

PITTSFIELD SCHOOL BOARD

MEETING AGENDA

5:30 p.m., Thursday, June 18, 2020

PMHS Media Center

Pittsfield Middle High School

1. CALL THE MEETING OF THE SCHOOL BOARD TO ORDER
 - All speakers are to conduct themselves in a civil manner. Obscene, libelous, defamatory, or violent statements will be considered out of order and will not be tolerated. The Board Chairperson may terminate the speaker's privilege or address if the speaker does not follow this rule of order. (Pittsfield School Board Policy BEDH)
2. AGENDA REVIEW
3. ACTION ON AMENDED AGENDA
4. APPROVE MINUTES: June 4, 2020
June 4, 2020, Non-public minutes
5. PUBLIC INPUT – Comments from community members, guests, and faculty
6. STUDENT REPRESENTATIVE – Oral Report

7. DEAN OF INSTRUCTION

Action

-

Information & Discussion

- No Report

8. DEAN OF OPERATIONS

Action

- School Facilities Projects
- Summer Athletic Programs

Information & Discussion

- None

9. DIRECTOR OF STUDENT SERVICES

Action

-

Information & Discussion

- No Report

10. DIRECTOR OF CAREER READINESS

Action

-

Information & Discussion

- No Report

11. DIRECTOR OF INTERVENTION

Action

-

Information & Discussion

- No Report

12. SUPERINTENDENT OF SCHOOLS

Action

- Policy GD, Support Staff – Amendment
- Resignation
- Nominations
- Authority to Hire

Information & Discussion

- Superintendent Performance Evaluation

13. SCHOOL BOARD

Action

▪

Information & Discussion

▪

14. COMMITTEE ASSIGNMENTS

- A) Budget Committee Representative:
- B) Drake Field & Facilities:
- C) Negotiating Team:
- D) Foss Foundation:

15. PLAN AGENDA FOR NEXT MEETING: July 16, 2020

16. NON-PUBLIC SESSION – The need to meet in non-public session is not anticipated at this time.

17. ADJOURNMENT

STATE OF NEW HAMPSHIRE
SCHOOL ADMINISTRATIVE UNIT #51
PITTSFIELD SCHOOL BOARD

MINUTES

Pittsfield School Board Meeting
June 4, 2020
Emergency Meeting

I. CALL TO ORDER

Members Present: Bea Douglas, Chair
 Ted Mitchell, Secretary
 Jessica Drouin
 Adam Gauthier (exited meeting at 6:36 p.m.)

Others Present: John J. Freeman, Superintendent of Schools
 Jessica Bickford, Director of Student Services
 Melissa Brown, Director of Career Readiness
 Derek Hamilton, Dean of Operations
 Danielle Harvey, Dean of Instruction
 Kathy LeMay, Director of Interventions and Title I
 Tobi Chassie, Recording Secretary
 Members of the Public - via Zoom

Ms. Douglas called the meeting to order at 5:31 p.m.

II. DECLARATION OF EMERGENCY MEETING

Ms. Douglas asked that speakers conduct themselves in a civil manner. Obscene, libelous, defamatory, or violent statements will be considered out of order and will not be tolerated. She said she may terminate the speaker's privilege to address the Board if the speaker does not follow this rule of order (Pittsfield School Board Policy BEDH).

Ms. Douglas declared the meeting as an emergency: As Chair of the Pittsfield School Board, I find that due to the State of Emergency declared by the Governor as a result of the COVID-19 pandemic and in accordance with the Governor's Emergency Order #12 pursuant to Executive Order 2020-04, this public body is authorized to meet electronically.

Please note that there is no physical location to observe and listen contemporaneously to this meeting, which was authorized pursuant to the Governor's Emergency Order. However, in

accordance with the Emergency Order, I am confirming that we are:

a) Providing public access to the meeting by telephone, with additional access possibilities by video or other electronic means:

We are utilizing Zoom for this electronic meeting.¹ All members of the Board have the ability to communicate contemporaneously during this meeting through this platform, and the public has access to contemporaneously listen and, if necessary, participate in this meeting through dialing one of the following phone #'s: 1(929)205-6099 or 1(301)715-8592 and using meeting ID: 458 628 723; password: 029859.

b) Providing public notice of the necessary information for accessing the meeting:

We previously gave notice to the public of the necessary information for accessing the meeting, including how to access the meeting using Zoom or telephonically. Instructions have also been provided on the website of the Pittsfield School District at: <https://www.pittsfieldnhschools.org/board/agenda/>.

c) Providing a mechanism for the public to alert the public body during the meeting if there are problems with access:

If anybody has a problem, please call Danielle Harvey at (603)410-9559 or email at dharvey@pittsfieldnhschools.org.

d) Adjourning the meeting if the public is unable to access the meeting:

In the event the public is unable to access the meeting, the meeting will be adjourned and rescheduled.

Please note that all votes that are taken during this meeting shall be done by roll call vote.

Roll Call: Ms. Douglas, present with no one in the room; Ms. Drouin, present, with no one in the room; Mr. Gauthier, present with no one in the room; Mr. Mitchell, present with no one in the room.

III. AGENDA REVIEW

The following items were added to the agenda:

- Planning for fall semester (Dr. Freeman)
- Eighth grade promotion (Dr. Freeman)

IV. ACTION ON AGENDA

On a motion made by Mr. Gauthier and seconded by Mr. Mitchell, the Board voted unanimously to approve the agenda as amended (Ms. Douglas, yes; Ms. Drouin, yes; Mr. Gauthier, yes; Mr. Mitchell, yes).

V. APPROVAL OF PREVIOUS MEETING MINUTES

A motion was made by Mr. Gauthier and seconded by Mr. Mitchell to approve the minutes of May 21, 2020 as written. The motion passed unanimously (Ms. Douglas, yes; Ms. Drouin, yes; Mr. Gauthier, yes; Mr. Mitchell, yes).

VI. PUBLIC ACCESS

DIAL IN INFORMATION:

1(929)205-6099 or 1 (301)715-8592

Meeting ID: 896 9537 3608

Password: 029859

No participant ID required (# to skip if requested)

If any member of the public has trouble accessing the meeting using the above information, please call Danielle Harvey at (603)410-9559, or email at dharvey@pittsfieldnhschools.org.

VII. DEAN OF INSTRUCTION - No report

VIII. DIRECTOR OF STUDENT SERVICES

A. Governor's New Order

Ms. Bickford reviewed three mandates made by Governor Sununu: 1) IEP team meetings for every student with an IEP to re-determine extended school year services; 2) IEP team meetings no later than the first thirty days of the district's 2020-2021 school year; and 3) no waivers for timelines in the special education process due to pandemic.

Ms. Bickford projected that it would cost no less than \$10,000 to pay teachers for extra time to conduct the mandated meetings. Ms. Douglas asked if the cost could be taken care of with the CARES Act, which Ms. Bickford answered in the affirmative. Dr. Freeman thanked Ms. Bickford for her work to stay on top of this issue.

IX. DEAN OF OPERATIONS

A. Coaching Stipends

Mr. Hamilton stated a decision must be made as to whether spring sport's coaches should receive their stipend, given that all sports have been cancelled. Ms. Douglas stated her opinion that the stipends for varsity coaches should be paid. Mr. Gauthier agreed and expanded that to the middle school coaches, as well. Mr. Mitchell, Ms. Douglas, and Ms. Drouin agreed. On a motion made by Mr.

Gauthier and seconded by Ms. Drouin, the Board agreed unanimously to pay stipends to all spring sport's coaches.

B. Drake Field Requests

Mr. Hamilton reviewed a request from Stacey Morin, owner of Powerful YOU Yoga to use Drake Field for classes of ten people or less. A second request has been made by the Concord Cannons, a travel baseball and softball team for workouts of ten players or less. On a motion made by Mr. Gauthier and seconded by Mr. Mitchell, the Board voted unanimously to approve both requests to use Drake Field.

C. Senior Commencement Ceremony

Mr. Hamilton reminded the Board that the commencement was previously postponed by the Board. He said that as there is no projected change relative to the pandemic and personal safety between now and August, so the decision is being reconsidered.

Mr. Hamilton explained that four locations were suggested to the seniors. Several meetings were held with senior class officers to consider the choices available. Senior Class President Rebecca Smith was introduced by Mr. Hamilton. Ms. Smith explained that 69% of the class voted in favor of the Fisher Cats Stadium (Northeast Delta Dental Stadium) and 21% voted for Drake Field. Mr. Hamilton gave the Board the dates that the Fisher Cats Stadium was available.

Three dates are available: June 15, June 16, and June 21. Ms. Douglas stated she thought the seniors and their families should be in control of the date. Dr. Freeman stated that the Sunday date coincides with Father's Day. Mr. Hamilton stated that two students will be going to inducted into the military on June 31, 2020, so a June graduation be would most likely to include all seniors. Mr. Gauthier stated his concern for the fact that some students did not vote. Ms. Douglas stated that they were given ample opportunity to vote and chose not to do so. Dr. Freeman commended Mr. Hamilton for the degree of effort he made to communicate with the senior class.

Mr. Mitchell and Ms. Drouin agreed that the decision should be consistent with the majority of the class and that the date should be left to the class. Ms. Brown stated there are thirty-one seniors graduating and all but nine voted. On a motion made by Mr. Mitchell and seconded by Ms. Douglas, the Board voted to allow graduation ceremonies to be held at Fisher Cat Stadium and to allow the students to choose the date by a majority vote.

Mr. Gauthier asked for clarification regarding social distancing at the Fisher Cat Stadium. He said some families may be concerned about the number of guests that will be allowed. Mr. Hamilton stated that the Fisher Cat Stadium has limited

attendance to four family members, but are willing to negotiate given the small number of students in the class.

The ticket management will be conducted by the Fisher Cat Stadium staff and a COVID-19 screening will be conducted as people enter. Family entrances and exits will be staggered using two entrances. Mr. Hamilton shared that seating blocks will be assigned, graduates will walk onto the field and sit in the infield; there will be a podium at home plate. Dr. Freeman paid accolades to Mr. Hamilton for the work he has done to organize the commencement exercises.

On a motion made by Mr. Mitchell and seconded by Ms. Douglas, the Board voted unanimously to approve the scheduling of Fisher Cats Stadium for the graduation ceremony with the selection of the date to be decided by the students (Ms. Douglas, yes; Ms. Drouin, yes; Mr. Gauthier, yes; Mr. Mitchell, yes).

X. . DEAN OF INSTRUCTION - No report.

XI. DIRECTOR OF CAREER READINESS - No report.

XII. DIRECTOR OF INTERVENTION - No report.

XIII. SUPERINTENDENT

A. Resignations

Dr. Freeman stated that resignations have been received for Rachel Elliot, PMHS nurse; Melissa Hamilton, PES teacher; Tessa Mancini, PES teacher; Mark McLeod, school psychologist; AmyBeth Engler, PMHS English teacher; and Steven Rossmeissl, PMHS math. Dr. Freeman stated that this year's resignations reflects about twenty percent of the professional staff. On a motion made by Mr. Gauthier and seconded by Ms. Douglas, the Board voted unanimously to accept the resignations of Ms. Elliot, Ms. Hamilton, Ms. Mancini, Mr. McLeod, Ms. Engler, and Mr. Rossmeissl. (Ms. Douglas, yes; Ms. Drouin, yes; Mr. Gauthier, yes; Mr. Mitchell, yes).

B. Nominations

Dr. Freeman nominated Krista Critchett for a 3/4 teaching position. On a motion made by Mr. Mitchell and seconded by Ms. Douglas, the Board voted unanimously to approve the hiring of Ms. Critchett (Ms. Douglas, yes; Ms. Drouin, yes; Mr. Gauthier, yes; Mr. Mitchell, yes).

C. Planning for Fall Semester

Dr. Freeman explained that information has been collected from teachers on remote learning. Also, a survey will be sent out to families to gain an understanding of their opinion of remote learning. During the summer, a modified extended school year program and kindergarten boot camp will be

taking place, following CDC guidelines. A committee is working at the state level to develop guidelines. Additional information has been gathered from states who are ahead of New Hampshire in planning for the opening schools. Suggested protocols will be utilized during the summer programs. All of this information will be used as the administrative team considers a plan for fall semester. Dr. Freeman stated the Lakes Region superintendents want to remain consistent in their approach to reopening and will be reviewing plans together.

Dr. Freeman stated that the administrative team met with teacher leaders this week and asked if they would be willing to work remotely or on-site over the summer in order to review all plans. Three meetings have been scheduled with teacher leaders. Dr. Freeman stated there are three possible scenarios: full opening, full remote, and several hybrid models.

Dr. Freeman opined that he would prefer to use guidance provided by the New Hampshire Department of Education, but in absence of that to date, will move forward with making plans. Ms. Douglas thanked the administration and teacher leaders for their hard work in figuring this out. She stated she was grateful for the strong leadership of the district in considering the options and keeping students safe.

D. Eighth Grade Ceremony

Dr. Freeman stated that in recent years, the outcomes of the middle school have been disappointing. In fact, the middle school is now designated as a targeted support school by the state due to the learning outcomes in past assessments. Identified in the fall of 2018, the middle school has not received financial support for school improvement from the State.

Teachers and administrators have been meeting since the fall of 2018 on a monthly basis to identify needs and develop action plans for improvement. A research based improvement cycle - plan, do, study, act - has been used as a strategy to effect change. According to Dr. Freeman, mixed results have been realized by the team.

The administrative team, disappointed by the outcome, began a relationship with West Ed, a national education consultation company, to assist the middle school in developing a plan. Accessing Title II funds, \$24,000 was used to have West Ed assist in developing a plan for improvement; this initiative began in early 2020. The development of an improvement plan is now being finalized with West Ed and a team of teachers representing the middle grades from both schools, as well as administrators. Additional Title II funds will be used to have West Ed support the implementation of the plan with teachers and administrators.

Dr. Freeman stated that this year's eighth grade class has only about fifty percent of its membership that have met the criteria to participate in a promotion ceremony at this time. He stated this is a systemic problem that the administrative

team have been involved on the individual student level. A small number of students will be placed in grade nine due to individual circumstances. Dr. Freeman stated he is disturbed by the overall picture of student outcomes, but assures the Board that it is not related to the pandemic and remote learning.

The Board agreed that the situation is not good but appreciated the work that has been done to try to make improvements. Mr. Gauthier asked if there was any trend in the data. Ms. LeMay stated that science has been identified as a problem for many students. Ms. Douglas asked if the students in this class have had historical challenges. Ms. LeMay stated that class attendance in this group has been a constant challenge.

Dr. Freeman stated he would keep the Board abreast of the situation as it progresses.

XIV. SCHOOL BOARD - None

XV. PUBLIC INPUT

Tara Ash asked why the district did not consider working with a more local venue, such as the Concord School District. Ms. Ash stated Concord would make sense given the relationship that we have with the Concord Regional Technical Institute. She stated concern about a venue in Manchester, given issues of the pandemic, riots, and distance. Mr. Hamilton said there were several options explored, but not Concord. Dr. Freeman stated there were many potential venues considered and many that were not. Ms. Ash stated her concern about the number of students who participated in the decision. Ms. Douglas reiterated that the students had the opportunity to participate in the decision making process.

Justin Clough stated that the discussion on Facebook was very negative relative to the topic of location of the commencement ceremony. He commended the administration for their effort to attempt to have all seniors participate in the decision.

XVI. COMMITTEE ASSIGNMENTS

- A. Budget Committee
- B. Drake Field and Facilities
- C. Negotiating Team
- D. Foss Foundation

XVII. NEXT MEETING

The next meeting of the Board is scheduled for June 18, 2020, at 5:30 p.m. in the Pittsfield Middle High School media center or by Zoom, depending on circumstances relative to the pandemic.

XVIII. NON-PUBLIC SESSION

At 6:36 p.m. a motion was made by Mr. Gauthier and seconded by Mr. Mitchell to enter into a non-public session under the authority of RSA 91-A:3 (c) to discuss three personnel issues. The Board was polled and voted unanimously to enter into a non-public session (Ms. Douglas, yes; Ms. Drouin, yes; Mr. Mitchell, yes).

No action was taken in non-public session.

At 6:54 p.m. a motion was made by Mr. Mitchell and seconded by Ms. Drouin to exit from the non-public session and to re-enter into open session. The Board was polled and voted unanimously to exit the non-public session and to re-enter into open session (Ms. Douglas, yes; Ms. Drouin, yes; Mr. Mitchell, yes).

XIX. ADJOURNMENT

On a motion made by Ms. Douglas and seconded by Ms. Drouin, the meeting was adjourned at 6:55 p.m. (Ms. Douglas, yes; Ms. Drouin, Mr. Mitchell, yes).

Respectfully submitted,

Tobi Chassie
Recording Secretary

PITTSFIELD SCHOOL BOARD

Non-Public Session Minutes

June 4, 2020

Members Present: Bea Douglas, Chair
Jessica Drouin
Ted Mitchell

Motion: On a motion by Mr. Gauthier (exited meeting following motion) and seconded by Mr. Mitchell, the Board voted unanimously to enter into nonpublic session under the authority of RSA 91-A:3, II (a) and (l).

Specific Statutory Reason for Nonpublic Session: RSA 91-A3:II (a) *The dismissal, promotion, or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her, unless the employee affected (1) has a right to a meeting and (2) request that the meeting be open, in which case the request shall be granted.*

RSA 91-A3:II (l) *Consideration of legal advice provided by legal counsel, either in writing or orally, to one or more members of the public body, even where legal counsel is not present.*

Roll call: Vote to enter nonpublic session:

Ms. Drouin	yes
Ms. Douglas	yes
Mr. Mitchell	yes

Time Nonpublic Session Entered: 6:36 p.m.

Other Persons Present: John Freeman, Superintendent of Schools
Danielle Harvey, Dean of Instruction

Description of Matters Discussed: The Board discussed the following:

1. Counsel guidance relative to work agreements and the re-opening of school;
2. The district's administrative structure;
3. Request for negotiations anticipated from the EAP;
4. Request to meet with superintendent.

Action: No action was taken.

Public Session Reconvened: 6.54 p.m.

Motion Made to Seal Minutes: No motion to seal minutes.

Roll Call to Seal Minutes: No motion to seal minutes.

Minutes Recorded By: John Freeman, Superintendent of Schools

Pittsfield School District

To: Pittsfield School Board
From: Derek Hamilton, Dean of Operations
Subject: Board Meeting – June 18, 2020
Date: June 12, 2020

ACTION

1. School Facilities Projects. Sue Barrett, Jim Dawson, and I have been working with several contractors to gather more information on potential facility projects. We are meeting with representatives from Yeaton Associates and Granite State Plumbing and Heating on Monday to discuss the boilers at Pittsfield Elementary School. We also have an appointment with Portland Glass on Monday to discuss a phased approach to window replacement at Pittsfield Middle High School; I hope to have a quote to share with you at the Board meeting on Thursday evening. Also, we put out an RFP for the Pittsfield Middle High School attic insulation project but we have not received any bids to date.

2. Summer Athletic Programs. Jay Darrah and I are in process of drafting guidelines for summer athletic programs. The guidelines will reflect CDC recommendations and be in alignment with the governor's reopening guidance for youth and amateur sports. Our hope is for all athletic programs (soccer, basketball, and baseball/softball) to offer skill and drill sessions over the summer months for middle and high school age student-athletes. I will have a complete set of guidelines to share with you on Thursday evening. I will also include a communication plan to share the guidelines with the coaching staff, families, and student-athletes.

Pittsfield School District

To: Pittsfield School Board
From: John
Subject: Board Meeting – June 18, 2020
Date: June 11, 2020

ACTION

1. Policy GD, Support Staff - Amendment. The Board adopted amendments to Policy GD, Support Staff back in November. However, with Sally’s assistance, I recognized an error that I made. I was not able to make the recommended amendment in time for this memo, but will have a copy to you prior to your meeting next week. My apology for my error and inability to get the document to you at this time.
2. Resignation. Attached you will find a letter of resignation from PES teacher Megan Vasconcellos. Your acceptance is recommended.
3. Nominations. Attached you will find resumes of several teacher candidates:
 - Emily Lion – PMHS English, Grades 11-12
 - Monique Medeiros – PES Classroom Teacher, Kindergarten
 - Maryann McNeil – PES Classroom Teacher, Grades 3/4
 - Ariel Ramos – PMHS World Language
 - Jerrica Smith – PES Special Education, Kindergarten

Your election of these fine candidates is recommended.

And, we may have additional candidates by the time you meet; I will forward resumes of any additional candidates in advance of your meeting.

4. Authority to Hire. Because of the need to take quick action over the summer months and the Board’s reduced meeting schedule, the Board has provided the superintendent with the authority to accept resignations and hire replacements to professional positions in the district. Your support of extending this authority would be appreciated.

INFORMATION

1. Superintendent Performance Evaluation. Attached you will find forms that the Board has used in the past to provide evaluation and feedback to the superintendent regarding performance. There is no need to discuss at this point, though the Board may want to determine a procedure. The annual evaluation is required by law.

(Because of the requirements governing emergency meetings, administrators are not permitted to provide information and updates that we would normally provide. Timely information is being

provided in community updates that are generated every Thursday and both sent to families via School Messenger and posted on the district website.)

NON-PUBLIC SESSION

The need to meet in non-public session is not anticipated at this time.



Pittsfield Elementary School
34 Bow Street
Pittsfield, N.H. 03263
Tel. (603) 435-8432 Fax: (603) 435-7358

Dear Dr. Freeman & Mrs. Harvey:

Please accept this letter as my formal resignation from Pittsfield School District effective June 30, 2020. I want to sincerely thank you for the opportunity to work at Pittsfield Elementary School. I have truly enjoyed my time at PES, and will greatly miss it.

Respectfully,

Megan Vasconcellos

Emily L. Lion

5534 CLOVER DRIVE • FAIRVIEW, PA 16415/17 LAUREL STREET • CONCORD, NH 03301
PHONE (814) 460.2079 • E-MAIL ELION403@GMAIL.COM

OBJECTIVE

To obtain full-time employment as an English teacher

EDUCATION

M.A. in English Gannon University – Erie, Pennsylvania GPA: 3.91/4.00	May 2017
B.A. in English/Secondary Education Susquehanna University – Selinsgrove, Pennsylvania GPA: 3.51/4.00	May 2010
Study Abroad Experience Temple University – Rome, Italy	Fall 2008
Credentials: New Hampshire Beginning Educator Certification – English 5-12 Pennsylvania Administrative I Certification Pennsylvania Instructional II Certification – English 7-12 Pennsylvania Instructional I Certification – English 7-12	February 2020 January 2020 November 2017 June 2010

WORK EXPERIENCE

High School English Teacher	Cathedral Preparatory School – Erie, PA	August 2014-Present
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- Taught AP Literature & Composition, English II, English II Honors, English III, English III Advanced, English IV, Public Speaking, Creative Writing, SAT Prep, and ESL
- Created AP Literature & Composition curriculum focusing on British and World Literature through reading and analyzing novels, short stories, and dramas, practicing writing about the aspects of fiction, included various discussion styles, and designed cumulative projects tailored to the diverse learners in the classroom
- Created English III Advanced curriculum focusing on The American Dream through reading and analyzing American novels, short stories, and dramas, practicing writing about the aspects of fiction, included various discussion styles, and designed cumulative projects tailored to the diverse learners in the classroom
- Created English II curriculum focusing on engaging students with reading and writing through including more contemporary novels, connecting the research paper to a memoir, and designing projects for kinesthetic learners
- Created Public Speaking curriculum to cover the four types of speeches, included real-life scenarios through practicing scripts from previous Quarter Session in the H. David Bowes Auditorium, and invited guest speakers from the community to discuss how public speaking plays an important role in employment
- Introduced and implemented Literature Circles to the English Curriculum during February 2020 to promote Black History Month, novel choice, independent reading, and collaborative work
- Implemented differentiated instruction and assessment styles to meet the various needs and learning styles of students, including varying seating arrangements, multiple styles of discussion (silent discussions, Socratic Seminars, fishbowl discussions, etc.), availability of Himalayan salt eggs in the classroom, inclusion of student goal setting activities, differing reading quiz formats, and offering project-based learning opportunities
- Implemented remote instruction starting March 2020 using Microsoft Teams, 1:1 iPad program, virtual meetings, discussion boards, and online grading and assessment through MySchoolApp.
- Managed and facilitated purchasing for 35 teachers for the 2019-2020, 2018-2019, and 2017-2018 school years, ultimately responsible for handling \$100,000 in funding (NPIS funding = \$75,000 and school funding = \$25,000)
- Utilized Title IV-A funding to purchase items related to Safe and Healthy School Programs, Well-Rounded Education Programs, and Technology (Title IV-A funding = \$7,438)
- Elected by colleagues to the Administrative Advisory Council for the 2018-2019 and 2019-2020 school years where the role is to participate in a forum of professional discussion and provide an advisory opinion to administration

MONIQUE MEDEIROS

211 Lull Road New Boston, NH 03070 · 978-604-9572

Monique.medeiros@comcast.net

EXPERIENCE

2004 – PRESENT

TEACHER/DIRECTOR/CO-OWNER, LITTLE EINSTEINS PRESCHOOL

Creating and implementing curriculum to prepare the students for Kindergarten as well as having the responsibilities of running the school and keeping the school licensing up to date.

1999 – 2004

KINDERGARTEN TEACHER, ST. PATRICK SCHOOL

Creating and teaching various activities while applying daily curriculum.

EDUCATION

1992 - 1997

BES DEGREE/EARLY CHILDHOOD EDUCATION, SALEM STATE UNIVERSITY

Graduated Cum Laude

SKILLS

- An encouraging mentor to students
- Develop curriculum-based activities
- Use many different instructional techniques
- Cultivate relationships with families
- Implements well designed activities
- Modifies activities based on students learning level

ACTIVITIES

I have been teaching for 22 years in New Hampshire. The last 15 years, I have co-owned Little Einsteins Preschool Learning Center, LLC. I have developed the curriculum, taught to the age group/learning styles, was mentor to a student learning the field, worked with my co-owner undertaking all the ins and outs of running a preschool center.

ACCOLADES

- Souhegan Valley Chamber of Commerce Awarded Little Einsteins Small Business of the Year 2009
- Little Einsteins was awarded Perfect Record Status by the Better Business Bureau in 2013

Maryann H. McNeil- Resume

Experience

Primary Teacher, Holy Trinity School, Laconia NH – 2017- Present

- Taught multi-age, self-contained classroom depending on yearly enrollment. (Grade 1, K/1, Grades 1/2)
- Developed, planned, implemented and assessed all academic areas with a focus on project learning.
- Assisted coaching volleyball and basketball grades 2-8.
- Member of the Holy Trinity School Board as faculty representative.

University Supervisor, Plymouth State University, Plymouth NH - 2013-2017

- Supervised intern teachers during their student teaching placement.
- Observed intern's growth and development monthly. Complete monthly rubric evaluations to monitor student's skills.
- Developed a partnership with mentor teachers at various elementary schools.
- Lectured twice at PSU for their ECE ER4290 practicum class.

Dean of Students and Second Grade Teacher, Holy Trinity School, Laconia NH - 2009-2013

- Supervised 7 teachers and 69 students in all areas of the school day.
- Developed curriculum and assessment standards while providing behavior support and guidance.
- Taught second grade students daily in reading, writing and math.
- Mentored and taught several students social and behavioral skills.
- Oversaw daily recess, parent drop off and pick up.
- Director of public relations and marketing.
- Member of the Holy Trinity Home Association and Advisory School Board.

Long Term Substitute- ESOL and Fifth Grade Teacher, Pleasant Street, SAU #30, Laconia NH - 2008-2009

- Directly serviced 18 ESOL students K-5, while supporting classroom teachers. Created hands-on activities supporting the district's math and language curriculum which conformed to state standards.
- Taught second and fourth quarter for 22 fifth grade students. Planned, implemented and assessed all academic areas. Underwent training in district's new report card format and staff development programs. Held teacher/parent conferences and attended special education meetings.

Self-Employed Business-Presenter- Lakes Region Community Service Council, Laconia NH – 2002-2009

- Fully licensed by the State of New Hampshire credential to present staff development workshops for over 15 licensed area childcare centers staff members. Topics of workshops include: Early Literacy, Anti-Bias Curriculum, Celebrating Diversity in Youth Program, Understanding Children's Behavior, and Early Learning New Hampshire Guidelines.

- Created two presentation kits for the State of New Hampshire Child Development Bureau agency: “Meeting the Needs of All Children” and “Communicating with Parents about Difficult Issues.” These presentation kits are workshops to be delivered by other certified members throughout the State of New Hampshire.

Adjunct Faculty Member- Early Childhood Department, Lakes Region Community College, Laconia NH -

1999-2007

- Taught variety of courses: Early Literacy Development, Growth and Development of the Young Child, Curriculum Development in Early Childhood, Sociology of the Child and Family, and Programs and Facility Management.
- Created and taught first ECE 100% on-line course, Foundations of Early Childhood using NHCTC’s Blackboard® system.

Kindergarten Teacher, Bristol Elementary School, SAU #4, Bristol NH - 1995-1998

- Designed and implemented the first school-wide kindergarten program.
- Taught 43 students each daily, with two half-day sessions.
- Boosted parent and community support by creating special projects such as Mystery Guest Readers, Someone I Love Day
- Recognized as Outstanding Teacher Supporting Community by the *Concord Monitor* – Valentines for Soldiers

Kindergarten Teacher, Holy Trinity School, Laconia NH - 1992-1995

- Taught full-day kindergarten program
- School board member representing the teachers, assisted with maintaining school handbook policies.
- Coached Girls’ Middle School Basketball team and Student Support Service Facilitator Education

Education

Plymouth State College, Plymouth NH - 1994-1997

- M.Ed in Administration and Supervision
- GPA: 3.62

Keene State College, Keene NH – 1986-1990

- B.S. in Elementary Education
- A.S. in Early Childhood Education
- GPA: 3.38

Certification

- State of NH Department of Education: Experienced Educator Certificate Endorsements:

- Elementary Education (K-8)
- Principal (K-12)
- Valid until 6/30/2021

Professional Organizations

- NH National Association for the Education of Young Children- Public Policy Member
 - Lobbied Congress for the need of quality early childhood programs in New Hampshire and the United States in March 2015.
- NH Leadership Series, UNH Institute on Disabilities- Cohort Class of 2017

CURRICULUM VITAE
Willmar Ariel Ramos Villamil
10a Hampshire Ave
Durham, NH 03824
E-mail: ariel.villaramos@gmail.com
Cell phone: (678) 848-0570

EDUCATION

Master of Arts in Hispanic Studies
Concentration: Sociolinguistics & Cultural Studies

University of Kentucky
August 2019

Bachelor of Arts in Education
Concentration:
Spanish Language & literature
Foreign Languages & Literatures

Universidad Pedagógica Nacional
Colombia
2010

RESEARCH INTERESTS

Sociolinguistics
20th-21st Century Latin American Literature & Culture
Latin American Film Studies
Cultural Studies

TEACHING EXPERIENCE

University of New Hampshire
Department of Languages, literatures & Cultures
Adjunct Faculty

Durham, NH
2019-Current

Courses taught:

Intermediate Spanish I
Review of Spanish

University of Kentucky
Department of Hispanic Studies
Graduate Teaching Assistant

Lexington, KY
2017-2018

Courses taught:

Beginning Spanish I
Intermediate High Beginner
Intermediate Spanish I

Liceo Patria Elementary School
English Teacher

Bogotá, Colombia
2014-2017

- Taught English to 5th grade approximately 33 students per class.
- Used a communicative approach and cooperative learning to promote English acquisition.
- Used platforms (EDMODO), language learning software and web sites as supporting material for fostering the use of English.
- Prepared make-up activities to reinforce students' skills with different resources.

Passport Language Center
English Teacher

Bogotá, Colombia
2014-2015

Courses taught:

- Used a communicative approach to teach English as a foreign language to young and adult learners.
- Tutored students of different English levels and helped reinforce oral, written production, pronunciation, and grammar.
- Encouraged young and adult learners to use diverse resources such as Pearson's platform: My English Lab to motivate their autonomy in the learning process.

Neil Armstrong Bilingual School
Content Area Teacher
Social Studies & Math

Villavicencio, Colombia
2013-2014

- Served as a Math, Social Studies and Homeroom teacher for 3rd grade.
- Planned and monitored activities to develop math skills through CALLA approach.
- Prepared workshops, study guides and activities under Teaching for Understanding criteria.

American System Service Language Center

English Teacher

Bogotá, Colombia
2011-2012

Courses taught:

Beginning English I
Intermediate English II
Advanced English

- Prepared workshops on reading, writing, speaking, and listening to foster students' communication in English.
- Evaluated students to be promoted to upper English-proficiency levels orally and in writing.
- Engaged in periodical meetings to discuss pedagogical strategies

about the English program for kids and young and adult learners.

San Viator High School

English Teacher

Bogotá, Colombia

2010-2011

- Taught 8th and 10th grade English courses to approximately 30 students
- Created exams and made progress reports for parents.
- Used a student-centered approach and created activities to foster students' acquisition of English.
- Organized cultural and academic presentations such as: English Day and Cultural Week with 8th and 10th graders

YES Language Center

English Teacher

Villavicencio, Colombia

2009-2010

- Taught teenagers and adults at different levels with a variety of teaching methodologies.
- Prepared activities such as workshops, evaluations, debates, surveys, thematic journey, field trips, and quest races to develop and reinforce the communicative skills.

Praxis Language School

English Teacher

Bogotá, Colombia

2007-2008

- Checked compositions for students to be promoted and provided feedback to each one of them.
- Prepared workshops and activities to improve students' communicative skill at different levels of proficiency.
- Taught English for business purposes to advanced students.

Teacher of Spanish as a Second language, independent, Bogotá-Colombia

- Used communicative approach and realia to teach Spanish as a second language to English speaking learners.
- Taught English to young and adult students at varied levels and needs through different teaching approaches.

CERTIFICATION

- Bridging the Gap- Medical Interpretation Certification
40 hours

September 2018
Louisville, KY

OTHER TEACHING EXPERIENCE

Supporting School Teacher

ACULCO Juntos *es Posible*

Bogotá, Colombia

2004

Non-governmental Organization

- Taught English to impoverished children ages 9-12, as part of a social and educational project sponsored by ACULCO
- Developed materials such as assignments, homework, that would help reinforce study habits.
- Provided progress reports to the general coordination of the project.
- Organized periodical meetings with parents.

English Teacher

Centro de Idiomas (CEIDI)
Policía Nacional de Colombia

Bogotá, Colombia
2013

- Taught an Intensive Immersion English summer course to policemen.

RESEARCH PROJECTS

Herencia Hispánica e Historia Oral en Kentucky
Puertorriqueños en Lexington

Fall 2017

- Interviewed a native speaker from Puerto Rico who has lived in KY for over 20 years.
- Transcribed the interview.
- Wrote a research paper on Puerto Ricans in the United States and Kentucky.

SERVICE

Latino Health Fair-

Provided interpretation and translation for the Hispanic community of Lexington seeking medical advice and guidance

Kentucky Foreign Language Conference

Panel: “Latin American Perspectives on Urban Spaces and Memory”
Kentucky Foreign Language Conference. Spring 2018. Moderator.

Mesa de Español

Attended weekly meetings

Helped Spanish majors and minors with their grammar, speaking, reading skills

Spanish Movie Night

Assisted in this monthly activity for Spanish majors/minors

WORKSHOPS

Colombian Military Forces. Army Schools,

English Seminar: Reading Comprehension Strategies;
Critical Thinking Tips; Differentiation in Teaching and Assessment;

Bogotá Colombia
2016

Different Formats to Tackle Grammar in CLT;
Technology Enhanced Teaching and Learning.

Department of Hispanic Studies, University of Kentucky
Assisted a Teaching Writing workshop that provided information
on how to teach writing in the Spanish classroom.

Fall 2017

ORGANIZATIONS

HIGSA

Fall 2017-present

LANGUAGES

Spanish: Native Speaker
English: Advanced level
French: Reading proficient
Italian: Beginning level

REFERENCES

Dr. Holly Cashman, Chair and Associate Professor of Spanish
Department Languages, Literatures and Cultures
University of New Hampshire
Durham, NH
holly.cashman@unh.edu

Dr. Ruth Brown, Lecturer, Academic Coordinator
Department of Hispanic Studies
University of Kentucky
Lexington, KY 40504
ruth.brown@uky.edu

Dr. Irene Chico-Wyatt, Assistant Professor of Spanish
Department of Hispanic Studies
University of Kentucky
Lexington, KY 40504
iochic1@uky.edu

Jerrica L. Smith

119 Berry Pond Road
Pittsfield, NH 03263
Telephone: (603) 674-0957
Email: bradley.jerrica@gmail.com

HIGHLIGHTS OF QUALIFICATIONS

- *Collaborative* in working with students, parents, specialists, paraprofessionals, teachers, outside service providers, and administration to ensure the best programming for students on the Autism Spectrum
- *Knowledgeable* in developing programming that uses best practices for Autism and behavior management
- *Creative problem solver* who uses “out of the box” thinking to create meaningful, and exceptional individualized, strengths-based programming and instruction
- *Dependable* and *hardworking* case manager for multi-disciplinary teams
- *Advocate* for inclusion and facilitate this philosophy in my work

OBJECTIVE

To obtain the position of Special Educator and Case Manager for Students on the Autism Spectrum.

EDUCATION

University of New Hampshire

Durham, NH 03824 May 2010

- Masters in Special Education
- New Hampshire Teaching Certificate in General Special Education

University of New Hampshire,

Durham, NH 03824 May 2001

- Bachelor of Arts in Psychology

PROFESSIONAL EXPERIENCE

Deerfield Community School, Deerfield, NH

2003–Present

Special Educator and Case Manager for Students on the Autism Spectrum–

As the Special Educator and Case Manager for Students on the Autism Spectrum at Deerfield Community School, I work with students in preschool through eighth grade. I loop with the students I work with as they progress through each grade and transition to high school; therefore creating consistency in services provided, as well as developing a rapport with the student, their families, and service providers. I use a person-centered, strengths-based philosophy to guide both my instruction and case management work. I complete academic

achievement evaluations, write Individualized Education Plans, progress notes, collect and analyze data, facilitate communication between home, school, and services providers to ensure generalization and carryover of skills across settings, provide professional development for certified and non-certified staff within the district and SAU, and provide direct instruction to students in the areas of executive functioning, collaborative problem solving, self-regulation, social skills, math, reading, and writing.

Deerfield Community School, Deerfield NH

2001–2003

1:1 Paraprofessional for Student on the Autism Spectrum

As a 1:1 paraprofessional, I worked with a student on the Autism Spectrum in grades 6 and 7. The majority of my work with her was in regards to developing her self-regulation skills. When I first started working with this student, she was receiving the majority of her education in a special education setting; by the end, she was an active participant in the general education setting.

Speech Connections Seacoast, Portsmouth, NH

December 2010–March 2011

Interim Service Provider/Independent Consultant

While the owner of this business was away on sabbatical, I was asked to fill in to facilitate social skills groups, provide direct instruction in social/behavioral skills for children and adults, and present at a continuing education conference for daycare providers on the topic of Autism Spectrum Disorders.

RELATED EXPERIENCE

- At the request of Teresa Bolick, I spoke at a graduate-level Autism course at Rivier University
- At the request of Judy Williams, I spoke at graduate and bachelor-level courses at Southern New Hampshire University
- Presented at numerous teacher workshops at Deerfield Community School for both certified and non-certified staff, regarding Autism and current best practices for inclusion, and social-emotional learning. 2003–Present
- Presented at many SAU wide workshops at SAU 53 for certified staff regarding how to create programming for social/emotional learning
- Supervising Teacher of a Granite State College student working towards her Bachelor's Degree and teaching certification in Special Education, 2018–Present

HONORS AND AWARDS

- Nominated by Teresa Bolick, Kathy Whittaker, and a student's parent for Special Educator of the Year, 2010
- EDies School of the Year, where the Autism program was honored in the application process, 2017
- At the recommendation of Teresa Bolick, schools with whom she consulted with have come to observe the programming we created for students on the Autism Spectrum, as it was a reflection of best practice of inclusion in a public school.

RECENT WORKSHOPS AND SEMINARS

- **Teresa Bolick twice monthly (day long) consults**, Deerfield NH 2001-2016
- **Children's Mental Health Conference**, Norwood, MA Fall 2018, and 2019
- **Lives in the Balance Annual Summit**, Portland, ME Fall 2017, 2018, and 2019

REFERENCES

Available upon request

**New Hampshire School Board Association
 Sample Policy CBI-F2
 EVALUATION OF THE SUPERINTENDENT**

The SAU Board shall conduct a minimum of one (1) annual formal evaluation of the Superintendent.

Members of the Board will first evaluate the Superintendent independently, using a written form adopted by the Board for this purpose. The Board will convene to discuss the assessments and to prepare a composite evaluation. The composite evaluation will be discussed by the full Board and the Superintendent. The Board and the Superintendent will each retain a copy of the written evaluation report.

Evaluation of the Superintendent shall be conducted in such manner as to:

1. Provide positive and constructive feedback to the Superintendent that will support and promote the Superintendent's professional growth and development;
2. Help the Board evaluate its work in planning the educational program in this community; and
3. Strengthen the working relationship between the Board and the Superintendent by providing a comprehensive vehicle of communication.
4. Identify strengths and weaknesses of the Superintendent, and make appropriate recommendations.

See Superintendent Evaluation Form

-- Sample --

SUPERINTENDENT EVALUATION FORM

Name of Superintendent _____ Date _____

All items rated with a "1" require additional explanation. The reverse side of the page may be used for explanations and additional comments.

3 - Commendable 2 - Meets Expectations 1 - Needs Improvement

- | | |
|--|--|
| <p>ADMINISTRATION
 strong educational leadership, develops a strong management team, and delegates responsibility.</p> <p>2. Establishes and maintains a sound plan of organization and assignment of staff personnel which will provide the proper framework for accomplishing District objectives.</p> <p>3. Fulfills the Board's goals and policies successfully.</p> <p>4. Demonstrates skill in developing long-range planning activities based on program needs and enrollment projections.</p> | <p>3 2 1</p> <p>1. Exerts _____</p> <p>_____</p> <p>_____</p> <p>_____</p> |
|--|--|

**New Hampshire School Board Association
Sample Policy CBI-F2
EVALUATION OF THE SUPERINTENDENT**

- 5. Employs a team effort in analyzing, planning, implementing, and evaluating policies, programs, and personnel. _____
- 6. Implements procedures to carry out a continuous program of evaluation. _____
- 7. Recommends for employment personnel who have proper certification and skills for the position. _____
- 8. Organizes the roles and responsibilities of staff members so as to optimize their effectiveness and to encourage harmonious relationships among various segments of the school system. _____
- 9. Provides to the Board and the general public an organized and informative annual report of the state of the District. _____
- 10. Maintains liaison with state and federal legislators, as well as other outside agencies, in efforts to accomplish legislation needed for school improvement. _____

Rating for this Category

In the area of administration, what is the strongest asset? _____

COMMENTS:

3 - Commendable 2 - Meets Expectations 1 - Needs Improvement

What specific area could be most improved? _____

INSTRUCTION

3 2 1

- 1. Provides overall leadership in the development and implementation of a productive instructional delivery system. _____
- 2. Identifies and facilitates instruction and student achievement as the focal point of the School District. _____

**New Hampshire School Board Association
Sample Policy CBI-F2
EVALUATION OF THE SUPERINTENDENT**

3. Identifies instructional objectives in terms of students and implements programs to meet the diverse needs of students. ____
4. Capitalizes on the abilities and talents of the professional staff in curriculum development, implementation, and evaluation. ____
5. Provides to staff throughout the system the time for organization and the resources required to improve instruction. ____
6. Provides for continued monitoring and evaluation of instructional activities. ____
7. Promotes high academic expectations and standards for students. ____
8. Incorporates useful new ideas into the instruction program. ____
9. Maintains a working knowledge of current educational research, reports useful new concepts and shares that information with the Board. ____
10. Keeps the Board informed on the analysis, planning, implementation, and evaluation of instructional activities. ____
11. Keeps the community informed of the program of instruction and plans for improvement. ____

Rating for this Category

COMMENTS: _____

3 - Commendable 2 - Meets Expectations 1 - Needs Improvement

In the area of instruction, what is the strongest asset? _____

What specific area could be most improved? _____

**New Hampshire School Board Association
Sample Policy CBI-F2
EVALUATION OF THE SUPERINTENDENT**

RELATIONSHIP WITH THE BOARD

3 2 1

1. Works with the Board in the areas of analyzing, planning, implementing and evaluating policies. _____
2. Informs the Board on issues, operations, the instruction program, and needs of the school system. _____
3. Informs the Board on educational activities at the state and national levels. _____
4. Has an harmonious working relationship and maintains a professional relationship with members of the Board. _____
5. Interprets and supports Board policy and decisions to the public and staff. _____
6. Provides the Board members with reports and information which will enable them to sufficiently review the operations of the district. _____
7. Gives constructive advice and guidance to the Board regarding possibilities for District improvement. _____
8. States his/her convictions in matters before the Board. _____
9. Utilizes the strengths of individual Board members and the Board itself in the decision-making process. _____
10. Offers professional advice to the Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis. _____

Rating for this Category

COMMENTS: _____

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

In the area of Board relationship, what is the strongest asset? _____

What specific area could be most improved? _____

**New Hampshire School Board Association
Sample Policy CBI-F2
EVALUATION OF THE SUPERINTENDENT**

RELATIONSHIP WITH THE STAFF

3 2 1

1. Includes the participation of faculty and staff in the establishment and the implementation of District-wide goals, objectives, and programs. _____
2. Facilitates high standards of performance for all staff members. _____
3. Facilitates evaluation of staff performance as required by state law and by Board policy. _____
4. Facilitates two-way communication and interaction with staff. _____
5. Promotes programs for staff growth and development. _____
6. Strives to maintain positive morale by:
 - a. minimizing arbitrary decision-making and favorites; _____
 - b. giving fair and impartial treatment to all parties in a dispute; and
 - c. giving recognition and appreciation for a job well done.
7. Instills confidence and self-respect among staff. _____
8. Meets and confers with employee groups representing the interests and directives of the Board. _____
9. Communicates effectively the concerns of employee groups to the Board and Board responses to these concerns to employee groups. _____

Rating for this Category

COMMENTS: _____

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

In the area of staff relationship, what is the strongest asset? _____

What specific area could be most improved? _____

RELATIONSHIP WITH THE COMMUNITY

3 2 1

**New Hampshire School Board Association
Sample Policy CBI-F2
EVALUATION OF THE SUPERINTENDENT**

1. Facilitates communication within the community through an effective public information program based on the needs and successes of the district. _____
2. Seeks meaningful community involvement in the establishment, implementation, and evaluation of district-wide goals, objectives, priorities, and programs. _____
3. Develops and maintains a cooperative relationship with the news media. _____
4. Establishes a procedure for studying and acting on complaints, criticisms, and concerns of individuals and/or community. _____
5. Is actively involved in community arenas. _____
6. Maintains a professional posture with other public officials and community leaders. _____
7. Has the ability to face controversy and work effectively with it. _____
8. Understands and responds to the unique and changing needs of the community. _____
9. Accepts and solicits input from interested groups and individuals in the decision-making process. _____

Rating for this Category

COMMENTS: _____

In the area of community relationships, what is the strongest asset? _____

What specific area could be most improved? _____

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**New Hampshire School Board Association
Sample Policy CBI-F2
EVALUATION OF THE SUPERINTENDENT**

PERSONAL QUALITIES

3 2 1

1. Sustains physical and mental health and appropriate energy to cope with the Superintendent's tasks. _____
2. Defends principle and conviction in the face of pressure and partisan influence, yet is able to compromise. _____
3. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters. _____
4. Uses English effectively in dealing with staff members, the Board and the public. _____
5. Speaks well before large and small groups, expressing ideas in a logical and forthright manner. _____
6. Accepts and shares failure as well as success. _____
7. Is able to identify and discuss own strengths and weaknesses. _____
8. Welcomes questions and open discussion when presenting ideas. _____
9. Exercises good judgment and involves appropriate others in the decision-making process. _____
10. Maintains a balance of professional development by reading, attending conferences, working on professional committees, visiting other Districts and meeting with other Superintendents. _____

Rating for this Category

COMMENTS: _____

In the area of personal qualities, what is the strongest asset? _____

What specific area could be most improved? _____

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

In the area of Board relationship, what is the strongest asset? _____

**New Hampshire School Board Association
Sample Policy CBI-F2
EVALUATION OF THE SUPERINTENDENT**

What specific area could be most improved? _____

FINANCIAL

3 2 1

1. Keeps informed of the needs of the school program -- supplies, equipment, plant, and facilities. _____
2. Assumes responsibility for overall financial planning for the District, including short-term priorities and long-range planning. _____
3. Coordinates the preparation of the annual budget utilizing teacher and staff input; submits the budget to the Board for input and approval. _____
4. Evaluates financial needs and makes timely recommendations for adequate funding. _____
5. Determines that funds are spent and invested wisely; ensures that adequate controls and accounting are achieved. _____
6. Provides leadership in solving major problems and achieving maximum utilization of resources. _____

Rating for this Category

In the area of finances, what is the strongest asset? _____

What specific area could be most improved? _____

COMMENTS: _____

Signed: _____

President of the Board

Superintendent

Date: _____

See Policy CBI