



*The Helena Public Schools educate, engage, and empower each student to maximize his or her individual potential with the knowledge, skills and character essential to being a responsible citizen and life-long learner.*

## Board of Trustees Summer Retreat

Bryant Elementary School Library- 1520 Livingston Avenue -Helena, MT 59601

Tuesday, July 13,2021 – 8:30 AM

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### AGENDA

**I. CALL TO ORDER / PLEDGE OF ALLEGIANCE**

**II. REVIEW OF AGENDA**

**III. GENERAL PUBLIC COMMENT:** *This is the time for comment on public matters that are not on the agenda. Public matters do not include any pending legal matters, private personnel issues or private student issues. Please do not attempt to address such issues at this time or you will be ruled out of order. The Board cannot enter into a discussion during General Public Comment.*

**IV. NEW BUSINESS**

**A. Consent Action Items**

1. Personnel Actions (See Attached)
2. MTSBA Principles & Guidelines (See Attached)
3. MTSBA FY23 Dues Revenue Estimate (See Attached)
4. Nomination of Scott Walter as MTSBA President-Elect
5. Nomination of Tom Billteen as MTSBA Vice-President

**B. Item of Information**

1. Board of Trustees Retreat
2. Superintendent Expectations & Interim Evaluation - *(Personnel Specific: This portion of the meeting will be closed because the demands of individual privacy clearly exceed the merits of public disclosure. MCA 2-3-203)*

**3. BOARD COMMENTS**

**4. ADJOURNMENT**

Next Regular Board Meeting: Tuesday, August 10, 2020 (5:30)

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### Helena Public Schools Board of Trustees

[www.helenaschools.org](http://www.helenaschools.org)

Luke Muszkiewicz  
Board Chair

Siobhan Hathhorn  
Vice Chair

Janet Armstrong  
Trustee

Terry Beaver  
Trustee

Libby Goldes  
Trustee

John E McEwen  
Trustee

Jennifer McKee  
Trustee

Jennifer Walsh  
Trustee

**PERSONNEL ACTIONS**  
June 9, 2021 – July 13, 2021

**CERTIFICATED PERSONNEL**

**Appointments**

SUMMER SCHOOL STAFFING

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Salary</u>
Alberts, Justine	06/28/2021	Jim Darcy/Summer School Principal	\$58.55/hr.*
Alger, Kellen	06/28/2021	Central/Summer School Teacher	\$50.60/hr.*
Bailey, Nancy	06/18/2021	CHS/Summer School Teacher	\$43.42/hr.*
Baus, Laura	06/18/2021	CHS/Summer School Teacher	\$37.03/hr.*
Bentley, Natasha	06/18/2021	CHS/Summer School Teacher	\$30.33/hr.*
Blood, Olivia	06/28/2021	Bryant/Summer School Counselor	\$40.23/hr.*
Boutin, Autumn	06/28/2021	Central-Bryant-Jim Darcy/Summer School Nurse	\$37.69/hr.*
Brooks, Lonni	06/28/2021	Bryant/Summer School Teacher	\$50.60/hr.*
Burton, Brice	06/28/2021	Central/Summer School Principal	\$56.82/hr.*
Carter, Lona	06/28/2021	Central/Summer School Principal	\$63.94/hr.*
Connolly, Kelly	06/28/2021	Jim Darcy/Summer School Teacher	\$48.62/hr.*
Cosenza, Jamie	06/28/2021	Central/Summer ESY Teacher	\$42.36/hr.*
Didriksen, Joanna	06/18/2021	CHS/Summer School Teacher	\$49.85/hr.*
Erickson, Mattea	06/28/2021	Central/Summer School Teacher	\$31.32/hr.*
Ferguson, Krystal	06/28/2021	Jim Darcy/Summer School Counselor	\$49.15/hr.*
Fotheringham, Kayla	06/28/2021	Bryant/Summer ESY Teacher	\$44.05/hr.*
Franzen, Joice	06/28/2021	Bryant/Summer School Librarian	\$47.87/hr.*
Gondeiro, Amy	06/28/2021	Jim Darcy/Summer School Librarian	\$46.49/hr.*
Hageman, Reginald	06/18/2021	CHS/Summer School Teacher	\$51.91/hr.*
Hale, Lindy	06/28/2021	HMS/Summer ESY Teacher	\$40.23/hr.*
Hamper, Corissa	06/28/2021	Central/Summer School Teacher	\$30.56/hr.*
Hauptman, Kaci	06/28/2021	Bryant/Summer School Teacher	\$39.20/hr.*
Jendro, Taylor	06/28/2021	Bryant/Summer School Teacher	\$30.56/hr.*
Klock, Trisha	06/28/2021	Bryant/Summer School Principal	\$60.28/hr.*
Lampman, Evan	06/28/2021	Central/Summer School Teacher	\$30.56/hr.*
Lieberg, Heather	06/28/2021	Central/Summer School Teacher	\$54.24/hr.*
Matthies, Kaci	06/28/2021	Jim Darcy/Summer School Teacher	\$41.51/hr.*
Moore, Molly	06/28/2021	Central/Summer School Teacher	\$42.36/hr.*
Norman, Theresa	06/18/2021	CHS/Summer School Teacher	\$55.77/hr.*
Ostwald, Thea	06/28/2021	Jim Darcy/Summer School Teacher	\$31.32/hr.*
Penninger, Bailey	06/28/2021	Central/Summer School Teacher	\$31.32/hr.*
Pryor, Stephanie	06/28/2021	Bryant/Summer School Teacher	\$32.85/hr.*
Racicot, Brooke	06/28/2021	Jim Darcy/Summer School Teacher	\$30.56/hr.*
Racicot, Tracy	06/28/2021	Jim Darcy/Summer School Teacher	\$54.24/hr.*
Radley, Nicholas	06/28/2021	Jim Darcy/Summer School Principal	\$63.94/hr.*
Renshaw, Brittany	06/28/2021	Jim Darcy/Summer School Teacher	\$34.96/hr.*
Reynolds, Jessica	06/28/2021	District/Summer ESY SLP	\$49.33/hr.*
Richem, Karen	06/28/2021	Central/Summer School Counselor	\$40.23/hr.*
Rowsey, Reid	06/18/2021	CHS/Summer School Teacher	\$30.33/hr.*
Rudio, Kristyna	06/28/2021	Jim Darcy/Summer School Teacher	\$30.56/hr.*
Schaefer, Jennifer	06/28/2021	Jim Darcy/Summer School Teacher	\$52.97/hr.*
Scruggs, Roger	06/18/2021	CHS/Summer School Teacher	\$38.58/hr.*
Seilbach, Susan	08/26/2021	Central/Summer School Librarian	\$52.97/hr.*

Sheridan, James	06/18/2021	CHS/Summer School Teacher	\$60.39/hr.*
Shippen, Heather	06/28/2021	Bryant/Summer School Teacher	\$50.42/hr.*
Svaleson, Stacy	06/28/2021	Bryant/Summer ESY Teacher	\$54.74/hr.*
Swensen, Ryan	06/18/2021	CHS/Summer School Teacher	\$37.96/hr.*
Thatcher, Riley	06/28/2021	Bryant/Summer School Principal	\$40.52/hr.*
Thornock, Jeanine	06/28/2021	Bryant/Summer School Teacher	\$31.32/hr.*
Uggetti-Lyndes, Kristen	06/28/2021	Jim Darcy/Summer School Teacher	\$55.44/hr.*
Wagenman, Danielle	06/28/2021	Bryant/Summer School Secretary	\$17.54/hr.*
Westerberg, Holly	06/28/2021	Jim Darcy/Summer School Teacher	\$32.85/hr.*
Williams, Aliyah	06/28/2021	Bryant/Summer School Teacher	\$30.56/hr.*
Wright, Kathryn	06/28/2021	Central/Summer School Teacher	\$57.30/hr.*

**2021-2022 PERSONNEL**

Boutin, Autumn	08/26/2021	CRA-Nurse	\$49,333/yr.
Boedecker, Kellie	07/01/2021	Broadwater/Elementary Principal	\$98,646.03/yr.
Carey, Matthew	07/01/2021	PAL/Asst High School Principal	\$98,646.03/yr.
Cummings, Brian	07/01/2021	MBC/Asst. Superintendent/Elementary	\$139,880/yr.
Hess, Kaitlyn	07/01/2021	MBC/TOSA Data Assessment	\$77,412/yr.
Loveridge, Robert	08/26/2021	CRA/Part-time Band	\$18,480/yr.
Hogan, James	08/26/2021	District Wide/Interim Teacher	\$43,000/yr.*
Jones, Jason	08/26/2021	District Wide/Interim Teacher	\$62,667/yr*
Lampe, Mallory	08/26/2021	HHS/Special Education-Resource	\$46,000/yr.
Jatkowski, Darlene	08/26/2021	District Wide/Interim Teacher	\$53,294/yr*
Cosenza, Jamie	08/26/2021	Central/Resource	\$55,449/yr.
Brooks, Karli	08/26/2021	HMS/Social Studies	\$41,000/yr.
Bjornstad, Jocelyn	08/26/2021	District Wide/ Interim Teacher	\$46,000/yr.*
Baus, Laura	08/26/2021	District Wide/ Interim Teacher	\$56,000/yr.*
Schommer, Peter	08/26/2021	HHS/Social Studies	\$40,000/yr.

**\*Temporary Contract: Contract expires at the discretion of the District or 6/10/2022, whichever occurs first.**

**Terminations/Retirements**

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Reason</u>
Bignell, Savanna	07/01/2021	District Wide/Permanent Substitute	Resigned

**Leaves**

<u>Name</u>	<u>Term</u>	<u>Location/Assignment</u>	<u>Type of Leave</u>
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**Change in Contract**

<u>Name</u>	<u>From</u>	<u>To</u>	<u>Effective Date</u>
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*\*Temporary Assignment*

**CLASSIFIED PERSONNEL**

**Appointments**

SUMMER SCHOOL STAFFING

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Salary</u>
Birmingham, Cristin	06/28/2021	Central/Summer School Para Educator	\$14.84/hr.*
Boyle, Jessi	06/28/2021	Jim Darcy/Summer School Para Educator	\$15.44/hr.*
Butler, Jessica	06/28/2021	Central/Summer Sign Lang. Interpreter	\$21.36/hr.*
Casne-Jones, Connor	06/28/2021	Bryant/Summer School Para Educator	\$13.91/hr.*
Cummings, Tyler	06/28/2021	Jim Darcy/Summer School Para Educator	\$14.52/hr.*
Cutshall-Bailey, Patty	06/28/2021	Bryant/Summer School Para Educator	\$13.00/hr.*
Ebelt, Chelsi	06/28/2021	Bryant/Summer School	\$31.32/hr.*
Dunn, Holly	06/28/2021	HMS/Summer ESY Para Educator	\$21.42/hr.*
Gransbery, Michelle	06/28/2021	Jim Darcy/Summer School Para Educator	\$18.80/hr.*
Hamlin, Barb	06/28/2021	Bryant/Summer School Para Educator	\$15.44/hr.*
Harper, Christina	06/28/2021	Central/Summer School Para Educator	\$15.14/hr.*
Hoffman, Carol	06/28/2021	Jim Darcy/Summer School Para Educator	\$19.62/hr.*
Hoppe, Alisha	06/28/2021	HMS/Summer ESY Para Educator	\$16.76/hr.*
Hoving, Susan	06/28/2021	Central/Summer School Para Educator	\$16.25/hr.*
Laramore, Brenda	06/28/2021	Central/Summer School Secretary	\$19.24/hr.*
Laramore, Gabrielle	06/28/2021	Central/Summer School Para Educator	\$15.14/hr.*
Maronick, Regan	06/28/2021	Bryant/Summer School Para Educator	\$13.00/hr.*
Meyer, Molly	06/28/2021	Bryant/Summer ESY Para Educator	\$20.20/hr.*
Mondejar, Jennifer	06/28/2021	Central Summer School Para Educator	\$13.30/hr.*
Moore, Annette	06/28/2021	Central/Summer School Para Educator	\$16.76/hr.*
Musckiewicz, Hanna	06/28/2021	Jim Darcy/Summer School Para Educator	\$13.91/hr.*
Nelson, Danielle	06/28/2021	Jim Darcy/Summer School Para Educator	\$14.52/hr.*
Pippin, Melissa	06/28/2021	Bryant/Summer ESY Para Educator	\$15.44/hr.*
Redmond, Angela	06/28/2021	Bryant/Summer ESY Para Educator	\$19.10/hr.*
Reser, Kammi	06/28/2021	Jim Darcy/Summer School Para Educator	\$17.06/hr.*
Reymond, Amanda	06/28/2021	Bryant/Summer School Para Educator	\$13.00/hr.*
Reynolds, Christy	06/28/2021	Bryant/Summer ESY Para Educator	\$17.46/hr.*
Schultz, Heather	06/28/2021	Bryant/Summer School Para Educator	\$15.44/hr.*
Steinmetz, Kathy	06/28/2021	Central/Summer ESY Para Educator	\$17.47/hr.*
Taylor, Ashleigh	06/28/2021	Bryant/Summer School Para Educator	\$15.44/hr.*
Terry, Brenda	06/28/2021	Jim Darcy/Summer School Para Educator	\$16.25/hr.*
Thorpe, Melissa	06/28/2021	HMS/Summer ESY Para Educator	\$18.28/hr.*
Van Antwerp, Jory	06/28/2021	Bryant/Summer School Para Educator	\$13.61/hr.*
Watne, Kelly	06/28/2021	Bryant/Summer School Para Educator	\$16.76/hr.*
West, Kendel	06/28/2021	Jim Darcy/Summer School Para Educator	\$21.06/hr.*
Wysocki, Gretchen	06/28/2021	Bryant/Summer School Para Educator	\$17.88/hr.*

## 2021-2022 PERSONNEL

Corcoran, Shiloh	08/26/2021	HMS/Para Educator	\$13.91/hr.
Bacon, Krista	08/26/2021	District/Speech-Language Path. Aide	\$17.36/hr.
Boyle, Jessi	08/26/2021	Central/Para Educator	\$15.44/hr.
Brandl, Jessica	08/26/2021	PAL/Para Educator	\$16.36/hr.
Delvaux, Candice	07/12/2021	MBC/Executive Assistant	\$51,643/yr.
Fletcher, Shane	08/26/2021	Bryant/Para Educator	\$16.25/hr.
Jefferies, Rachel	08/26/2021	Kessler/Para Educator	\$16.66/hr.
McPhetridge, Hope	08/26/2021	Central/Para Educator	\$14.82/hr.
Racicot, Benjamin	08/26/2021	Jim Darcy/Para Educator	\$14.21/hr.
Richards, Denise	08/12/2021	Rossiter/Elementary Secretary	\$18.28/hr.
Van Allen, Ashley	08/26/2021	CHS/Para Educator	\$16.25/hr.

*\*Temporary Assignment*

## **Terminations/Retirements**

<u>Name</u>	<u>Effective</u>	<u>Location/Assignment</u>	<u>Reason</u>
Bishop, Arielle	06/15/2021	Bryant/Academic Tutor	Resignation
Cawfield, Janna	05/21/2021	Central/Temporary Para Educator	Resignation
Davis, Debra	07/02/2021	Rossiter/SACC Site Manager	Resignation
Devers, Kendra	06/16/2021	HMS/Para Educator	Resignation
DuVernay, Mary	06/09/2021	Bryant/Academic Tutor	Resignation
Bouchee, Lance	06/09/2021	HHS/Head Tennis Coach	Resignation
Bouchee, Lance	06/09/2021	HHS/Drivers Education	Resignation
Darfler, Ed	06/28/2021	CHS/Asst Cross Country Coach	Resignation
Holmes-Mora, Lindsey	06/11/2021	Rossiter/SACC Para Educator	Resignation
Quinn, Tom	06/23/2021	CHS/Asst Football Coach	Resignation
Schmidt, Crystal	06/23/2021	HHS/Asst Volleyball Coach	Resignation
Schultz, Heather	08/20/2021	Bryant/Para Educator	Resignation
Waller, Johnine	07/29/2021	Lincoln/SACC Para Educator	Retirement

## **Leaves**

<u>Name</u>	<u>Term</u>	<u>Location/Assignment</u>	<u>Type</u>
Gulbertson, Brianna	8/26/2021 – 12/22/2021	HHS/Para Educator	LOAWOP

## SUPPLEMENTARY CONTRACT ASSIGNMENTS

<b>Last Name</b>	<b>First Name</b>	<b>Assignment</b>	<b>Location</b>	<b>Amount</b>
Amestoy	Johannah	Volleyball-Soph Coach	Helena High	\$3,385.54
Baty	Thomas	Choir	Capital High	\$4,133.41
Baty	Thomas	Festival Manager	Capital High	\$4,133.41
Beskid	Chris	Cross Country-Head Coach	Capital High	\$3,319.05
Blaz	Tyson	Coordinator-Middle School	Helena Middle	\$4,050.00
Brayko	Laura	Drama-Head Coach	Capital High	\$5,729.30
Broadhead	Dane	Football-Asst Varsity	Helena High	\$3,802.78
Carpenter	Lexsey	Dance Team	Helena High	\$2,501.00
Carter	Lee	Football-Varsity Asst	Capital High	\$4,549.12
Cech	Isiah	Football-Asst Varsity	Helena High	\$1,812.54
Christensen	Reid	Football-Asst Varsity	Capital High	\$2,132.04
Christenson	Bree	Cheerleading-JV Coach	Capital High	\$2,956.10
Cicero	Kerry	Football-Head Frosh	Helena High	\$2,450.56
Cleveland	Rebecca	Volleyball-Head Coach	Capital High	\$5,535.00
Clinch	Adam	Soccer-Asst Varsity	Capital High	\$2,482.44
Cockhill	William	Football-Asst Coach	Capital High	\$3,660.62
Croft	Eric	Skills/USA	Capital High	\$2,150.39
Dalin	Tim	Golf-Asst Coach	Helena High	\$2,200.00
Dawes	Levi	Football-Head Frosh	Capital High	\$2,209.88
Dawes	Levi	DECA	Capital High	\$2,563.38
Day	Lindsey	Volleyball-Head Coach	Helena High	\$5,483.75
Dold	Kelli	Volleyball-JV Coach	Capital High	\$3,409.35
Doran	Anna	Cross Country Head Girls	Capital High	\$3,255.83
Evans	Scott	Football-Head Coach	Helena High	\$6,980.19
Flatow	Kevin	Football-Asst Varsity	Helena High	\$1,830.31
Frazier	Jessica	DECA	Helena High	\$2,563.38
Furlong	Colby	Football-Varsity Asst	Capital High	\$3,838.32
Garza	Manuel	Football-Asst Coach	Helena High	\$4,158.18
Gibbons	Matthew	Drama-Asst Coach	Capital High	\$3,398.72
Gilbert	Kelley	Cross Country-Head	Helena High	\$3,729.98
Gustafson	Kelli	Concessions	Helena High	\$5,634.36
Gustafson	Lauren	Volleyball-Frosh Coach	Helena High	\$2,360.00
Hanshev	Annie	Speech-Asst Coach	Helena High	\$2,544.10
Harris	Zach	Orchestra-HHS/CHS	Helena/Capital	\$8,179.56
Harris	Zach	Festival Manager	Helena/Capital	\$2,445.21
Hartwick	Jason	Skills/USA	Helena High	\$1,037.68
Hayes	Patrick	Coordinator-Stadium	Capital High	\$612.00
Heinze	Matthew	Soccer-1/2 Froshmore Boys	Capital High	\$848.40
Hermanson	Jen	Speech-Head Coach	Helena High	\$4,639.80
Herndon	Aspen	Coordinator-Football	Capital High	\$1,896.18
Herndon	Aspen	Concessions	Helena High	\$5,126.76
Hoang	Brandon	Soccer-Froshmore Girls	Capital High	\$1,676.60
Hogan	Anthony	Coordinator-Middle School	Helena Middle	\$4,050.00
Hogan	James	Football-Asst Coach	Capital High	\$3,625.08
Hollow	Cody	Band Director	Helena High	\$3,901.63
Hollow	Cody	Pep Band	Helena High	\$1,310.98
Holter	Robert	Drama-Head Coach	Helena High	\$7,188.65
Hotchkiss	Kelie	Dance Team	Capital High	\$2,501.00
Humphrey	Samantha	BPOA	Helena High	\$2,834.00

Hunt	Jared	Football-Asst Varsity	Capital High	\$1,830.31
Hussey	Randy	Coordinator-Football	Helena High	\$2,007.72
Jones	Paula	Volleyball-Soph Coach	Capital High	\$3,416.60
Kelly	Cameron	Soccer-Froshmore Boys	Capital High	\$873.60
Kloker	Thomas	Football - Assistant Coach	Helena High	\$4,940.06
Kraft	Shawn	Football-Asst 1/2 Contract	Helena High	\$1,794.77
Kusler	Shelbi	Volleyball-Frosh Coach	Helena High	\$2,360.00
Larson	Pat	Football-Frosh Asst	<b>Capital High</b>	\$2,477.22
Lowney	Edward	Soccer-Asst Girls	Helena High	\$2,106.30
Lunnon	Kayla	Coordinator-Volleyball	Helena High	\$1,650.00
Lyndes	Casey	Golf - Head Coach	Capital High	\$4,581.60
Madsen	Michael	Football-Asst Varsity	Helena High	\$1,830.31
Mahana	Jeffrey	Football-Asst Coach 1/2 Contract	Capital High	\$1,936.93
McClintic	John	Speech-Head Coach	Capital High	\$4,180.00
McGovern	Philip	Coordinator-Soccer	Helena High	\$963.90
McMahon	Richard	Football-Asst. Coach	Capital High	\$4,478.04
Melby	Stu	Cross Country-Asst Boys	Helena High	\$2,318.96
Meloy	Peter	Soccer-Head Girls Coach	Helena High	\$3,407.46
Mihelish	Kyle	Football-Head Coach	Capital High	\$6,276.76
Miller	Mike	Golf-Asst Coach	Capital High	\$2,222.00
Mulvaney	Andrew	Soccer .30 Frosh	Helena High	\$520.15
Navarette	Alexis	Cheerleading-Head Coach	Helena High	\$4,175.34
Norman	Theresa	BPOA	Capital High	\$2,860.00
Peterson	Nancy	Soccer-Coordiantor	Capital High	\$927.18
Pickens	Dustin	Football-Asst Frosh	Helena High	\$2,216.46
Pomajevich	Brandon	Speech-Asst Coach	Capital High	\$2,593.50
Price	Brandon	Soccer-Head Girls Coach	Capital High	\$3,168.34
Rauch	Marie	Annual	PAL	\$1,062.88
Ream	Mary	Gym Calendar and Schedule	Capital High	\$1,224.00
Reyant	Mathew	Football-Varsity Asst 1/2 Contract	Capital High	\$1,901.39
Rivers	Jake	Soccer .30 Frosh	Helena High	\$520.14
Robertson	Veronica	Skills/USA	Helena High	\$1,028.16
Ryan	Kayla	Volleyball-JV Coach	Helena High	\$3,376.88
Salisbury	Colin	Soccer .80 Varsity	Helena High	\$2,121.00
Sanford	Richard	Drama-Asst Coach	Helena High	\$3,496.76
Schlepp	Willie	Gym Calendar and Schedule	Helena High	\$1,224.00
Schulte	Ryan	Football-Asst Coach	Helena High	\$3,980.48
Schwartz	Joanna	Cross Country-Asst Coach	Helena High	\$2,594.48
Shepherd	Dana	Golf-Head Coach	Helena High	\$4,063.68
Sheridan	Kelly	Coordinator-Middle School	CR Anderson	\$8,100.00
Skinner	Susan	Cheerleading - Head Coach	Capital High	\$4,878.12
Steele	Molly	Choir	Helena High	\$4,172.04
Steele	Molly	Festival Manager	Helena High	\$2,445.21
Strandberg	Kelly	Coordinator-Stadium	Helena High	\$612.00
Straub	Carl	Soccer-Head Coach	Helena High	\$3,586.80
Swenson	Ryan	Coordinator-Volleyball	Capital High	\$1,530.00
Terhune	Benjamin	Speech-Asst Coach	Helena High	\$2,544.10
Thompson	Ricknold	Soccer-Asst Girls	Capital High	\$2,538.90
Thompson	Tara	Volleyball-Frosh Coach	Capital High	\$2,454.40
Toivonen	Jamie	Annual-Head	Capital High	\$1,912.94
Toivonen	Jamie	Annual	Capital High	\$1,931.88
Tremblay	Maureen	Cross Country-Asst Coach	Capital High	\$1,159.48
Tuss	David	Cross Country-Asst Coach	Capital High	\$2,364.88
Tuss	David	Coordinator-Cross Country	Capital High	\$360.50

Urban	Sarah	Cross Country-Asst Coach	Capital High	<b>\$1,182.44</b>
Van Allen	Ashley	Volleyball-Frosh Coach	Capital High	<b>\$2,360.00</b>
VanDiest	Mike	Football-Varsity Coach	Helena High	<b>\$3,554.00</b>
Wall	Cailyn	Soccer-Froshmore Girls	Helena High	<b>\$2,106.30</b>
Wall	Stefan	Soccer-Head Boys	Capital High	<b>\$3,138.45</b>
Walsh	Megan	Newspaper	Helena High	<b>\$1,804.95</b>
Walsh	Megan	Annual	Helena High	<b>\$1,950.82</b>
Weber	Stacey	Coordinator-Cross Country	Helena High	<b>\$367.50</b>
Winkler	Bryan	Soccer-Asst Boys	Capital High	<b>\$840.00</b>
Zehr	Duane	Band Director	Capital High	<b>\$4,326.56</b>
Zehr	Duane	Pep Band	Capital High	<b>\$1,453.76</b>
Zentz	Jesse	Cross Country-Head Girls	Helena High	<b>\$3,319.20</b>



## **PRINCIPLES AND GUIDELINES**

**(as approved by the MTSBA Membership in June 2020)**

*The purpose of this document is two-fold. First, it is intended to provide a framework of governance for school districts throughout Montana. You, as school board trustees, can review these principles and guidelines and use them as a starting point for conducting business that fully develops the educational potential of each child in your district. Secondly, this document identifies key advocacy issues that MTSBA will pursue on behalf of trustees, school districts, and each student in Montana in the pursuit of educational excellence.*

### **Principle I**

**School boards should align their efforts and activities with the goal of fully developing the educational potential of all the state's citizens.**

#### **Relevant Guidelines for School Boards:**

School boards should:

1. Practice Excellence in Governance. MTSBA recommends consideration of the Eight Characteristics of Effective School Boards, which is included as Appendix A of this document. Briefly summarized:
  - a. Set high expectations for student achievement and quality instruction and set clear goals toward that end.
  - b. Develop strong, shared beliefs and values about what is possible for students to learn and achieve.
  - c. Focus on accountability through policy, not through micro-management.
  - d. Collaborate, communicate, and engage freely with staff and community members to set and achieve district goals.
  - e. Understand data and use it to drive improvement.
  - f. Promote professional development of administrators and staff even in the midst of financial challenges.
  - g. Ensure that the board and superintendent share the same vision of excellence and achievement.
  - h. Make individual and whole-board training a priority to build shared knowledge, values, and commitment toward excellence in education.
2. School boards should remain focused on the interests of children, including student achievement, in carrying out their statutory obligation to collectively bargain in good faith with their public employees in compliance with 39-31-305, MCA. Maintaining a focus on the interests of students will help ensure that limited resources are used in the most effective and efficient manner possible in pursuing the full development of each student's educational potential.
3. Employ staff who are highly qualified and engaging.
4. Embrace the concept of differentiated learning for all students. Meet each child on his or her own terms to ensure student success.

5. Create a safe environment for all that is conducive to learning, free from bullying, harassment, and intimidation.
6. Encourage and welcome parental and family involvement to help understand each child's needs.
7. Advocate in every possible manner the need for adequate school funding.

Relevant Guidelines for MTSBA Activities:

MTSBA must:

1. Advocate for adequate, rational funding for schools, sufficient to allow school districts to meaningfully comply with and provide an education worthy of the definition of the basic system of free quality schools in 20-9-309, MCA.

## **Principle II**

**School boards should recognize the shared authority for education between the community, locally elected school boards, the Montana Board of Public Education, and the Legislature.**

Relevant Guidelines for School Boards:

School boards should:

1. Strongly encourage the preservation of locally-made decisions within the community, rather than a "one-size-fits-all" approach from the state or federal government.
2. Conscientiously use local, state, and federal resources to successfully educate students.
3. Engage, educate, and enlist the support of community members regarding the public schools' charge of fully developing the educational potential of each child.

Relevant Guidelines for MTSBA Activities:

MTSBA must:

1. Advocate for preservation of decision-making at the local, community level.
2. Support and advocate for proper exercise of the Board of Public Education's and the Legislature's respective authority. The Board of Public Education is to exercise "general supervision" over the basic system of free quality schools, which should be exercised in a manner that does not intrude on the more specific and expansive authority of elected school boards to "supervise and control" education in each community. The Legislature is to define the basic system of free quality schools and fund it rationally, recognizing the Board of Public Education's accreditation standards as the foundation upon which the basic system of free quality schools is built.
3. Advocate for and enforce the constitutional guarantee and requirement that all publicly funded K-12 education in Montana be supervised and controlled by

publicly elected school boards as required by Article X, Section 8 of the Montana Constitution.

### **Principle III**

**School boards should ensure Equal Educational Opportunity for all students.**

*Relevant Guidelines for School Boards:*

School boards should:

1. Ensure that all students have full access to the programs and resources of their school district.
2. Position every child to succeed, regardless of any special circumstances.

*Relevant Guidelines for MTSBA Activities:*

MTSBA must:

1. Work to provide adequate and equitable funding so that local boards can provide student access to programs and services.

### **Principle IV**

**School boards should recognize and commit to the preservation of the distinct and unique cultural heritage of American Indians.**

*Relevant Guidelines for School Boards:*

School boards should:

1. Implement and maintain programs to preserve and educate regarding the cultural heritage and language of American Indian peoples and tribes.
2. Collaborate with American Indian peoples and tribes to ensure that educational programming is culturally accurate and relevant and in harmony with the corresponding efforts of tribal governments, education departments and tribal colleges.

*Relevant Guidelines for MTSBA Activities:*

MTSBA must:

1. Work to provide adequate funding for and state-wide commitment to Indian Education for All.
2. Recognize the negative impact that concentrated poverty can have on cultural preservation and pride and advocate for legislation to address and mitigate these negative impacts, including but not limited to advocacy for resources to address poverty, such as impact aid legislation.

## Principle V

**School boards should preserve the separation of Church and State.**

Relevant Guidelines for Trustees:

School boards should:

1. Ensure an appropriate balance between freedom of religion and avoidance of endorsement of a particular religion.
2. Comply with the test set forth in *Lemon v. Kurtzman* (1971) in addressing issues of religion in the public schools:
  - a. The action of the district must have a secular purpose.
  - b. The primary effect of the district's action must neither advance nor inhibit religion; and
  - c. The action must not excessively entangle the district in religion.

Relevant Guidelines for MTSBA Activities:

MTSBA must:

1. Oppose vouchers, tuition tax credits, and other forms of proposed direct or indirect support for sectarian education that MTSBA believes violates Article X, Section 6 of the Montana Constitution.
2. Advocate for continued support of religious freedom.

## Principle VI

**School boards should work to collaborate, solve challenges and resolve disagreements with other school boards locally whenever possible.**

Relevant Guidelines for Trustees:

School boards should:

1. Recognize the shared bond among and autonomous authority of area school boards in exercising supervision and control of their respective school districts pursuant to Article X, Section 8 of the Montana Constitution;
2. Recognize the value of outreach to and collaboration among area school boards and school districts;
3. Recognize and respect the potential for divergence in the interests of different area school boards when each are exercising supervision and control of their respective school districts;
4. Recognize the dilution of effectiveness in MTSBA's advocacy when based on simple majorities rather than broad consensus among member school boards.
5. Ensure open lines of communication among the constitutionally empowered trustees in areas throughout the state.
6. Work to resolve differences among area school boards and school districts through local solutions whenever possible.

7. Work to isolate the impact of division among school districts in a given area on overall unity and resulting effectiveness within and among state associations representing local school boards and their staff.

*Relevant Guidelines for MTSBA Activities:*

MTSBA must:

1. Understand, respect and equitably balance the interests of its member school boards while ensuring that the voices of all its members are heard and acknowledged in MTSBA's advocacy.
2. Maintain a focus on and reserve its resources to address issues of statewide impact and concern in its advocacy and maintain neutrality on issues of limited statewide impact that divide its members. When issues of limited statewide impact involve division among its members, MTSBA advocacy must be limited to providing information to all of its affected members on an equitable and neutral basis.
3. Identify and attempt to resolve division within the membership whenever possible through neutral facilitation of dialogue and transparent provision of information to its members.

## **Appendix “A” To MTSSBA’s Principles and Guidelines**

### **Eight characteristics of effective school boards: At a glance**

What makes an effective school board – one that positively impacts student achievement? From a research perspective, it’s a complex question. It involves evaluating virtually all functions of a board, from internal governance and policy formulation to communication with teachers, building administrators, and the public.

But the research that exists is clear: boards in high-achieving districts exhibit habits and characteristics that are markedly different from boards in low-achieving districts. So what do these boards do? Here are eight characteristics:

1. **Effective school boards commit to a vision of high expectations for student achievement and quality instruction and define clear goals toward that vision.** Effective boards make sure these goals remain the district’s top priorities and that nothing else detracts from them. In contrast, low achieving boards “were only vaguely aware of school improvement initiatives” (Lighthouse I). “There was little evidence of a pervasive focus on school renewal at any level when it was not present at the board level,” researchers said. (Lighthouse I)
2. **Effective school boards have strong shared beliefs and values about what is possible for students and their ability to learn, and of the system and its ability to teach all children at high levels.** In high-achieving districts, poverty, lack of parental involvement and other factors were described as challenges to be overcome, not as excuses. Board members expected to see improvements in student achievement quickly as a result of initiatives. In low-achieving districts, board members frequently referred to external pressures as the main reasons for lack of student success. (Lighthouse I)
3. **Effective school boards are accountability driven, spending less time on operational issues and more time focused on policies to improve student achievement.** In interviews with hundreds of board members and staff across districts, researchers Goodman, Fulbright, and Zimmerman found that high-performing boards focused on establishing a vision supported by policies that targeted student achievement. Poor governance was characterized by factors such as micro-management by the board.
4. **Effective school boards have a collaborative relationship with staff and the community and establish a strong communications structure to inform and engage both internal and external stakeholders in setting and achieving district goals.** In high-achieving districts, school board members could provide specific examples of how they connected and listened to the community, and school board members received information from many different sources, including the superintendent, curriculum director, principals and teachers. Findings and research were shared among all board members. (Lighthouse I; Waters and Marzano) By

comparison, school boards in low-achieving districts were likely to cite communication and outreach barriers. Staff members from low-achieving districts often said they didn't know the board members at all.

5. **Effective school boards are data savvy: they embrace and monitor data, even when the information is negative, and use it to drive continuous improvement.** The Lighthouse I study showed that board members in high-achieving districts identified specific student needs through data, and justified decisions based on that data. Board members regularly sought such data and were not shy about discussing it, even if it was negative. By comparison, board members in low-achieving districts tended to greet data with a "blaming" perspective, describing teachers, students and families as major causes for low performance. In these districts, board members frequently discussed their decisions through anecdotes and personal experiences rather than by citing data. They left it to the superintendent to interpret the data and recommend solutions.
6. **Effective school boards align and sustain resources, such as professional development, to meet district goals.** According to researchers LaRocque and Coleman, effective boards saw a responsibility to maintain high standards even in the midst of budget challenges. "To this end, the successful boards supported extensive professional development programs for administrators and teachers, even during times of [fiscal] restraint." In low-achieving districts, however, board members said teachers made their own decisions on staff development based on perceived needs in the classroom or for certification.
7. **Effective school boards lead as a united team with the superintendent, each from their respective roles, with strong collaboration and mutual trust.** In successful districts, boards defined an initial vision for the district and sought a superintendent who matched this vision. In contrast, in stagnant districts, boards were slow to define a vision and often recruited a superintendent with his or her own ideas and platform, leading the board and superintendent to not be in alignment. (MDRC/Council of Great City Schools)
8. **Effective school boards take part in team development and training, sometimes with their superintendents, to build shared knowledge, values and commitments for their improvement efforts.** High-achieving districts had formal, deliberate training for new board members. They also often gathered to discuss specific topics. Low-achieving districts had board members who said they did not learn together except when the superintendent or other staff members made presentations of data. (Lighthouse I; LFA; LaRocque and Coleman)

Though the research on school board effectiveness is in the beginning stages, the studies included in this report make it clear that school boards in high-achieving districts have attitudes, knowledge and approaches that separate them from their counterparts in lower-achieving districts. In this era of fiscal constraints and a national environment focused on accountability, boards in high-performing districts

can provide an important blueprint for success. In the process, they can offer a road map for school districts nationwide.



## **Appendix “B” To MTSBA’s Principles and Guidelines References for MTSBA Principles & Guidelines**

### Principle I --

- Montana Constitution, Article X, section 1
- Core Purpose of MTSBA, Strategic Plan
- Core Purpose of the basic system of free quality schools, K-12 Vision Group

### Principle II –

- Montana Constitution, Article X, Section 8, elected trustees
- Montana Constitution, Article X, Section 9, Board of Public Education
- Core Values, MTSBA
- Core Values, K-12 Vision Group

### Principle III –

- Montana Constitution, Article X, Section 7
- MTSBA Core Values (balance in treating and addressing needs of members)

### Principle IV –

- Montana Constitution, Article X, Section 1(2)
- MTSBA Core Values
- K-12 Vision Group Core Values

### Principle V –

- Montana Constitution, Article X, Section 6 (applies to school districts, the state and public corporations)
- MCA, 20-5-109
- Lemon v. Kurtzman (1971)
- Kaptein v. Conrad

### Principle VI –

- Montana Constitution, Article X, Section 8, elected trustees
- MTSBA Core Value: “Understanding, respecting and equitably balancing the interests of every public school system in Montana.”
- MTSBA Board of Directors Goal Area 1 - Engaged and United Advocacy for Increased Student Achievement.
- Objective 2: We will increase member unity on key advocacy initiatives.



TO: MTSBA Board of Directors  
 FROM: Lance Melton, Executive Director  
 RE: Dues Revenue Estimate for FY2023  
 DATE: June 20, 2021

Pursuant to the MTSBA Bylaws, below is a dues revenue estimate for the fiscal year beginning July 1, 2022.

**Requested Action:** The MTSBA Board of Directors is requested to approve the FY23 dues revenue estimate for presentation to our members for their approval through electronic ballot.

**Refresher Regarding How MTSBA Dues are Calculated:**

The MTSBA bylaws include a dues formula that is based on total current spending by each member three years preceding the year to which the dues apply. The lag between the year of spending vs. the year of dues to which such spending applies is to ensure that we are relying on audited data submitted by OPI to the National Center for Education Statistics.

The dues formula is largely sensitive to each member’s local funding, providing a decrease in dues when a member’s expenditures drop from year to year and providing an increase in each year when a member’s expenditures rise. If a member’s spending places them in one of the floors, caps or flat rates, the dues for such member change according to the total percentage change in expenditures by all members in the applicable year.

The percentage by which total current spending of all members increased from FY19 to FY20 was 1.71%. That inflation factor has been applied to all floors, caps and flat rates as well as to spending thresholds as required by the Bylaws.

The following is a chart that identifies the various assessment rates, floors, caps and flat rates as specified in the Bylaws. The chart below is in an adjusted form as specified in the Bylaws and is presented for your approval.

FY23 Dues Formula, Formula Change Per Bylaws				
FY20 Spending Low	FY20 Spending High	Assessment	Floor	Cap
\$0	\$392,605	Flat Rate	\$399	\$399
\$392,606	\$2,364,339	0.14%	\$399	\$2,609
\$2,364,341	\$4,716,230	0.11%	\$2,609	\$4,407
\$4,716,231	\$6,988,354	0.09%	\$4,407	\$5,422
\$6,988,355	\$11,049,867	0.08%	\$5,422	\$7,166
\$11,049,868	Above Floor, not 1 of 7 largest members	0.06%	\$7,166	\$14,013
Seven Largest Members	Flat Rate	Flat Rate	\$19,653	\$19,653
Coop Members	Flat Rate	Flat Rate	\$808	\$808

## **Estimated Dues Revenue Required by the MTSBA Bylaws:**

The MTSBA Bylaws provide that I am to “*estimate the financial impact of the formula above upon projected revenue from regular voting member dues for the Corporation in the subsequent year. In making such estimate, the Executive Director shall adjust the floors, caps and flat rates by the same percentage that spending of the membership overall has changed.*”

Once the revenue estimate is complete, it is subject to approval by the MTSBA Board of Directors. Once approved by the MTSBA Board, the dues revenue estimate is presented to the members for their approval.

For purposes of estimating the dues revenue for FY2023, I have used OPI’s data set for total current spending for FY2020, which reflects an increase in total current spending by our members of 1.71% from FY19-20:

- FY19 Total Current Spending = \$1,699,679,379
- FY20 Total Current Spending = \$1,728,694,784
- Growth in Total Current Spending, \$\$, FY18-19 = \$29,015,404
- Growth in Total Current Spending, %, FY18-19 = 1.71%

Pursuant to the Bylaws, I have estimated the impact of this growth on our existing dues formula by adjusting the floors, caps, flat rates and spending classifications by 1.71% and by applying the Bylaws-adjusted formula to total current spending of the members from FY20.

On the basis of these referenced calculations, I estimate that MTSBA dues revenue would increase under the adjusted formula by approximately \$20,026, from \$1,054,575 in FY22 to \$1,074,587 in FY23.

1. The increase in dues represents approximately 0.4% of MTSBA’s budgeted revenues for FY22 and this increase, if approved, will help MTSBA meet the inflationary costs of operation in FY23 and continue to provide expanded dues based services to our members.
2. This projected increase represents estimated membership dues revenue growth of 1.9% and is based on 100% member retention and no member consolidating, dissolving, or quitting between now and FY23.
3. Provided that we experience average growth in overall revenues from FY22 to FY23, I estimate that the FY23 dues will represent approximately 21% of overall revenues.

## **Placing Dues in Context:**

The large majority, 79% of what we do, is funded through revenues other than dues. At approximately 21% of our \$5 million overall budget, our dues are among the lowest in the nation in terms of the percentage of revenues.

We have approximately \$1.7 million in expenses that don’t generate any revenues for MTSBA, and dues help pay for programs that do not generate revenues but that provide tremendous value for our members. Examples of the categories of expense that do not generate revenues include the cost of operating the MTSBA Board and engaging in NSBA, member outreach, the cost of

owning and operating the building, advocacy before the Legislature and Congress and the cost of corresponding staff that do not generate revenues but who provide valuable services that are core to our Mission. We make up the several hundred thousand dollar gap between dues revenue and non-revenue generating expenses through fees generated by voluntary member selection of MTSBA services, royalties, and contracts with our Insurance Programs that provide our members with access to extensive fee-free services, all of which have been extensively documented and transparently outlined to our members in the membership value infographic.

If you have any questions, please let me know. We will be working with the MTSBA Officers to determine how best to seek your approval of this dues revenue estimate, which will occur either through a Zoom meeting of the board or an electronic ballot, at the discretion of the officers.

Thank you in advance for reviewing this memo and let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Lance Melton", with a stylized flourish at the end.

Lance Melton, Executive Director