

**MINUTES OF BOARD RETREAT HELD
October 20, 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 Board Vice President Michele Kaish at 6:00 p.m. in the multipurpose room at the District Administration Building. The following Board members were present:

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

Board Member Zhong was absent. Board Member Cheng arrived at 6:25 PM; and, Board Member Fleres arrived at 6:30 PM.

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. Also present were Mr. Rick Cave, Mr. Alan Johnson, and Mr. Russell Wray.

Some children and parents were present in connection with the evening's demonstrations.

Welcome/Review Purpose and Outcomes

Mr. Smith remarked that tonight's topic centers on the 1:1 Learning Initiative: Its history and future. He outlined the evening's agenda. Two students, who had previously addressed the Board of Education several years ago, will provide an introduction and then teacher resource specialists and students from several grade levels will conduct demonstrations of their learning in the lobby area. Once the parents and students depart, members of the technology staff will address pertinent issues, answer questions and provided a foundation for Board review and discussion.

To start off the topic for the evening, Mr. Smith presented a short video: "A New Vision for Education." After the video, the students provided a short introduction and then the Board moved to the lobby for the student demonstrations.

The Board regrouped to the multipurpose room, Mr. Smith reviewed tonight's remaining agenda. Then he covered aspects relating to students managing their own learning, aspects of learning that do not change with devices, and expectations for students and parents.

Mr. Johnson covered support for teachers and parents, online resources, and using devices. Mr. Wray reviewed lessons learned, including the no-tech lunch practice. Throughout their presentations, Board Members asked clarifying and probing questions. After they departed, Mr. Cave discussed the technology plan: its history, devices, and process methodology, as well as the current

recommendation for the high schools. Regardless of the precise solution followed, substantial technology costs will be incurred over the following years. The exact composition of those costs will soon be determined. Mr. Cave answered questions and departed.

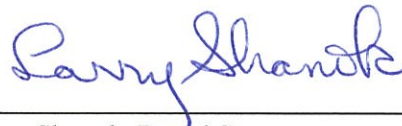
Closing and Next Steps

The Board Members discussed a variety of elements associated with choosing a direction on this matter. The Board noted that the communication of both the process and the eventual decision should get careful consideration and attention in the coming months.

The Superintendent and Mr. Fleres thanked everyone for their participation.

A motion to adjourn the meeting was made by Mr. Powell, seconded by Ms. Kaish. All Board members that were present voted in favor of adjourning the meeting.

The meeting adjourned at approximately 10:36 p.m.



Larry Shanok, Board Secretary

Prepared by:



Kathleen M. Bertram

**MINUTES OF BOARD RETREAT HELD
December 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 Board President Fleres at 6:04 p.m. in the multipurpose room at the District Administration Building. The following Board members were present:

Mr. Anthony Fleres	Ms. Michele Kaish	Mr. Scott Powell
Ms. Louisa Ho	Ms. Dana Krug	Mr. Yingchao “YZ” Zhang
		Mr. Yu “Taylor” Zhong

Board Member Cheng and Juliana 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. Newly elected Board Member Carol Herts attended as a guest.

Welcome/Review Purpose and Outcomes

The Superintendent welcomed everyone to the 2017-2018 budget build retreat. He gave a special thanks to Scott Powell for his years of service to the district; and, welcomed incoming Board of Education member Carol Herts.

Participants were asked to consider the skills our students will need to be successful in the 21st Century. After a “turn and talk” discussion, the group compared skills covered in their conversations. Among those concepts mentioned were communication, people skills, seeing from others perspectives, well rounded, adaptable, learn how to learn, and knowing that no one can know it all.

To round out the conversation, the Superintendent reviewed the top ten skills as covered in the Future of Jobs Report. Martin Smith discussed an up-to-date version of 21st century skills that deals with a series of components. These divide into six Foundational Literacies, four Competencies, and six Character Qualities.

Mr. Cheng arrived at 6:22 P.M.

The Superintendent discussed a variety of budget topics, including: what is a school budget; budget process timelines; a variety of big picture budget topics; as well as other cost factors. As usual state aid will not be known until late in the process. July 2017 prescription plan increases are an unknown, as is the January 2018 medical plan premium increase.

Larry Shanok discussed general fund trends. These highlight the often multiyear perspective taken within a specific budget year. Net health benefit costs to the district over the last four years have seen small percentage increases – not due to low premium costs, but due to increasing employee contributions toward health costs. Last year employees contributed almost \$4.7 million of total

premiums of nearly \$24 million. These contributions are fully phased in and the district will be responsible for about 80% of future increases. Despite the mildness of the growth in the last four years, 7 of the last 15 years have seen double digit moves in net cost to the district. Exclude the last four years as abnormal with the phase-in of employee contributions, and that is 7 of 11 years of double digit moves. Other general fund expenditure categories display similar variability.

If providing excellent educational experiences was a simple matter, there would be more excellent districts across the nation. The district has maintained and built upon excellence despite successful efforts to inhibit the general increase in spending. Taxes are high, but would be much higher if we matched other high performing districts move for move. Our per pupil spending has increased by nearly \$2,500 per pupil over the past dozen years, but it has increased by over \$6,000 per pupil in Princeton, Hopewell Valley and Montgomery school districts. Higher student:teacher and student:administrator ratios are among the consequences of the squeezing of costs.

Total per pupil spending is made up of a number of categories. If the district spent more like Princeton/Hopewell Valley on a per pupil basis, an additional \$1.6 million would be spent on administration; an additional \$6.5 million would be spent on facilities; and, another \$32 million would be spent on other categories. That would mean lower student:teacher ratios and more co-curricular activities.

Martin Smith and Gerard Dalton described potential staffing and program actions under consideration for the coming budget. Read 180 has gotten stellar results in improving the reading ability of less skilled students at Community Middle School. A change in federal “supplement, not supplant rules” for Title I could allow a cost effective expansion of such efforts at Grover. Professional development for math in the 5th grade, a uniform approach to replacement and purchase of musical instruments in the district and budgets for the arts would benefit those areas. In addition, special education staffing in pre-school and autism would benefit students. Board Certified Behavioral Analyst, SAC guidance and specific growth in some grades all could benefit from additional staff. And that does not address the widespread desire in the district for full-time kindergarten.

The Superintendent discussed in some detail the coming residential developments in the two towns. The Princeton Theological Seminary construction is moving forward and could have 372 students in district by 2019. Toll Brothers, Ellsworth Center and Ellsworth II, Transit Village, and Forrestal Village all are building momentum. Two developments have recently emerged as hard realities: Lowes Center and the Thompson Property. Over the next five-years, these could add 1,200 students to the district – and this ignores the potential of the Howard Hughes property. Current school capacity is inadequate to deal with such an increase; this is true across all grades. Many of our school locations have little or no potential for additions. Capital reserve dollars give us some flexibility, but eventually the magnitude of the potential need requires a referendum. A referendum requires time, planning, consensus and widespread community support. All these could be difficult to muster in an effective and timely manner.

Many school districts are designating capital reserve for projects now and not waiting for the budget process. There was a discussion of statewide concerns about potential State of New Jersey actions on state aid this year and next year. Does one designate capital reserve at a Board of Education meeting? If so, do we focus on growth needs or on the \$40+ millions of individual projects?

The Board of Education will have to come to grips with capacity needs and the financial manner in which those needs are supported. More directly now, guidance is needed, given the outline of staffing and program challenges for the coming year, on what parameters should be studied by the

administration straightaway. Is full use of the cap rules acceptable? Is use of banked cap okay? In a pinch, the district has capacity to collect debt service tax levy, should we?

At 10:30 PM by a motion by Ms. Ho, seconded by Ms. Krug, and supported unanimously by all present, the Board of Education meeting was extended by one hour.

These areas are difficult to consider this early in the budget process and more will be known about staffing and programs in 4-6 weeks. For now, the Board of Education recognizes that the cap rules may need to be utilized in the 2017-2018 budget.

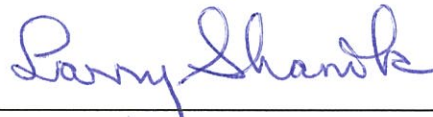
Closing and Next Steps

A lot of ground was covered tonight. The potential for growth looms strongly in our near future.

The Superintendent and Mr. Fleres thanked everyone for their participation.

A motion to adjourn the meeting was made by Mr. Powell, seconded by Ms. Ho. All Board members that were present voted in favor of adjourning the meeting.

The meeting adjourned at approximately 10:51 p.m.



Larry Shanok, Board Secretary

Prepared by:



Kathleen M. Bertram

**MINUTES OF BOARD RETREAT HELD
February 13, 2017**

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 Board President Anthony Fleres at 6:37 p.m. in the Multipurpose Room at the District Administration Building. The following Board members were present:

Mr. Isaac Cheng	Ms. Carol Herts	Ms. Dana Krug
Mr. Anthony Fleres	Ms. Michele Kaish	Mr. Yingchao "YZ" Zhang
		Mr. Yu "Taylor" Zhong

Board Members Ho and Juliana 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 and thanked them for participating during this busy time of the year.

SUPERINTENDENT'S COMMENTS

Dr. Aderhold also thanked everyone for participating. The main purpose of the retreat is to focus in on the primary elements of the 2017-2018 budget and explore some key topics that will impact this budget but also the next few budgets.

Welcome/Review Purpose and Outcomes

The Superintendent kicked-off the meeting with a video from Teachers College on teaching the student and not simply a subject. The Board discussed what resonated with them from the video.

Subject Supervisors and Teacher Resource Specialists

A key element in strengthening instruction and bringing curricular and instructional consistency throughout the district has been the utilization of subject supervisors and teacher resource specialists. Mr. Smith noted the common misapprehension that supervisors spend a few hours on teacher observations and evaluations and do little else. He covered in great detail the multifaceted roles both groups of professionals play in building on the strengths of the district.

Done effectively, observations require reflection and care and are far from being a process that can be done effectively in a brief or perfunctory manner. A typical subject supervisor has sixty observations to do. And each subject supervisor has extensive duties far beyond the observation process. Mr. Smith delineated these responsibilities in detail. All supervisors review lesson plans, are involved in curriculum development, hold departmental meetings and are heavily involved in hiring new staff – not an insignificant task given both retirements and leave replacement activities. In addition, each contributes to specific activities relating to their subject area. For example: the 6-12 Math Supervisor has duties relating to G&T program review, A&E testing, new textbooks & curriculum, re-sequencing of AP calculus & multivariable courses, homework professional development, and grading profile work.

A Teacher Resource Specialists bring high quality instructional elements to all professional staff. Fostering professional collaboration and interaction raises teaching standards by all teachers for all students. Mr. Smith noted during his discussion, that often, rather than being additions to total district staff, trade-offs were frequently made with other positions and resources that were deemed to be less effective for students

Staff Projections

The Superintendent remarked that recent budgets had squeezed in one area or another. One result has been the pressure on the student: teacher ratio in the district, which is noticeably higher than say, the ratios in Princeton or Hopewell Valley districts. This budget has some room and several staff positions are contemplated in the budget to provide some small relief from this trend. Specifics will develop as student scheduling choices are made. Increased guidance-SAC and BCBA staffs are in the budget in addition to teaching staff. The district has a million dollars in musical instruments, but has always relied in individual building spending for replacement instruments as well as from help from PTAs/PTSAs. This budget will include \$50,000 for replacement of worn instruments on an approximately 20 year cycle basis.

The Superintendent filled the Board of Education in on the recent COAH court decision. This decision will place additional pressure on townships to provide lower cost housing and is likely to spur residential development in the near term. With the recent experience of new student generation with the Princeton Terrace development, it appears likely that new housing will generate a sizeable number of new students to the district. In addition, the students will likely be distributed throughout K-12 rather than simply being elementary. With the exception of some room for growth in enrollment at the high school level, sizable growth in enrollment will pressure class sizes K-8. The Board of Education will have to formulate effective and timely plans for such growth. An added dimension of flexibility in that process is the district's foresight in having capital reserve dollars. A document from the district architect compared likely timelines for capital reserve based construction versus referendum based construction. Even assuming referendum success, the referendum process takes about a year longer.

The Board of Education indicated support for the described budget. Several additional options were discussed. Two found Board of Education support. Small group instruction loads within the music programs of the district are high. An additional teacher will be added in this budget at the grade 4-5 level, another at the grade 6-8 level, and a third at the high school level to bring these ratios to a more reasonable level. In a similar fashion, technology break/fix loads have gotten high with the wide spread 1:1 initiative and an addition to the tech staff won support.

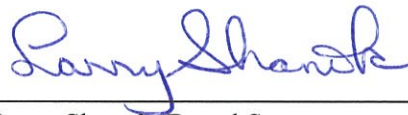
The Superintendent noted that the district will not hear anything about state aid until March 2, 2017. In addition, the July 1, 2017, prescription premium increases as well as the January 1, 2018, medical premium increases are not known at this time. Barring large surprises in these areas, the resulting draft budget will be within the cap regulation requirements.

Closing and Next Steps

The Superintendent and Mr. Fleres thanked everyone for their participation.

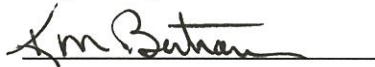
A motion to adjourn the meeting was made by Mr. Zhong, seconded by Mr. Cheng. All Board members that were present voted in favor of adjourning the meeting.

The meeting adjourned at approximately 11:26 p.m.



Larry Shanok, Board Secretary

Prepared by:



Kathleen M. Bertram

**MINUTES OF BOARD RETREAT HELD
June 20, 2017**

In accordance with the State’s Sunshine Law, adequate notice of this meeting was provided by sending a notice of the time, date, location and, to the extent known, the agenda of this meeting on June 16, 2017, to The Princeton Packet, The Times, The Home News Tribune, and West Windsor and Plainsboro Public Libraries. Copies of the notice also have been placed in the Board Office and in each of the district schools on June 16, 2017, and sent to Plainsboro and West Windsor township clerks on June 16, 2017.

The Board Retreat of the West Windsor-Plainsboro Board of Education was called to order by Board President Anthony Fleres at 7:00 p.m. in multipurpose room at the District Administration Building. The following Board members were present:

Mr. Isaac Cheng	Ms. Louisa Ho	Mr. Yingchao “YZ” Zhang
Mr. Anthony Fleres	Ms. Michele Kaish	Mr. Yu “Taylor” Zhong
Ms. Carol Herts	Ms. Dana Krug	

Board Member Rachel Juliana was absent. Present also were: Dr. David Aderhold, Superintendent of Schools; Mr. Martin Smith, Assistant Superintendent, Curriculum & Instruction; and Mr. Gerard Dalton, Assistant Superintendent, Pupil Services/Planning.

No members of the public were present.

OPENING COMMENTS

Mr. Smith began the meeting by introducing Sherry Sizemore, K-12 World Languages Supervisor to the Board of Education. Mr. Smith explained that the main purpose of the retreat is to discuss a proposal for a dual language immersion pilot program.

Welcome/Review Purpose and Outcomes

Dual Language Immersion Program

Sherry Sizemore, the K-12 World Languages Supervisor, and Martin Smith, the Assistant Superintendent for Curriculum & Instruction, provided a presentation to the Board on a proposal to implement a Dual Language Immersion program in Chinese and Spanish beginning in September 2018. They reviewed the current research supporting the benefits of dual language immersion. In addition, Ms. Sizemore and Mr. Smith discussed with the Board various things to consider, such as program model, program structure (which subjects will be taught in which language), program eligibility, transportation costs, and possible locations.

Ms. Juliana arrived at 8:55 pm.

District Goals

Dr. Aderhold introduced the second section of the retreat with the discussion of district goals. He shared that since the Board of Education and the community have already approved a new strategic plan that three of the four identified goals have already been approved by the Board of Education. The Board of Education discussed and identified key components of the approved goals. Next, the Board reviewed proposed goal #4 and offered feedback. Goal #4 will be reviewed again at the committee meetings in July.

At 10:25pm a motion was made by Ms. Ho, seconded by Ms. Herts, and approved by all Board members present, to continue the meeting beyond 10:30pm.

Closing and Next Steps

The Superintendent and Mr. Fleres thanked everyone for their participation.

A motion to adjourn the meeting was made by Mr. Fleres, seconded by Ms. Kaish. All Board members present voted in favor of adjourning the meeting.

The meeting adjourned at approximately 10:40 p.m.

Larry Shanok, Board Secretary

Prepared by:

Bonnie Cheney