

**Special Meeting**  
**Avon Board of Education Reflection Session**  
**January 7, 2012 - 8:30 a.m. to 3:00 p.m.**  
**Avon Public Schools Central Office**  
**“WELCOME TO A NEW BEGINNING”**

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| <b>I. Rebecca Santiago, Shipman &amp; Goodwin</b><br><b>(8:30 a.m. – 10:00 a.m.)</b>   | <ol style="list-style-type: none"><li>1. Roles and Responsibilities of Boards of Education and Superintendents</li><li>2. Legal Pitfalls for Boards of Education</li><li>3. Legal Update of Recent Cases</li></ol>  |
| <b>II Initial Thoughts</b><br><b>Peggy Roell, Chair, Board of Education</b><br><b>Gary S. Mala, Superintendent</b><br><b>(10:00 a.m. – 10:15 a.m.)</b> | <ol style="list-style-type: none"><li>1. Plan for balance of the day.</li></ol>   |
| <b>III. Board of Education Discussion</b><br><b>(10:30 a.m. – 11:45 a.m.)</b>  | <ol style="list-style-type: none"><li>1. Review of Board / Superintendent Team Leadership Model<ol style="list-style-type: none"><li>a. Review model using roles &amp; responsibilities discussion as context</li><li>b. Systems for communications</li></ol></li></ol> |

**LUNCH**  
**(12:00 noon – 12:45 p.m.)**

- IV. Review and Discussion of Goals for Board of Education Subcommittees**  
**(12:45 p.m. – 1:45 p.m.)**

**Finance**

**Responsibilities:**

- Meet monthly with the Director of Finance and Superintendent of Schools
- Review Monthly Expenditure Report
- Review Special Revenue Funds Reports
- Review Monthly Transfer of Funds Requests
- Review Monthly Financial Activity (purchasing etc.)
- Provide Monthly Report to Board of Education
- Recommend Appropriate Items for Action (transfers, approval of monthly financial reports etc.) to the Full Board

**Audit**

**Responsibilities:**

- Meet three of four times per year
- Review Annual Audit
- Review Corrective Action Plans (if necessary)
- Review Randomly Selected Functions as Identified (purchases over a designated amount, review of bid records, etc.)
- Provide Annual Report of Activities to Board of Education
- Recommend Appropriate Items for Action to the Full Board

## **Negotiations / Personnel**

### **Responsibilities:**

Meet as needed to conduct Subcommittee business  
Negotiate all labor contracts  
Negotiate all non-bargaining unit contracts  
Research positions for future negotiations  
Develop strategies for labor negotiations  
Participate in hiring of administrative staff above the level of Assistant Principal  
Audit, via the Superintendent of Schools, district human resource functions

## **Communications**

### **Responsibilities:**

Meet as needed to conduct Subcommittee business  
Serve as “voice” of the Board of Education when called upon to do so  
Initiate and develop multiple means to communicate with the public  
Establish and maintain liaisons to both the Town Council and the Board of Finance

## **Budget** (Committee of the “Whole”)

### **Responsibilities:**

Serve as Committee comprised of all members of the Board of Education  
Meet as needed to conduct Subcommittee business  
Accept and review Superintendents Proposed Budget on an annual basis  
Develop and present Board of Education Budget annually

## **Policy**

### **Responsibilities:**

Meet as needed to conduct Subcommittee business  
Develop and revise Board of Education policies as necessary to ensure that all are current and appropriate  
Recommend policies to the full Board of Education for action

## **Capital Budget Committee**

### **Responsibilities:**

Meet as needed to conduct Subcommittee business  
Recommend and seek approval of annual capital projects associated with school facilities

## **V. Discussion of Strategic Planning Sequence (January 2012 through March 2012) Strategic Planning Committee (1:45 p.m. – 2:45 p.m.)**

Why is the process so important?  
How will the initiative be facilitated?  
How have we secured broad-based participation?  
When do we start?

## **VI. Initial Thoughts / Questions & Answers Peggy Roell, Chair, Board of Education Gary S. Mala, Superintendent (2:45 p.m. – 3:00 p.m.)**

1. Plan for future Board training sessions.
  - a. Policy Implications for Social Media