

**Collaborative for Educational Services
Board of Directors Meeting Minutes
September 27, 2017
Franklin Regional Transit Authority**

Present from the Board: Don Sluter, Bob Decker, John Cotton, Cassie Damkoehler, Chrissa Young, Stephanie Conrod, Vira Douangmany Cage, Michael Simpson, Maureen Nichols, Amber Smith-Harder, Cynthia Kwiecinski, Ed Sturtevant, Ashley Dion, Hussain Hamdan, Suzanne Crawford, Carl Schlerman, Craig Cohen, Howard Moore, Humera Fasihuddin, Melissa Burke, Johanna Bartlett, Michael Knapp, Dan Hayes

Present from CES: W. Diehl, B. Siegel, T. Senio, K. Levesque, S. Smith, A. Burke, S. Molloy

Call to Order and Introductions

The Board meeting was called to order by the Board Chair, Dan Hayes, at 6:31 PM. A roll call was done.

Bill introduced Terry Senio as the new Deputy Director. Terry was heading up the SEIS contract previous to this position. Terry introduced herself and noted that she is on target for her 90-day plan.

Public Session / New Business

Tom Grover, a History teacher employed by CES for the Department of Youth Services education initiative, addressed the Board concerning DYS and SEIS teacher salaries and salary schedules, as compared to public school peers. Dan Hayes thanked Tom for presenting to the Board.

Approve Minutes of June 28, 2017 Board of Directors Meeting and Minutes of August 25, 2017 Executive Committee Meeting

Dan Hayes noted that you do not have to be present during the meeting the minutes are from in order to vote in favor of approving them.

Don Sluter moved that the Board approves the minutes of June 28, 2017 and the minutes of August 25, 2017 and this was seconded by Melissa Burke. All were in favor, and the minutes were approved.

Election of Officers (votes required)

Dan Hayes read the responsibilities of each Officer position prior to each vote.

Chair

A motion was made by Bob Decker and seconded by Don Sluter to nominate Dan Hayes as Chairperson. All were in favor and Dan Hayes was elected the Chairperson of the CES Board of Directors for one year.

Dan said a few words and also asked for a round of applause for all of the CES staff.

Vice Chair

A motion was made by Bob Decker and seconded by Cassie Damkoehler to nominate Cathy Englehardt as Vice Chair. All were in favor, and Cathy Englehardt was elected the Vice Chair of the CES Board of Directors for one year.

At-Large Members of Executive Committee

According to the by-laws, the Executive Committee must consist of the Chairperson and Vice-Chairperson of the Board and three additional members with no more than two of the three additional members being from the same county. The 2016-17 Members of the Executive Committee were: Dan Hayes (Chair), Vira Douangmany Cage (Hampshire County), Hussain Hamdan (Franklin County), Cathy Englehardt (Vice-Chair), and Don Sluter (Franklin County).

Vira Douangmany Cage recommended nominating someone to replace her as her term ends in March. Cassie Damkoehler volunteered, but that would mean having three members from Franklin County. Michael Knapp volunteered in her place in order to have a member from Hampshire County.

A motion was made by Melissa Burke and seconded by Johanna Bartlett to elect Michael Knapp, Hussain Hamdan, and Don Sluter as At-Large Members of the Executive Committee. All were in favor, and the motion passed.

Appointment of Secretary and Treasurer (vote required)

Secretary

Dan Hayes noted that our Articles of Agreement state that the Board may appoint the Executive Director to be the Secretary/Clerk of the Board. This is what the Board has done in the past.

A motion was made by Michael Knapp and seconded by Hussain Hamdan to appoint William Diehl as Secretary to the Board. All were in favor, and the motion passed.

Treasurer

A motion was made by Hussain Hamdan and seconded by Bob Decker to appoint Don Scott as the Treasurer of CES. All were in favor, and the motion passed.

Appointment of Finance Committee (vote required)

Our By-Laws state that “there shall be a Finance Subcommittee, consisting of two representatives each of the Board and the (Superintendent) Steering Committees. The Board chairperson shall designate at least two (2) Board members, and the Steering Committees shall designate two (2) members, one from each county. There shall be no more than one (1) member on the Finance Subcommittee from a member school district. The Chair of the Board of Directors shall be an ex-officio member of the Finance Committee.”

A motion was made by Melissa Burke and seconded by Johanna Bartlett that the Board Chairperson designate Hussain Hamdan and Howard Moore to be the Board members on the Finance Committee. All were in favor, and the motion passed.

Establish Warrant Sub-Committee (3 members of the Board) (vote required)

Dan Hayes noted for new members that CES has a system of signing warrants electronically.

Signing the warrants is delegated to a sub-committee on a weekly basis, but all members are always able to look at the warrants and weigh in on them.

A motion was made by Don Sluter and seconded by John Cotton to establish Cassie Damkoehler, Dan Hayes and Don Sluter as members of the warrant sub-committee. All were in favor, and the motion passed.

Hires and Separations for July and August 2017 (information only) and for September 2017 (vote required)

Bill Diehl noted that August hires and separations were approved by the Executive Committee at an August meeting.

The September 2017 documents separated the DYS and SEIS educators from the rest of the staff in the hires and separations document because these educators are bound by the state contracts and the union contract.

At the end of August and September, we had one new hire at HEC Academy, Adid Roman. The two separations were both mutual and amicable.

Suzanne Crawford asked why the hires in the September document were a larger number than the separations for DYS/SEIS. Bill said this was largely due to the end of the summer programs and beginning of the school year programs, resulting in a change and increase in the teaching staff.

A motion was made by John Cotton and seconded by Melissa Burke to approve the hires and separations. All were in favor, and the motion passed.

The Board next took up two motions for votes:

1. Vote that the Executive Director of the Collaborative for Educational Services (William A. Diehl) is authorized, empowered and directed on behalf of the Collaborative to sign, seal, execute and deliver any and all contracts, agreements and other documents on behalf of the organization, as allowed by law (vote required)
2. Vote that the Deputy Director and Director of Finance and Operations are each authorized, empowered and directed to act in place of the Executive Director to sign, seal, execute and deliver any and all contracts, agreements, and other documents on behalf of the organization, as allowed by law, if and only if the Executive Director is unable to fulfill these duties in a timely manner sufficient to meet specific deadlines (vote required)

Bill Diehl noted that these authorizations are necessary for smooth and timely operation of CES and has been the practice in previous years.

A motion was made by Hussain Hamdan and seconded by Bob Decker on the above votes. All were in favor, and the motion passed.

Executive Director Goals for 2017-2018 (vote required)

Bill Diehl stated that he sets goals annually and uses DESE's superintendent evaluation process and categories, adapted to a collaborative. The process approved by the Board is for the Executive Director to present his/her goals in September for addition and/or approval from the Board. He/she then presents the results (including evidence and artifacts) in March and by May the Board completes a formal evaluation of him. This final evaluation is also based on a 360 review given by CES Leadership team and an evaluation by the member superintendents.

Bill walked the Board through the Executive Director's goals for educator evaluation.

His first area of goals is professional practice. He finished with his induction so he is going to a number of conferences, seminars, etc. He will also participate in targeted training in one professional development workshop that is aimed at improving one of the areas of development identified last year as an area of growth. HR is working with him on this. Third, he is and will be active in state and national organizations. The measurable aspects of this is the number of conferences/events that he attends; showing he participated in the workshop; and the list of organizations he is a part of and the advocacy he has done.

His second area of goals is instructional leadership and student learning for our educational services. Terry Senio will help him with this. He will measure this by presenting the data and changes that have been made to improve outcomes. He will ensure the educator evaluation system is completed and reviewed. Last year was 90% so this year's goal is 100%. He has already ensured that staff are using SMART goals for their evaluations.

Goal three involves instructional leadership and student learning is supporting member districts by trying to expand professional development in the areas of special education, inclusive practices, personalized learning, use of technology, and working with vulnerable youth. In some cases we have already done this. This will be measured in terms of the number of workshops and on-site trainings. Where we can collect impact data, we will.

Part of goal three is supporting targeted internal research and evaluation as a part of the re-organization. We have a full-time FTE staff member focused on internal and member evaluations to support this practice and our own leadership team in backwards planning. Part of the Research and Evaluation Department does internal work and part of it does external work. The department consists of five employees total. We also do evaluations on our grants and contracts.

Goal four involves district improvement to meet our member district needs, as laid out in the first strategic goal of the agency's five-year plan. This will include a continued focus on needs assessment data through annual surveys and informal surveys in order to collect data to respond to. He will be delegating work to the Deputy Director and the Cabinet so he can spend more time face-to-face with Superintendents, Special Ed Directors, Curriculum Directors; Business Managers, and Technology Directors. He will have more meetings with Superintendents and a more robust process for collecting information on district needs. We implemented Salesforce so we can better collect data on needs in order to respond more readily to district needs. He will also continue to take a leadership role in identifying and advocating for district issues and opportunities for district improvement.

Goal five pertains to district improvement and management and operations of the agency. The Cabinet that has been established will allow for greater collaboration and synergy in order to be more efficient, effective, and inclusive. We have completed the implementation of the re-

organization of CES from 15 departments. We are also now close to fully implementing Infinite Visions, which a lot of our member districts use. In addition, we are working on implementing an electronic time and attendance system and have implemented an applicant tracking system in order to make ourselves more effective and efficient. This will allow staff to pay more attention to providing the services. We are continuing to implement our strategic plan to infuse more social justice and equity work. Lastly, the business plans for OTC and CCATT centers are being implemented as part of working with the Board and the staff on finding areas to focus on. We are also now looking for a program to focus on this year in a similar way.

A motion was made by Bob Decker and seconded by Hussain Hamdan to approve the Executive Director's goals for the year. All were in favor, and the motion passed.

Dan Hayes asked for the Board's approval to switch the order of the agenda and go ahead with the OTC and CCATT presentations before entering into Executive Session. Hussain Hamdan suggested the Board accomplish all public matters prior to entering Executive Session. The Board agreed.

Report of Business Plans for OT and CCATT Centers

CES's Director of Special Education Sherry Smith, Director of Business Development and External Relationships Kathy Levesque, and Special Projects Coordinator Sarah Molloy gave a presentation to the Board about the progress since June on the business plans for the OTC and CCATT centers.

Below is a brief overview of their presentation.

- This effort came to be since both centers have struggled financially, but both deliver critically important supports to students in need.
- The group spent time data gathering and analysis of services, revenue, and operations
- They held summit meetings with each center's specialists and key CES staff members
- They worked on market research plans for both centers and accomplished initial rebranding work
- Each center will be focusing on different priority areas:
 - OTC will focus on operations, billing, and finance improvement and then on new services and branding
 - CCATT will focus on future staff changes, environmental shifts, and evolve while re-designing our service focus
- The current goals are broken up into two sections: Marketing & Service Mix and Staff Time & Operations
- The group then presented details regarding the goals for phase one in the fall and phase two in the spring

Dan thanked the group for presenting and the Board for their assistance with and support of these two centers.

The Board asked the group questions and offered suggestions, which were answered by Sherry Smith and Kathy Levesque. Dan told the Board to email Sarah Molloy with any other ideas and thoughts. Bill noted that we have to be mindful of the business/fiscal impacts of our programs, but that we are fundamentally concerned about improving outcomes for children, youth, and families, especially those placed at risk of failure.

Interest of the Gateway Regional School District in re-joining CES (vote required)

Bill Diehl explained that Gateway used to be a member and then withdrew for fiscal reasons and now they have interest in re-joining. They use our services a lot and pay the non-member rate. The steps are that the Gateway School Committee would apply for membership and agree to all the conditions in the Articles of Agreement. Bill requested that the Board approve opening up the process / discussion with Gateway. The next steps would be for the Gateway School Committee would apply for membership and adopt and sign our "Agreement of the Collaborative for Educational Services." The approved application then requires a two-thirds approval of the Board of Directors. Then, an amendment is prepared and it has to be accepted by two-thirds of the member School Committee, and by the Board of Elementary and Secondary Education,

Bob Decker asked if they owed us any money. They do not.

Bob Decker moved to open the conversation / process with Gateway Regional School District about re-joining CES and Don Sluter seconded. All were in favor, and the motion passed.

Interest of Sabis International Charter School in Springfield, and possibly in Holyoke and/or Lawrence in receiving program review, technical assistance, coaching, and/or professional development from CES on a fee-for-service basis (non-members) (vote required)

We typically do work with non-members to a degree, but we don't want to go too far without Board knowledge and approval. These Charter schools are not in our districts though. Angela Burke explained that they went through CPR for SPED civil rights and had a number of findings that they aren't equipped to address in order to work in the best interest of their students. They called us and wanted to know if we would go in, since we have assisted districts with CPR reviews and findings. It would be 3-4 days total of staff member time per district reviewing paperwork, doing observations in classrooms, and creating a set of recommendations. This could allow us to offer them professional development as well. Right now it's in Springfield and they want to quickly go to Lawrence and potentially Holyoke. Angela clarified that we would not be running their program, this is purely consultation and making recommendations for a fee.

The Board discussed the opportunity.

Bob Decker motioned to allow CES to provide the listed services to Sabis International Charter School in Springfield, and possibly in Holyoke and/or Lawrence. Hussain Hamdan seconded. Two opposed and the motion passed.

The Board asked that if there is growth or expansion in this project, they would like to be informed.

This topic generated additional discussion about charter schools and CES. Bill said we would leave time on the next agenda to continue the discussion.

Executive Director's Report

Bill included his summer report in the electronic copy in addition to his September report. Bill noted a few highlights from the Executive Director's Report, as follows.

There is a lot of professional development this fall and on Bill distributed the Fall catalogue. He noted that we are starting an institute on personalized learning and equity. We have a couple of major projects in terms of personalized learning. We may get a grant from the Barr foundation

for a high school in Gill-Montague. We are also doing work in social justice and equity. Early Childhood is also doing a lot of different professional development, one of which came from the Board. Cathy Engelhardt had mentioned she attended a grandparent workshop in Boston so we are now launching one. We have an active website in SJE. SPIFFY is doing a lot of presentations. The Title III consortium is ongoing with 18 of our districts belonging, in addition to Berkshire districts. We have a full house for HEC Academy, primarily from member districts. This is largely because Sherry and her team have re-done the model.

Dan asked Cynthia Kwiecinski to report on Easthampton and CES's assistance there in school climate and culture, especially concerning racial incidents that had occurred. She said they had a rough year since March and had asked CES to come in and do some surveys, research, and prepare a report on the climate and culture. She sat in on a session with CES's Safire DeJong and it was wonderful. The report that was submitted was really helpful in highlighting issues and problems in the district. There was an Attorney General report and it sounded a lot stronger, but when you put the two together they were all talking about the same thing. She thanked CES because the report was official and was as extensive and thorough and jived with everything else. Bill commends Easthampton in being very proactive. We are also hearing similar issues from other districts as well. Angela added we've been doing work in Hadley, Greenfield, Frontier, Northampton, and will be in Amherst so if you are interested you can send an email to Sarah Molloy and she will pass it on to Angela.

Last year, we did two different major projects for DESE. One is SETLI for ETLs who are key to making sure that SPED needs are met. We also did an institute that went so well DESE had us do two more cohorts and there is still a waiting list. Holyoke asked us to do one just for them. The second was LEAP, which impacts kids in poverty, brain learning, SEL, etc. We trained the trainers across the commonwealth and our own people. We have a second arrangement for this as well. Vira Douangmany Cage asked if he is doing the MASE conference as it was nice to see a CES presence at those workshops. This year it's Nov 1st – 3rd. She thinks western MA doesn't have a table for school committee members. She doesn't know if CES can help with that if someone wants to attend. Michael Knapp added that he has to take two days off work and pay for his own lodging. He guesses that many districts have the same philosophy. He urges the rest of the Board to go back to their committees and ask them to give them money to go.

Suzanne Crawford suggested talking to Glenn Koocher from MASC about scholarships.

Bill added that CES will be hosting the MASC training for new school committee members, probably in early December.

Dan will send Ed Sturtevant more information on MASC.

We will also later send the Executive Director report as a separate document to share with School Committees.

[Motion to go into Executive Session \(M.G.L. Chapter 30A, Section 21 \(a\)\(6\), "to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body." \(vote required\)](#)

Vira Douangmany Cage motioned to go into Executive Session and to then return to Open Session. Michael Knapp seconded the motion. All were in favor, and the motion passed. A roll call was done. Bill Diehl asked if the CES members, Barbara Siegel for financial input, Terry

Senio as the Deputy Director, and Sarah Molloy to take minutes, could be invited to stay in the Executive Session. The Board agreed. A roll call was done.

Motion to go back into Open Session (vote required)

Bob Decker motioned to go back into Open Session and John Cotton seconded. All were in favor, and the motion passed.

Adjournment (vote required)

A motion to adjourn was made by Hussain Hamdan and seconded by Don Sluter. All were in favor, and the motion passed. The meeting adjourned at 9:40 PM.