

**MINUTES OF BOARD RETREAT HELD  
October 21, 2015**

The Board Retreat of the West Windsor-Plainsboro Board of Education was called to order by Board President Fleres at 6:15 p.m. in the multipurpose room at the Central Office. The following Board members were present:

Mr. Anthony Fleres  
Ms. Louisa Ho

Ms. Michele Kaish  
Ms. Dana Krug

Mr. Scott Powell

Board members Cheng, Juliana, Zhang and Zhong were absent. Present also were: Dr. David Aderhold, Superintendent of Schools; Mr. Larry Shanok, Assistant Superintendent for Finance/Board Secretary; Mr. Martin Smith, Assistant Superintendent, Curriculum & Instruction; Mr. Gerard Dalton, Assistant Superintendent, Pupil Services/Planning and Mr. Russ Schumacher, Special Assistant Labor Relations.

**CONVENE**

In accordance with the State's Sunshine Law, adequate notice of this meeting was provided by mailing a notice of the time, date, location and, to the extent known, the agenda of this meeting to the PRINCETON PACKET, THE TIMES, THE TRENTONIAN, THE HOME NEWS TRIBUNE, AND WEST WINDSOR and PLAINSBORO PUBLIC LIBRARIES. Copies of the notice have also been posted in the board office and filed with Plainsboro's and West Windsor's township clerks and in each of the district schools.

**PUBLIC COMMENT**

No members of the public were present.

**RECOMMENDATION TO ENTER INTO CLOSED EXECUTIVE SESSION**

**Motion for Closed Session**

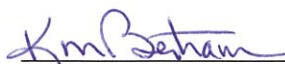
Mr. Fleres noted that tonight's topic is a closed session topic: negotiation preparation for the WWPEA contract cycle.

Upon motion by Mr. Powell, seconded by Ms. Krug, and by unanimous voice vote the board moved into closed session at 6:16 p.m.

Mr. Cheng arrived at 6:32 p.m. Ms. Juliana arrived at 7:26 p.m. Mr. Zhong arrived at 9:46 p.m.

Upon motion by Mr. Powell, seconded by Ms. Krug, and by unanimous voice vote, the meeting reconvened to open session at 10:31 p.m. and immediately adjourned.

Prepared by:

  
Kathleen M. Bertram

  
Larry Shanok, Board Secretary

**MINUTES OF BOARD RETREAT HELD  
December 17, 2015**

The Board Retreat of the West Windsor-Plainsboro Board of Education was called to order by Board Vice President Kaish at 6:22 p.m. in the in the media center at Village Elementary School. The following Board members were present:

|                    |                   |                         |
|--------------------|-------------------|-------------------------|
| Mr. Isaac Cheng    | Ms. Michele Kaish | Mr. Scott Powell        |
| Ms. Louisa Ho      | Ms. Dana Krug     | Mr. Yingchao “YZ” Zhang |
| Ms. Rachel Juliana |                   |                         |

Board Members Fleres and Zhong were absent. Present also were: Dr. David Aderhold, Superintendent of Schools; Mr. Larry Shanok, Assistant Superintendent for Finance/Board Secretary; Mr. Martin Smith, Assistant Superintendent, Curriculum & Instruction; and Mr. Gerard Dalton, Assistant Superintendent, Pupil Services/Planning.

**CONVENE**

In accordance with the State’s Sunshine Law, adequate notice of this meeting was provided by mailing a notice of the time, date, location and, to the extent known, the agenda of this meeting to the PRINCETON PACKET, THE TIMES, THE TRENTONIAN, THE HOME NEWS TRIBUNE, AND WEST WINDSOR and PLAINSBORO PUBLIC LIBRARIES. Copies of the notice have also been posted in the board office and filed with Plainsboro’s and West Windsor’s township clerks and in each of the district schools.

**PUBLIC COMMENT**

No members of the public were present.

**BOARD PRESIDENT’S COMMENTS**

Mr. Fleres welcomed everyone to the retreat.

**SUPERINTENDENT’S COMMENTS**

Dr. Aderhold thanked everyone for participating tonight after a long week of service earlier.

**Welcome/Review Purpose and Outcomes**

The Superintendent led an introductory exercise. With the start of the new Star Wars movie, a variety of quotes were utilized to spur discussion.

Mr. Fleres arrived at 6:46 PM.

Dr. Aderhold led a discussion about deep and powerful learning. Utilizing portions of a TED Talk by William Richardson, the group explored dimensions favorable and unfavorable to such learning.

Then, Dr. Aderhold reviewed what a school budget is: with dimensions of a planning tool, provides consideration of contingencies, manages risk, and is fiscally responsible.

He noted the budget process timelines: from the work that has already taken place to the many tasks to be done as we prepare to reach the April 26, 2016, Public Hearing and Adoption of the 2016-2017 budget. He touched upon the bigger picture aspects of the budget, from salaries, benefits and capital projects to specific areas such as special services, middle school sports, and transportation.

Mr. Shanok discussed state aid and health premium history and that we must budget without any idea what the January 1, 2017, medical care premium increase will be. To further demonstrate a central budgeting dilemma, he reviewed the actual spending in key categories over the past 14 years. Actual health care spending has moved by 10% or more in 7 of the last 14 years. The last three years has seen relatively small increases in total payment despite sizeable percentage premium increases. How can this be? Two primary reasons: state imposed Chapter 78 has seen employee contributions grow by a million dollars a year recently; however, this will not be the case for the 2016-2017 budget. There has been a shift in the ratio of single and married employees with the number of married (hence fewer expensive family or employee/spouse policies). This will not likely continue for long.

Worker's Compensation is a million dollar expense and in 9 of the last 14 years it has moved up or down by double digits. The school years' utility bills have moved by double digits in 7 of the last 14 years; budget too low and at the last minute you have to cut other spending to cover an "up" year in any of these categories.

There was a review of critical aspects of the budget such as tax relief, the size of the budget increase, the magnitude of state aid and the total percentage tax levy increase each year. While the district has been consistently prudent and successful in inhibiting the rate of growth in spending, action in a specific year is dependent on the levels of tax relief and state aid. One remarkable aspect of our record of financial prudence is the fact that our debt service tax levy is at zero.

There was back and forth discussion about specific categories of expenditures, from regular and special education to co-curricular and transportation. The Dr. Aderhold, Mr. Dalton and Mr. Smith made significant contributions to the discussion, especially in matters of class size and capital outlay projects.

The Superintendent highlighted the current thinking on likely increases in a number of spending areas, noting that they easily top five million dollars.

The group took a short break. Mr. Zhong arrived at 8:35 P.M.

Everyone broke into three groupings centered on each board committee area. Board Members rotated through each of the three and discussed significant topics associated with each committee. Some lively discussion ensued in each area.

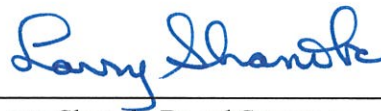
With the preceding discussions as a foundation, the Superintendent encouraged discussion about increased revenues. A 2% increase in the general fund tax levy brings in an additional three million dollars. The district has the right to use a half million dollars of banked cap. The district will not be able to compute an exact health premium adjustment until the State of New Jersey makes the new budget software available in the third week of January, but in the last budget the allowable adjustment was about a half million dollars. And of course, the district has a legal right to collect some eight million dollars in debt service tax levy that it is not collecting presently.

No one expects to raise property taxes by all of these, but what general thinking on increased revenues should the administration have in mind as it goes into greater detail with the 2016-2017 budget? Given the needs confronting the district in special services, salaries and benefits and other

areas, there was general consensus among the Board Members that the 2% increase was likely acceptable. The discussion became more complex in considering what allowable adjustments would be used. The Board of Education also recognized that it may be necessary to increase to the 2.3% area, but is reluctant to use the adjustment and raising the percentage increase to a higher level. The Superintendent noted the reluctance and the administration promised to return with more details as the budget process advances. In the next month, the personnel rollover will be completed and a better handle on increased funds for salaries will be in hand. Then we will have a better, but still early perspective on revenues and expenditures for 2016-2017.

The Superintendent and Board President thanked everyone for their participation in what has been a very busy week.

Upon motion by Ms. Ho, seconded by M. Kaish, and by unanimous voice vote of all present, the meeting adjourned at 10:40 p.m.



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Larry Shanok, Board Secretary

Prepared by:



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Kathleen M. Bertram

**MINUTES OF BOARD RETREAT HELD  
February 11, 2016**

The Board Retreat of the West Windsor-Plainsboro Board of Education was called to order by Board President Fleres at 6:25 p.m. in the multi-purpose room of Central Office. The following Board members were present:

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| Mr. Anthony Fleres | Ms. Rachel Juliana | Mr. Scott Powell        |
| Ms. Louisa Ho      | Ms. Michele Kaish  | Mr. Yingchao "YZ" Zhang |
|                    | Ms. Dana Krug      |                         |

Board member Cheng arrived at 7:05 PM; Board member Zhong arrived at 8:32 PM. Present also were: Dr. David Aderhold, Superintendent of Schools; Mr. Larry Shanok, Assistant Superintendent for Finance/Board Secretary; and, Mr. Martin Smith, Assistant Superintendent, Curriculum & Instruction.

**CONVENE**

In accordance with the State's Sunshine Law, adequate notice of this meeting was provided by mailing a notice of the time, date, location and, to the extent known, the agenda of this meeting to the PRINCETON PACKET, THE TIMES, THE TRENTONIAN, THE HOME NEWS TRIBUNE, AND WEST WINDSOR and PLAINSBORO PUBLIC LIBRARIES. Copies of the notice have also been posted in the board office and filed with Plainsboro's and West Windsor's township clerks and in each of the district schools.

**PUBLIC COMMENT**

No members of the public were present.

**BOARD PRESIDENT'S COMMENTS**

Mr. Fleres welcomed everyone to the retreat.

**SUPERINTENDENT'S COMMENTS**

Dr. Aderhold thanked everyone for participating tonight in the second budget retreat.

**Welcome/Review Purpose and Outcomes**

The Superintendent summarized the district's mission and reviewed the Strategic Goals for 2015-2016. Strategic Goal 1: To work toward continuous improvement of instructional programs with a focus on the developmental needs of and the social/emotional impacts on students. This goal was good to recall given some recent statements made during the public comment periods at the board meetings. For this Board and administration, the social/emotional impact on students was not a new topic.

It was noted that the cap limit on the budget is a function of the 2% increase in the general fund tax levy plus allowable health cost adjustments plus banked cap. With the health adjustment and banked cap each at about \$500,000, the Board of Education has some flexibility in the 2016-2017 budget,

Mr. Shanok reviewed the initial baseline budget projection in each of the major expenditure categories. The long standing habit of reducing expenditures in one area to increase expenditures in an area of greater need is clearly seen in this review. It continues to be an effective means of inhibiting the rate of increase in spending. This has kept the district's growth in spending well below the rate of increase of other area districts.

The Superintendent presented a detailed view of likely enrollment at each of the district's schools. He spoke of the staff additions that would build on the effective educational results of the district. Resources that would aid the instructional efforts of the district were discussed by the Superintendent and Mr. Smith.

Capital projects considered for the 2016-2017 construction cycle were noted. Increased capital outlay and continued utilization of capital reserve is needed to continue to have facilities at a suitable level. With over \$38 million of useful long-term projects already identified, discussion included the likelihood of a future referendum. With the decline in district debt levels, this possibility has potential for dealing with the challenge of maintaining facilities at a good level. COAH requirements will play out in each township and have implications for the district's enrollment.

The Superintendent noted the near term developments facing Transportation. In June 2017, fourteen busses age out. It is not impossible that West Windsor Township may call for a departure from the bus facility before that date. We are trying to evaluate the district's options in such scenarios.

The Superintendent discussed staff and other resource additions that would aid the district's forward momentum in instruction. The Board of Education participated in the discussion on these resource additions. Generally, the Board was favorable to these additions. The Board of Education consensus was that while the district should stay well within the upper limit embedded in the cap rules (2% general fund tax levy plus adjustments and banked cap), some use of these revenue sources beyond the baseline 2% could be utilized. The administration will proceed to develop the budget within this input from the Board of Education.

A tentative budget will be on the agenda for the March 8<sup>th</sup> meeting so that the district can submit a tentative budget to the Executive County Superintendent by March 22<sup>nd</sup>. The public hearing and final budget approval will be April 26<sup>th</sup>.

The Superintendent and Board President Fleres thanked everyone for their participation.

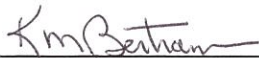
Upon motion by Mr. Powell, seconded by Ms. Krug, and by unanimous voice vote of all present, the meeting adjourned at 10:55 p.m.



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Larry Shanok, Board Secretary

Prepared by:



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Kathleen M. Bertram

**MINUTES OF BOARD RETREAT HELD  
June 21, 2016**

In accordance with the State’s Sunshine Law, adequate notice of this meeting was provided by mailing a notice of the time, date, location and, to the extent known, the agenda of this meeting to the PRINCETON PACKET, THE TIMES, THE HOME NEWS TRIBUNE, AND WEST WINDSOR and PLAINSBORO PUBLIC LIBRARIES. Copies of the notice have also been posted in the board office and filed with Plainsboro’s and West Windsor’s township clerks and in each of the district schools.

The Board Retreat of the West Windsor-Plainsboro Board of Education was called to order by Mr. Fleres at 6:30 p.m. in the multipurpose room in the central office. The following Board members were present:

|                    |                    |                  |
|--------------------|--------------------|------------------|
| Mr. Anthony Fleres | Ms. Rachel Juliana | Ms. Dana Krug    |
| Ms. Louisa Ho      | Ms. Michele Kaish  | Mr. Scott Powell |

Board Members Cheng, Zhang and Zhong were absent. Present also were: Dr. David Aderhold, Superintendent of Schools; Mr. Larry Shanok, Assistant Superintendent for Finance/Board Secretary; Mr. Martin Smith, Assistant Superintendent, Curriculum & Instruction; and Mr. Gerard Dalton, Assistant Superintendent, Pupil Services/Planning.

No members of the public were present.

**BOARD PRESIDENT’S COMMENTS**

Mr. Fleres welcomed everyone to the retreat.

**SUPERINTENDENT’S COMMENTS**

Dr. Aderhold thanked everyone for participating. The main purpose of the retreat is to set Board Goals for the 2016-2017 school year, much in the manner of last year’s efforts.

**Welcome**

The Superintendent suggested that each person think of one or two things about the past year that they feel good about. After a few minutes of thought, share them with others at your table.

Ms. Juliana arrived at 6:30 PM; and, Mr. Cheng arrived at 6:38 PM.

The many items discussed included but were not limited to: the WWPSA and WWPEA negotiations, opening a new addition on time and on budget, the continued focus on what is best for kids, the sorely needed focus on student stress, the successful transition to Genesis, new transgender policy, joining Sustainable Jersey, the recent graduation requirements resolution and the Homework Committee.

**Process**

Much in the manner of a year ago, the Board of Education broke up into three teams and circulated among the three goals and the associated tasks. Probing and clarifying questions were engaged by the members. Those elements eliciting “warm” and “cool” reactions were discussed to adjust the draft goals and tasks.

A similar process was utilized with respect to measurable indicators associated with each task. Red and green dots were placed to indicate opinions on whether to proceed along the lines of the indicator or to urge rethinking of the measure.

Mr. Zhong arrived at 8:48 PM.

### **Closed Session**

The Board moved to closed session to discuss the Superintendent's evaluation and merit goals. Ms. Krug moved, seconded by Ms. Juliana, and by unanimous voice vote, the meeting moved to executive closed session at 9:20 PM. Mr. Shanok, Mr. Smith and Mr. Dalton departed.

### **Open Session**

At 10:00 PM, a motion by Ms. Juliana, seconded by Mr. Cheng, and by unanimous voice vote, the meeting returned to open session.

The Board discussed videotaping of the Board of Education meetings and the location of future Board of Education meetings.

At 10:30 PM, moved by Ms. Kaish, seconded by Mr. Zhong, and by unanimous voice vote, the meeting was extended by one hour.

The discussion broadened to communications topics, including taping issues, site of board meetings, website changes and other elements of communications.

### **Closing and Next Steps**

The Superintendent and Mr. Fleres thanked everyone for their participation in the retreat. The administration will utilize tonight's discussions to generate the next draft of goals, tasks and measurable indicators for 2016-2017.

A motion to adjourn the meeting was made by Mr. Powell, seconded by Ms. Ho, and by unanimous voice vote, the meeting adjourned at 10:54 p.m.



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Larry Shanok, Board Secretary

Prepared by:



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Kathleen M. Bertram