

## DUDLEY-CHARLTON REGIONAL SCHOOL DISTRICT

Approved minutes of the Special Meeting of the Dudley-Charlton Regional School Committee Monday, June 11, 2018, Shepherd Hill Regional High School, 68 Dudley-Oxford Road, Dudley 4:00 p.m.

In attendance were members of the school committee: Stephanie A. Reed, Elaine M. Rabbitt, Mary Antocci, Pauline J. Aucoin, Jamie L. Terry, Catherine M. Kabala; Audience members were Gregg J. Desto, William F. Chaplin, Kathleen E. Pastore, Richard J. Mathieu, Robin L. Parmley, Diane D. Seibold, Stefan Sage, Michelle Gray, Christine Marrier, Kimberly Lundquist; Linda Flibbert; Cathleen Carmingnani, Rich Earle, audio-visual coordinator; Sandra Sullivan, recording secretary.

Mr. Pietrzak was absent due to a death in the family.

- Call to Order

The chair called the meeting to order at 4:05 p.m.

Mrs. Aucoin said she is pleased to report that the Interim Superintendent Search Committee has concluded its work and has recommended the following candidates to be brought forth for an interview with the full School Committee: Allen W. Himmelberger, Superintendent, Blackstone-Millville Regional School District; Edward Malvey, retired superintendent, who most recently served as Interim Superintendent of Spencer-East Brookfield Regional School District; and Kristine Nash, retired, who will conclude a position of interim superintendent of Oxford Public Schools.

Mrs. Aucoin thanked Mr. Pietrzak and the members of the Search Committee for their participation in this process, and for giving their time during several nights of interviews. Based on that work, she is confident that the candidates brought forward will be exceptional.

The Dudley-Charlton Regional School Committee convenes this evening to interview the three candidates in open session for one hour. The schedule for the public interview will be the following:

4:00-5:00 p.m.

5:15-6:15 p.m.

6:30-7:30 p.m.

- 4 p.m. Interview

*Dr. Kristine E. Nash*

Dr. Nash has spent over 40 years in public education. It comes down to fit. Emphasized what I saw was a good fit. I have worked in all the positions in the district. Experience in the leadership level. Experience in the areas being undertaken in the strategic plan.

**Mrs. Kabala:** How do you keep the school committee informed? In particular, what is your strategy around issues that are your responsibility but that the school committee would have an interest?

Have always worked through the chair; will meet with members individually. Social media a ripe, fertile ground for misinformation. Don't want to catch you off guard.

**Mrs. Terry:** The Dudley-Charlton Regional School District 2018-2021 Strategic Plan "Portrait of a Graduate" details an initiative which embodies an Everybody Matters motto across the District. Please explain how you plan to ensure that every child, teacher and administrator is supported in every way needed for his/her success during the upcoming year. Examples of ways in which you have accomplished this during your professional career are welcomed. Ensure that every child/administrator is supported. The budget is the chief vehicle for instruction. When that is missing, anything can happen. The message you communicate cannot waver from core belief. Equal access to all opportunities.

**Mrs. Aucoin:** How important to you are community ideas and input into the district decision making. How would you facilitate the flow of information and ideas, and critical feedback from the parents back to the district?

Establish an inclusive atmosphere. Remind yourself that they are the reason we are here. Advisory board made up of parents.

**Mrs. Antocci:** What similarities if any are there between being a superintendent and a CEO of a major corporation? What steps would you take each day to ensure success? How would you define success?

You are the CEO of a multi-million dollar business but the difference is you answer to everyone in the towns.

Superintendent role is similar to CEO: you are a manager, smooth operations, transportation to budget reductions/additions. Outsourcing, special education transportation.

Have to be strong in the political arena. Nuances and advocacies. Each town is different in its abilities to support a budget and its values.

The educational and instructional leadership is what separates the roles.

Has reorganized and restructured organizations.

Success is measured in student outcomes.

**Mrs. Rabbitt:** Tell us how you prepare your budget for the School Committee. Explain your process and share your experiences in how you work with the Budget & Finance subcommittee? Town Administrators? Town Finance Boards & Board of Selectman?

Starts with school committee: how do they want to form the budget? With that directive, begin to develop that process. Level services this year in Oxford. Listen to the town manager. Important to give members accurate information.

October to May process, iterative process.

**Mrs. Reed:** Our past two superintendents made sure they were known to our students. This has involved attending evening activities. Being an Interim could play into this, but how do you propose to do this?

Administrative assistant plugs in dates in her calendar. Schedules time to be in the buildings for the entire year. Book walk-throughs. Special presentations to school committees, ensure that I and school committee members have an opportunity to see what is going on.

As a sports enthusiast, attends events. Has been a coach. You need to schedule them, otherwise interruptions.

Round 2

**Mrs. Kabala:** "Control" is an important element in managing a school district. How do you manage to be in "control" without being overly "controlling?"

Directed autonomy. The vision of the district gets implemented. Once the clarity of the vision is out there, building level implementation.

**Mrs. Terry:** I believe that a positive outlook, strong energy and constant attentiveness make a leader successful. I expect the interim superintendent to bring each of these attributes to the table every single day for our students and staff. What attributes do you think make a successful leader? How can you bring them to the district?

Energy, attentiveness and being positive. I have all of those. Former English teacher. I am personable, says hello to everyone. Have conversations daily.

**Mrs. Aucoin:** We think we have excellent candidates. How can you convince us that you are the person for this position?

Happen to know one of the candidates  
Relevance and curriculum leadership

Whether they have been a district manager is key, philosophy, belief structure around education, current in practices. Extremely strong in this area.  
Regional school experience. Didn't just lead a regional school district, worked and served as a school committee member.

**Mrs. Antocci:** what are some of the things that keep you up at night?

Adequate resources, insuring that all students get the very best that we can provide for them. Translates into staffing, class size, new programs.

I don't lose sleep if I know the decision is about students.

At every level there is the same anxiety.

General sense of safety and well-being for our students.

**Mrs. Rabbitt:** Special Education is a particular challenge because of the complexity of rules, laws, service needs, and student and parent concerns. When you assess the effectiveness of your special education programs, what are some of the criteria that you use? How have you worked with the SEPAC in your past districts? Tell us about a problem or challenge you have addressed involving special education and how you worked this out?

Measure the effectiveness of your programs in the same way as general education  
Strong believer in creating in district programs, strong resources, putting a young student on a van to detrimental.

Make sure program reflect current need as well as the future.

**Mrs. Rabbitt:** Can you speak to your work with SEPACS?

**Mrs. Reed:** Have you mentored a struggling administrator – made unpleasant by being an interim?

Last August came into Oxford, go through the proper channels led with an intent to dismiss letter. Brought to our attention, can't overlook it.

Inherited concerns about an administrator in the district. As the interim, might get bombarded. Entry plan to listen and piece together.

Walked into Freetown Lakeville, had to hire central office staff building admin. Built an admin team for the future: a strong team working to become collaborative.

Not a leader until you have been wounded. We learn from that and move on.

Opened it up for questions:

Thanked the committee for interviewing me. Three well qualified candidates, time, fit, place.

Dr. Nash left the meeting at 5:02 p.m.

- 5:15 Interview

*Mr. Allen W. Himmelberger*

Mr. Himmelberger arrived at 5:19 p.m.

The position for me is fascinating because of how much I have followed Dudley-Charlton Regional School District over the years. A superintendent for nine years, asks himself what to do for the future.

Looks forward to the opportunity. District has done so much for so little for so long. Bring my connections at the state level to the local level to help.

**Mrs. Kabala:** How do you keep the school committee informed? In particular, what is your strategy around issues that are your responsibility but that the school committee would have an interest?

Work through the chair. A quick phone call, email, text, a bi-weekly update.  
Committees and superintendents need to work together to build trust.

**Mrs. Terry:** The Dudley-Charlton Regional School District 2018-2021 Strategic Plan "Portrait of a Graduate" details an initiative which embodies an Everybody Matters motto across the District. Please explain how you plan to ensure that every child, teacher and administrator is supported in every way needed for his/her success during the upcoming year. Examples of ways in which you have accomplished this during your professional career are welcomed  
Families, parents, taxpayers, at our center is students, that's why we are here.  
Accessible, open, accountable works for me. Standing and greeting students at a school, Supper with the Super in the spring, every stakeholder to have contact,

**Mrs. Aucoin:** how important to you are community ideas and parent community input into the district decision making. How will you facilitate the flow of information, ideas and critical feedback from parents back to the district?

In 12 months, to meet everyone will be a challenge. A phone call, got to feel that they have contact. Parents have a lot invested in us. We have to give them a platform. Have to be encouraged to bring to us comments, questions.

**Mrs. Antocci:** What similarities if any are there between being a superintendent and a CEO of a major corp. describe What steps would you take each day to ensure success, greatest effectiveness. How would you define success?

Similar responsibilities, in charge of many millions of dollars, have to show how well they are spent. No traditional bottom line as private corps do.  
Students are the success definition. Similar checks and balances, supt have some authority but it is not unchecked. How well we have been able to educate that child, given them the ability to manage their own lives. Human capital.

**Mrs. Rabbitt:** Tell us how you prepare your budget for the School Committee. Explain your process and share your experiences in how you work with the Budget & Finance subcommittee? Town Administrators? Town Finance Boards & Board of Selectman?

Open and honest approach, accessible. Have to include the towns, early and often meetings, early fall.

School committees want the numbers as early as possible.  
An 11-month process

**Mrs. Reed:** Our past two superintendents made sure they were known to our students. This has involved attending evening activities. Being an Interim could play into this, but how do you propose to do this?

In the schools and at Evening activities. Interim could play into this. Important to represent this district. Plan to be connected with our students.

I look at them like they are my students. Whatever it takes to get to activities, nights out. Still have to do the job that year. Being as visible as possible. 7 a.m. start to the work day.

**Mrs. Kabala:** "Control" is an important element in managing a school district. How do you manage to be in "control" without being overly "controlling?"

You have the most power when you exercise it the least. Minimal part of the year. Talk to people, tell me what you need to support your class, building, extra-curricular activity.

**Mrs. Terry:** I believe that a positive outlook, strong energy and constant attentiveness make a leader successful. I expect the interim superintendent to bring each of these attributes to the table every single day for our students and staff. What attributes do you think make a successful leader? How can you bring them to the district?

Totally immersed in the work. No bad time to make a call. Have to put in the time.

**Mrs. Aucoin:** we think we have excellent candidates. How can you convince us that you are the person for this position?

Capital and MSBA are two big issues, negotiations with are big areas in front of us. Connections at the state level.

Strong and in front of as many people as necessary.

Brings experience in these key areas to bear.

**Mrs. Antocci:** there are many things to think about as superintendent. What are some of things that keep you up at night when you think of education and the way it is going?

Students are anxious, anxiety all the time? Some of it not school related: social media. Constant pressure driven by social media. It does not allow them to access everything that we can give them.

School safety, have people trained. So many skilled professional to get our kids through the day. How can we influence that?

**Mrs. Rabbitt:** Special Education is a particular challenge because of the complexity of rules, laws, service needs, and student and parent concerns. When you assess the effectiveness of your special education programs, what are some of the criteria that you use? How have you worked with the SEPAC in your past districts? Tell us about a problem or challenge you have addressed involving special education and how you worked this out?

Have worked with SEPAC president

Unwavering professionals who know what they are doing. In every layer, with the ability to frame things caring and compassionately.

**Mrs. Reed:** How have you supervised a teacher or administrator who is struggling?

Difficult only if it is long running. A teacher that has hit the wall and found

For people who are struggling, that support of readily available. How do I react when the world is second guessing me?

Staff needs to understand that it is ok to have fun, make a mistake, try and fail.

Let you know that you have 3 top quality candidates. For the next 12 months this is where I want to be and this is the work I want to do.

Mr. Himmelberger left the meeting at 6:04 p.m.

- 6:30 Interview

*Dr. Edward M. Malvey*

Dr. Malvey arrived at 6:31 p.m.

Dr. Malvey has over 40 years in education. He moved to Central Mass from the Boston area, serving as principal and ultimately as superintendent/Principal. Had to do it all in a small setting.

With early retirement with the intent of going back to work on his terms. Has completed seven superintendencies.

Dr. Malvey states he has a lot to offer and energy.

Round 1

**Mrs. Kabala:** How do you keep the school committee informed? In particular, what is your strategy around issues that are your responsibility but that the school committee would have an interest?

Reach out to the committee, you reach out to me. Have to form a working relationship. Make it a point to work with the chair.

**Mrs. Terry:** The Dudley-Charlton Regional School District 2018-2021 Strategic Plan "Portrait of a Graduate" details an initiative which embodies an Everybody Matters motto across the District. Please explain how you plan to ensure that every child, teacher and administrator is supported in every way needed for his/her success during the upcoming year. Examples of ways in which you have accomplished this during your professional career are welcomed.

Works very closely with people in the district. Not only a top down guy. A practice to emphasize all students, those who slip through the cracks. The middle range.

Interested in the arts.

**Mrs. Aucoin:** How important to you are community ideas and input into the district decision making. How would you facilitate the flow of information and ideas, and critical feedback from the parents back to the district?

My style is one of availability, everyone has access to me. Not always going to be 110% behind us. Come to a consensus of what is important.

Most pleased and have had success in districts that use their website. Rolled into community partnerships.

**Mrs. Antocci:** What similarities if any are there between being a superintendent and a CEO of a major corporation? What steps would you take each day to ensure success? How would you define success?

Shift has been from just the superintendent as head but to a CEO frame of mind. Don't lose site that the difference is that you don't get to hide or insulate yourself.

CEO Live by the profit margins. Not looking to make a name for myself as an interim.

**Mrs. Rabbitt:** Tell us how you prepare your budget for the School Committee. Explain your process and share your experiences in how you work with the Budget & Finance subcommittee? Town Administrators? Town Finance Boards & Board of Selectman? Best example of from the bottom up.

**Mrs. Reed:** Our past two superintendents made sure they were known to our students. This has involved attending evening activities. Being an Interim could play into this, but how do you propose to do this?

Nothing to hide. Not a one man show

Not going to run the show but likes being in the buildings.

Round 2

**Mrs. Kabala:** "Control" is an important element in managing a school district. How do you manage to be in "control" without being overly "controlling?"

4 styles of leadership. Need to know audience, maturity level and information level.

Most of his interim superintendencies have been in areas that need fixing.

**Mrs. Terry:** I believe that a positive outlook, strong energy and constant attentiveness make a leader successful. I expect the interim superintendent to bring each of these attributes to the table every single day for our students and staff. What attributes do you think make a successful leader? How can you bring them to the district?

I possess attributes that make a strong leader. A people person, reach out and work more cooperatively with constituent groups. Collective decisions.

**Mrs. Aucoin:** we think we have excellent candidates. How can you convince us that you are the person for this position?

I understand the process. I wish you the best. Can't beat experience.

**Mrs. Antocci:** there are many things to think about as superintendent. What are some of things that keep you up at night when you think of education and the way it is going?

Budget, finances, and resources.

**Mrs. Rabbitt:** Special Education is a particular challenge because of the complexity of rules, laws, service needs, and student and parent concerns. When you assess the effectiveness of your special education programs, what are some of the criteria that you use? How have you worked with the SEPAC in your past districts? Tell us about a problem or challenge you have addressed involving special education and how you worked this out?

I have had tremendous experience when a school district went down to two towns, had three directors.

Have tried to keep lines of communication open.

**Mrs. Reed:** How have you supervised a teacher or administrator who is struggling?

Understand their role, corrective action via professional development. Those who do not get the message, I have removed people. I don't let people flounder. Kids only get one shot.

Final statement: I am not an opportunist. Happily retired.

Mr. Malvey left at 7:25 p.m.

- Adjourn

The meeting adjourned at 7:25 p.m.