful views during deliberations.

Understand that once an issue is voted, even if you disagree with the result, it is your responsibility to follow the vote of the Committee.

Learn about school issues, including budget issues, so that you can contribute to the deliberations and advocate for Minuteman within your community.

Be active in your community. Know, or introduce yourself to, the major players including: Town Moderator, Selectmen/women, Town Manager, Finance Committees Members, School Administrators, especially High School and Middle School Principals.

In conjunction with the Minuteman Administration's presentation, be confident enough in the materials and issues to be able to support the administration and defend the Minuteman budget request at Town Meeting.

Show visible support of your Town's Minuteman students by attending student events, open houses, or your town's school visit to Minuteman, and by communicating directly with parents or students, as you feel appropriate for your town.

### **Ideal Characteristics of a Minuteman School Committee Member:**

- Has experience working in town committees
- Is comfortable with municipal financial issues
- Has some experience with school systems
- Is comfortable presenting in a public forum.

## Representation on the Minuteman School Committee

Each Minuteman member town appoints one representative to the School Committee. The representative has a proportional vote, based on the Regional Agreement, on matters that come before the Committee, including the budget, Superintendent and teacher contracts, and District policies. The Committee's thoughtful oversight and support are critical to maintaining the school's position as one of the most respected, innovative vocational technical schools.

Guidance for candidates considering service, and for town leadership making an appointment to the Committee is below:

Candidate's ideal background		Discussion
<input type="checkbox"/>	Prior service on town boards	Minuteman is a regional high school serving ten member-towns. Representatives who have already engaged in some type of town board service are best prepared to deal with the more complex financial documents and policy questions of a regional school district. Suggested boards: Selectmen, Finance Committee & School Committee.
<input type="checkbox"/>	Leadership experience and willingness to speak in public	The leadership of the 10-member School Committee is a large job, and the District needs a deep pool of members who can serve as officers. The Officers are elected annually by the membership. Also, as one of ten members of the Committee, the representative should be prepared to join in the conversations, and to communicate with and report back to their town boards.
<input type="checkbox"/>	Knowledge of MA educational issues	Massachusetts continues to lead in public education, and vocational technical education in particular. Complex laws and regulations govern the delivery of education, and Committee members who have some familiarity with these rules can "hit the ground running." The learning curve is pretty steep, but the material is manageable and fascinating.
<input type="checkbox"/>	Focus on serving students	The representative should be interested in improving educational services for students. Education is a major focus of each meeting, so representatives with a genuine interest find the work most enjoyable.
<input type="checkbox"/>	Commitment to attending meetings	<p>The Committee approves the school budget that is sent to the towns, selects and hires the Superintendent, negotiates with the teachers' union, and approves school district policy. The representative will review meeting materials and attend at least 2 meetings per month, Sept-July. The main monthly Committee meeting is always on a Tuesday, with subcommittee meetings scheduled as needed. There are also training sessions, including 8 hours of mandatory training offered by the Massachusetts Association of School Committees (MASC) at the beginning.</p> <p>The representative will have the opportunity to learn about the wide variety of Massachusetts workforce development and education boards and their work.</p> <p>The School Committee takes a meeting break in August.</p>
Prior to appointment we strongly recommend		
<input type="checkbox"/>	Tour of the school	A tour of the school will familiarize potential Committee members with the wide variety of technical majors available to their town's students. It will help them determine if they are interested in championing the school.
<input type="checkbox"/>	Meeting with the Superintendent	Minuteman provides technical education using an Academy model, and the teachers and the School Committee are committed to the Professional Learning Community approach. The students spend significant time in their major shop, yet they pass the MCAS tests, too. An effective representative will take the time to meet with the Superintendent and learn about the unique aspects of the Minuteman education.

**DRAFT v. 5**  
**WELCOME EMAIL FROM THE CHAIR TO NEW SCHOOL COMMITTEE MEMBERS**  
**3.12.18**

**Welcome to the Minuteman School Committee (“MMSC”)**

**Making It Official**

Congratulations! You have been appointed as your town’s representative to the MMSC. We have compiled a guide for new School Committee members to facilitate your “onboarding” process. As Chair, I am available to assist you with any questions you may have.

**Key Contact**

Elizabeth (“Liz”) Rozan is the District Assistant for Minuteman, and the key staff contact for the School Committee. Her email is [e.rozan@minuteman.org](mailto:e.rozan@minuteman.org) and her phone number is 781-861-6500 x7449. Liz will be there to help you!

In order to make your appointment official, Liz needs: (1) a copy of your letter of appointment, and (2) a written confirmation (email is fine) from your Town Clerk that you have been sworn in. You will not have voting privileges until these documents are received. You may email them to her at: [e.rozan@minuteman.org](mailto:e.rozan@minuteman.org).

In addition, Liz needs to know how you wish to be listed, and with what contact information, on the Minuteman website and on the MMSC contact list. You will want to provide your own bio paragraph too. And Liz will have other internal forms, such as the “Acceptable Use Policy” (for email) that you will need to sign and return to her.

**State Regulations and Requirements**

There are two mandatory trainings that School Committee members must complete.

**1. State Ethics Commission Conflict of Interest:**

As a Municipal Employee, you need to complete an on-line training in the Conflict of Interest Law initially, and every two years thereafter.

Initially and every two years, Liz will provide you with a link to on-line training on Conflict of Interest [www.muniprogram.eth.state.ma.us](http://www.muniprogram.eth.state.ma.us) and remind you that a Certificate of Completion must be returned. This site is relatively self-explanatory, and as long as you follow the instructions to turn off pop-up blockers, you will be able to print out the certificate that you will need to send to Liz Rozan and to your Town Clerk.

Additionally, annually, Liz will send you the Summary of Conflict of Interest Law, and you need to acknowledge to her that you have received it.

## **2. The Massachusetts Association of School Committees (MASC):**

The MASC (website: [masc.org](http://www.masc.org)) is an important and valuable resource for all school committees and members. As a new School Committee member, you will be registered with the MASC and you are required (by state law) to take 8 hours of orientation training through their Charting the Course program within the first year of your appointment. A list of upcoming dates this workshop is offered across the state can be found on their website:

<http://www.masc.org/field-services-3/workshop-descriptions/ctc-workshop>.

At the workshop you will receive a Certificate of Completion, and you need to send copies of this to Liz and to your Town Clerk.

In addition, the MASC hosts an annual multi-day conference (usually in early November) with guest speakers, panel sessions, and many networking and professional development opportunities. While attendance is not required, each Minuteman School Committee member is encouraged to attend at least once.

## **3. Attorney General's Open Meeting Law Guide**

Also, each member needs to sign and return a receipt regarding the Open Meeting Law.

## **4. MGL Reference Manual**

Liz will also provide you with a hard copy reference manual of selected Massachusetts General Laws, by year, published by MASC.

## **More About Minuteman**

### **1. School Policy and the School Committee / Superintendent Relationship**

Each member should understand the full terms of the partnership between the School Committee and Superintendent. This and the roles of each partner are described in a specific policy (BDD) approved by the School Committee and publicly available on the website, along with the full School Policy document. A key part of the policy is that School Committee members engage with staff on school matters only through the Superintendent.

### **2. The Minuteman Website**

The most accessible and comprehensive source of information about MM is the web site [www.minuteman.org](http://www.minuteman.org). Take some time to explore it. For starters, School Committee, Superintendent, and School Building Project information can be found in the drop down menu "About Us". There is a section under the School Committee that lists key documents, such as:

- The Regional Agreement, the core governing document for the MMSC
- Current and Previous Budgets
- Current Educational Program Plan
- Current Collective Bargaining Agreement ("CBA")
- Current Contract with the Superintendent



The Budget and Educational Program Plan give a good view of what goes on at Minuteman.

Also on the website are documents describing the work of the Minuteman School Committee itself, such as:

- Current Roster of Members, by town
- Current Subcommittee Assignments
- Current School Committee Goals
- Current Policies, including by laws and rules of order
- Current School Committee Member Job Description

These documents are important to the success of the School Committee.

### **3. Minuteman Profile at the Department of Elementary and Secondary Education Website**

DESE, the state regulator, collects data from every public school district and presents it in a standardized way. Its site, <http://profiles.doe.mass.edu/> lets you search for Minuteman's information as well as that of any other school district. It is a handy source of data and information.

### **Suggested Meetings to Get You On-Board**

You can't on-board all by yourself. I suggest that you meet with the Superintendent, come for a tour of the building, and meet with me as Chair. You also will want to connect early with other MMSC members. Here are some suggestions to do so:

- 1.) Come early to your first MMSC meeting, and arrange to meet either the Chair or another member who can make sure you are familiar with the room and layout, and to introduce you informally to the other members and staff as they arrive.
- 2.) Ask the Chair of the Finance Subcommittee to set aside 15 minutes or so of an upcoming subcommittee meeting for a quick review of the budget and financials.

### **After You've Been Around for a Month or Two ....**

3.) Check back in with the Superintendent and me, as Chair. Tell us what you've seen and heard — sometimes a fresh set of eyes and ears can raise new insights. Express an interest in one or more subcommittees. And back in your home town, consider writing a guest column or letter to your local papers, and check in with your local school committee and district superintendent.

Welcome, again! We look forward to working with you!

Sincerely,

\_\_\_\_\_, Chair  
Minuteman School Committee

## **Abbreviations and Buzzwords**

MM: Minuteman — or officially, the Minuteman Regional Vocational Technical High School

MMSC or SC: the Minuteman School Committee

DESE : the Massachusetts Department of Elementary and Secondary Education, the chief regulator for K-12 education in the state

MASC : the Massachusetts Association of School Committees, a member-driven organization that supports school committees and their members

AG: the Massachusetts Attorney General, currently Maura Healey

MGL: the Massachusetts General Laws, found at <https://malegislature.gov/Laws/GeneralLaws>

Chapter 74: the portion of the Massachusetts General Laws that deals specifically with vocational education

OML: the Open Meeting Law, found in MGL Chapter 30A, Sections 19-25; its requirements are enforced by the AG's office

Conflict of Interest Law: MGL Chapter 268A

Municipal Employee: a person who holds a position (such as a member of the MMSC) and thus subject to the Conflict of Interest Law.

MMFF: the Minuteman Futures Foundation, a 501(c)(3) organized to support MM, with a web site at **[www.mmfuturefoundation.com](http://www.mmfuturefoundation.com)**

## SCHOOL COMMITTEE MEMBER BIOGRAPHICAL TEMPLATE

We are looking for each SC member to write a one paragraph bio, organized to cover these four topics in order: (a) a Belief Statement about what motivates your service on the MMSC; (b) your history of service on Massachusetts School Committees; (c) other board service history; (d) an insight into your non-Minuteman activities.

Here are some prompts to help you write your bio:

1. Describe your board service outside of Minuteman (governmental or other boards).
2. List any skills/experience/degrees that you feel have been particularly useful for your MM service.
3. What year did you start on the MM committee, and which MM subcommittees have you served on?
4. List a few leisure activities that you enjoy.
5. What captures your interest, when you consider working on school committees?

And here are the bios for the four members of the Strategic Planning Group

Alice DeLuca, Stow

Alice believes we should try to leave things better than we found them. She began working to improve schools through service for Nashoba Regional (1996-2001), where she served on and led several subcommittees, and then at Minuteman Regional Technical starting in 2002. A member of the two regional districts' building committees as well, she worked with towns to win project-approval, and chaired the Nashoba renovation effort. She has been tapped to represent parents on several state advisory committees, including the New Skills for Youth State Team, the Vocational Technical Education Advisory Council to the Massachusetts BESE, and the Carl D. Perkins IV Massachusetts State Plan Consultation Committee. Alice holds an M.Ed. in Special Education, and contributes additional expertise in non-profit and private sector operations and proposal management. In her spare time, she enjoys cooking, a host of artistic and athletic activities, and taking time with her family and pets.

Ford Spalding, Dover

Ford believes in providing service to all members of the school community, including students, faculty & administration, and in the importance of actively advocating on the state and federal levels for Career & Technical Vocational Education. A member of the Minuteman committee since 2010, he has served on and led numerous subcommittees, and has chaired the High School Building Committee since its inception. He has served on and chaired many Dover committees including the Regional School Committee, Regional School Building Committee, Warrant, Selectmen, and Board of Fire Department, and on numerous private and non-profit boards and committees. Ford brings a lifetime of expertise in the insurance sector to the committee, is former Chair of the Small Business Association of New England (now the New England Business Association), and was a member of the Massachusetts Business Alliance for Education which worked on the successful Ed Reform Act of 1993. When not busy with community service, he enjoys golf and skiing.

Jim Gammill, Belmont

Jim believes that every community needs to offer its teens a quality career and technical education option and that a regional district is the right way to provide this. He joined the Minuteman School Committee in December 2016 and he is committed to ensuring the long-term success of the district. In Belmont, he has been a Town Meeting member since 2012 and was a Warrant Committee member from 2012 to 2017, where he advocated for Minuteman

against the prevailing winds pushing for Belmont's withdrawal. Jim holds a BA in applied mathematics, an MS in management, and a PhD in finance. He has worked in investment management in the private sector, and also in government and non-profit service, starting as a member of the campaign and White House staff of Jimmy Carter and most recently as Chief of Staff and Treasurer with the Episcopal Diocese of Massachusetts.

Sue Sheffler, Arlington

Sue believes in giving back, and in providing service to the public. She joined the Minuteman School Committee in 2014, where she has served as Vice Chair and has specialized in finance, general advisory, and strategic planning. In Arlington, she has been active since 2003 when she began six years of service on the School Committee, including chairing that board. She has also been active with the Nagaokakyo Sister City program and the NEADS "prison pup" program, and has volunteered with the town's recycling committee, Planned Parenthood, and the visioning group for the Arlington High School. Sue holds an M.S. in Occupational Therapy, and a degree in Marketing. She brings these skills, and a lifetime of learning from her executive career in health care data analysis, to bear in her work for Minuteman.

**Pam Nourse, Acton**

Pam believes in providing a wide variety of educational options and embraces the philosophy of finding the right educational model for each student. She has always been dedicated to seeking change that has a positive impact on people's lives. She has proudly represented Minuteman on its School Committee since 2015, and is active in her local cohousing neighborhood in Acton. Pam began her career as a community organizer in the neighborhoods of Chicago. She has held both executive and volunteer leadership positions in area nonprofit organizations that serve women and girls. Through her work at a therapeutic school and treatment center, she has seen firsthand how a positive educational experience can change a young person's life.

**Sue Sheffler, Arlington**

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**Dave O'Connor, Bolton**

Dave is a longtime advocate of experiential and lifelong learning. As a Massachusetts vocational school alumnus himself, and parent of current students, he understands firsthand how vocational and integrated learning environments help to inspire, motivate, and develop individual learning paths that lead to future opportunities. He focuses on insuring the preservation and expansion of opportunities he received, giving forward for future generations. He advocates for improving and developing the school and district, integrating state-of-the-art learning and technological advancements for our students. Dave joined the Minuteman School Committee in 2012 and has served on several sub-committees. During negotiations, and as a general approach, he looks for win/win options for all parties while attempting to balance the priorities of all stakeholders. He holds a BA in Business and Quality, and brings to the

Committee 30+ years of hands-on experience in customer service / support and crisis management. He currently works in high tech as an Escalations Account Director. Dave attends many Minuteman events, to support and cheer for students, and to recognize their achievements. In his spare time, he enjoys outdoors activities, fishing, hiking, RV travel, and spending time with his wife and girls.

### **Carrie Flood, Concord**

Carrie believes in taking the long view, recognizing that the decisions a community makes around land use, infrastructure, and particularly education will have broad and lasting impact. Appointed to the Minuteman School Committee in 2011, Carrie has served two years as Vice Chair, chaired the Regional Agreement Amendment Subcommittee, and currently chairs the Finance Subcommittee. Prior to joining the Minuteman School Committee, Carrie served on Concord's Finance Committee, Board of Assessors, Board of Selectmen, two Town building committees, and multiple focused study committees. A political science and philosophy major in college, Carrie worked for many years in manufacturing management before moving to the non-profit sector in 2003. She is currently Operations Manager at Mass Audubon's Drumlin Farm Wildlife Sanctuary, is a member of the Board of Middlesex Saving Bank, and serves on its Charitable Foundation. Outside of work, Carrie values time spent with extended family and enjoys a variety of outdoor activities.

### **Ford Spalding, Dover**

Ford believes in providing service to all members of the school community, including students, faculty & administration, and in the importance of actively advocating on the state and federal levels for Career & Technical Vocational Education. A member of the Minuteman committee since 2010, he has served on and led numerous subcommittees, and has chaired the High School Building Committee since its inception. He has served on and chaired many Dover committees including the Regional School Committee, Regional School Building Committee, Warrant, Selectmen, and Board of Fire Department, and on numerous private and non-profit boards and committees. Ford brings a lifetime of expertise in the insurance sector to the committee, is former Chair of the Small Business Association of New England (now the New England Business Association), and was a member of the Massachusetts Business Alliance for Education which worked on the successful Ed Reform Act of 1993. When not busy with community service, he enjoys golf and skiing.

### **Jennifer Leone, Lancaster**

Jennifer believes that the best way to effect change is to get involved in one's community. She joined the Minuteman Regional School Committee in 2015, also serving on the Superintendent Negotiation and Evaluation Subcommittee. In addition, she served one year on the Nashoba Regional School Committee, completing the term of a member who had resigned. In Lancaster, she was a member of the Board of Selectmen (2007-2013). Board service across a spectrum of committees has taught Jennifer how to work with others to reach consensus on issues vital to her community. In her spare time, Jennifer enjoys traveling, gardening, cooking and spending time with her family.

**David Horton, Lexington**

David believes that Minuteman Regional High School has a vital role to play in the educational programs towns offer their students and that it is in the vanguard of innovative career/vocational technical education in Massachusetts. He has been a member of the Minuteman District School Committee since 2008, currently chairs the committee, has served as secretary and has worked on Superintendent Negotiations and Evaluation (chair) and Finance subcommittees. In Lexington, he has served as a Town Meeting member since 2002, is currently a member of the Community Preservation Committee, and chaired the Busa Land Use Proposal Community that resulted in a community farm and low-income housing. For a good many years he has been a driver for FISH, a local organization that provides free rides to medical appointments for residents, and has served as its president, treasurer, and newsletter editor during his ongoing tenure on the board. He is a professional educator, with a lifetime of experience in public schools as a teacher and principal, and as adjunct faculty at Lesley and Simmons Colleges. Three mornings a week, you can find David jogging around the high school track or, in winter, in the high school field house.

**Alice DeLuca, Stow**

Alice believes we should try to leave things better than we found them. She began working to improve schools through service for Nashoba Regional (1996-2001), where she served on and led several subcommittees, and then at Minuteman Regional Technical starting in 2002. A member of the two regional districts' building committees as well, she worked with towns to win project-approval, and chaired the Nashoba renovation effort. She has been tapped to represent parents on several state advisory committees, including the New Skills for Youth State Team, the Vocational Technical Education Advisory Council to the Massachusetts BESE, and the Carl D. Perkins IV Massachusetts State Plan Consultation Committee. Alice holds an M.Ed. in Special Education, and contributes additional expertise in non-profit and private sector operations and proposal management. In her spare time, she enjoys cooking, a host of artistic and athletic activities, and taking time with her family and pets.