



**LITTLEFIELD UNIFIED SCHOOL DISTRICT #9
GOVERNING BOARD MEETING
Administrative Services Site
3490 East Rio Virgin Road
Thursday, January 12, 2023
5:00 P.M.**

Mission Statement

The Littlefield Unified School District is committed to excellence. Therefore, we are committed to providing opportunities for all students to learn and develop socially, emotionally, and academically. We are committed to providing resources to our students, parents and teachers in an ongoing effort to help students transition from childhood to adulthood.

1. CALL TO ORDER:

Board President Graham called the meeting to order at 5:00 p.m. There were eight (8) members of the public in attendance.

2. ROLL CALL:

Sonny Graham, Board President
John Reyes, Board Secretary
Susan Burch, Board Member
Michael Fagnan, Board Member
Patricia Schoppmann, Board Member

Darlene McCauley, Superintendent/Principal
Jeremy Clarke, Elementary Principal
Kevin Boyer, Business Manager
Sheree Goessman, District Secretary

CEREMONIAL ITEMS

3. Pledge of Allegiance: By invitation of Board President.
4. Monthly Employee Shout Out.

Kevin Boyer recognized Vickie Ortega in Food Services. He noted she is very reliable and very dependable and is willing to help out whenever she can.

AGENDA

5. Consideration of approval of the January 12, 2023 LUSD9 Board Meeting agenda.

Board Member Fagnan made a motion to approve the agenda, seconded by Board Member Schoppmann. The motion passed unanimously.

Board Member Burch: Yes



Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes

6. Election of Governing Board Officers:
- a. Governing Board President.
 - b. Governing Board Secretary.

Board Member Schoppmann said the Board needs a President that speaks loud enough so everybody can hear and someone that attends the agenda meetings with the Superintendent.

Board Member Schoppmann made a motion to nominate Board Member Fagnan as the Board President, seconded by Board Member Fagnan. The motion failed with 2 ayes and 3 nays.

Board Member Burch: No
Board Member Fagnan: Yes
Board President Graham: No
Board Secretary Reyes: No
Board Member Schoppmann: Yes

Board Secretary Burch made a motion to nominate Board President Graham as President; the motion was seconded by Board President Graham. The motion passed with 3 ayes and 2 nays.

Board Member Burch: Yes
Board Member Fagnan: No
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: No

Board Secretary Burch made a motion to nominate Board Member Reyes as the Board Secretary, seconded by Board Member Fagnan. The motion passed with 4 ayes and 1 nay.

Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: No

PUBLIC COMMENT



At this time, the public may speak to the Governing Board on topics of concern with the public body's jurisdiction, even if the topic is not specifically included on the agenda. The public must state their full name for the record and will be allowed up to three minutes to address the Governing Board. No action will be taken as a result of public comments. The Board expects that citizens who address the board will present concerns regarding the activities in question rather than make personal attacks upon Board Members, District Personnel or other persons in attendance or absent. In addition, questions or comments on matters that are currently under legal review will not be accepted.

7. Public Comment.

Rena Moerman congratulated the newly elected Governing Board Members. She then told of the history of the School District (Attachment #1).

Mrs. Cummings said she appreciates everyone in the schools. She noted they are hoping to start a music club at the Elementary School next week and are working on having auto shop at the high school. Mrs. Cummings noted she was told every donation must be approved by the School Board. She requested the Governing Board to look into that policy. Mrs. Cummings expressed her opinion that the volunteer application is a big packet and said she did not fill it out because she felt it was intimidating. She asked the Governing Board to simplify the application for our volunteers.

INFORMATION AND DISCUSSION:

8. Mr. Boyer, Business Manager.
- a. Budget Update
 - b. Student Activity Balance.
 - c. Food Service Financial.
 - d. Quarterly Maintenance Report.
 - e. Student Count Projections
 - f. Transportation Update.
 - g. Other

Mr. Boyer reviewed the budget update and student activity funds. Board Member Burch asked what happens to the 2019 funds if they aren't used. Mr. Boyer said the BD Block money is for the BD on the hill and these funds are to maintain that. If it's a defunct fund then the Student Counsel can decide where those funds go.

Mr. Boyer said we have not been able to use commodities this year because it was not available. The state gave the District a \$13,000 supply chain assistance grant.

Mr. Boyer reviewed the quarterly maintenance report.

Kevin Boyer reviewed the historical student enrollment. He noted the current numbers are 326 students. He asked the Governing Board if they think we will have an increase or decrease of students next year. He said he is thinking the student count will be pretty flat next year. Board Member Burch asked if preschool still costs \$600 and how staff came up with the figure. Mr. Boyer noted First Things First gives the District scholarships for preschool which is \$600 per student and that is where we came up with the fee. Mr. Boyer



asked if a parent can request a waiver of the preschool fees. Mrs. McCauley said yes. She said she believes the language is specific to a hardship, but she will need to go back and review. Board Member Burch said in her area some families have moved out. She said all the growth she has seen in Scenic is all retirees. Board Secretary Reyes said he's seen a lot of retirees coming in and doesn't see that changing.

Mr. Boyer noted we are finding it very difficult to find bus drivers. Right now we have 4 drivers with one of them a substitute that is filling in full-time. One bus driver is looking at retiring. One bus driver is moving and gave notice today. The last bus driver has been talking about retiring every year. We may not have any bus drivers the beginning of the year. He then advised we still have 3 old buses that we need to replace.

9. Mr. Clarke, Elementary Principal
 - a. School Update
 - b. Upcoming School Activities
 - i. January 11, 2023 – Awards Assembly
 - ii. January 12, 2023 – Awards Activity
 - iii. January 25, 2023 – Spelling Bee
 - c. Other

Mr. Clarke said they had the holiday program before the break and did a huge shout out to Mesquite Reads and mesquite rotary. He noted each student was given 2 gifts each. He advised they have community members always reaching out and making donations to the school.

Mr. Clarke said they are in the middle of assessments. He noted we have hired a new 1st grade teacher by the name of Alex Dinnel that will replace Mrs. Granecki.

Mr. Clarke reviewed the upcoming events.

10. Mrs. McCauley, Superintendent/Principal
 - a. School Update.
 - b. Upcoming School Activities
 - i. January 19, 2023 – AZ Leader Virtual Visit.
 - ii. January 10-12, 2023 – Dr. Robertson Visit.
 - iii. January 31, 2023 – Dr. Robertson Visit.
 - iv. February 2-3, 2023 – Dr. Robertson Visit.
 - c. Azella Updates
 - d. Spring Assessment Update.
 - e. Other.

Mrs. McCauley said they are out of comprehensive and targeted school improvement. There is a new additional school improvement for both high school and elementary school. Mrs. McCauley described a plan for academic intervention at the high school. This will be a



90 minute block of time each Friday focusing on math, reading, and writing. The staff at the High School has been working on these plans for a while and is excited to get the program off the ground.

Mrs. McCauley noted every student that makes a 3.5 gpa is rewarded at the end of semester.

Mrs. McCauley noted the focus for the PD day will be on academic vocabulary and teaching strategies.

Mrs. McCauley said the Azella test is given to students that speak more than one language at home. Part of the growth score comes from AZELLA. We have a team of 4 that will administer the assessments. There are 67 students in the EL program.

Mrs. McCauley noted staff is preparing to get the Spring Assessments done in April.

Mrs. McCauley said staff is working on an ATSI Planning Grant that will help pay for some of the teachers that work off contract. It is a competitive grant. Also working on a continuation grant for our school safety. Part of the program helps pay for our social worker and is also a competitive grant.

Board Secretary Reyes noted how important the AZELLA test is. He thanked Mrs. McCauley and noted the AZELLA test really benefits our students.

11. Board Reports.
 - a. Other

Board Secretary Reyes said he was fortunate to attend the ASBA annual meeting in Phoenix. He said he is very impressed with ASBA. He noted the annual conference was very beneficial to see what is happening around the state. He said he represented our district in the voting for their leadership rolls and is more than happy to continue going to the conference as he feels it is a very valuable resource. Board Secretary Reyes said he attended the new board member orientation which he felt was very informative. Thanked the District and Board for allowing him to participate.

CONSENT AGENDA

Approval of Routine Orders of Business. Documentation concerning the matters on the Consent Agenda may be reviewed at the Littlefield Unified School District Office, located at 3490 East Rio Virgin Road, Beaver Dam, Arizona. Any Board Member may request an item be pulled off the agenda for further discussion.

Board Member Burch made a motion to approve the consent agenda, seconded by Board President Graham. The motion passed unanimously.



Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes

- 12. Consideration of approval of the December 8, 2022 Work Session and December 8, 2022 Regular Governing Board Meeting Minutes.
- 13. Consideration of approval of Vouchers and Stipends:
 - a. LUSD9 Payroll Vouchers: 13/2313, 14/2314, and 15/2315.
 - b. LUSD9 Vouchers: 1011 and 1012.
 - c. Stipends

(Members of the public may view the content of the vouchers 24 hours prior to the board meeting in the district office.)

- 14. Consideration of approval of FY 2022/2023 Certified and Classified Personnel, Substitute Personnel, and Coaches per the attached list, including the following:

Name	Position	Effective Date
Stephannya Castaneda-Acevedo	Custodian	01/03/2023
Alexandra Dinnel	Elementary Teacher	01/17/2023
Linda Foster	Classified Substitute	01/05/2023
Janet Hermosillo	Preschool Aide	01/03/2023

ACTION ITEMS AND/OR DISCUSSION

- 15. Consideration of approval of donations received by the District per Policy KCD.
 - a. Mesquite Opportunities Regional Fund (Mesquite Reads) - \$1,000 to Beaver Dam Elementary for Student Christmas Gifts.
 - b. Lifetouch Fall Pictures - \$269.91
 - c. Mesquite Rotary Club Foundation - \$320 to Beaver Dam Elementary for Student Christmas Gifts.
 - d. Mesquite Sunrise Rotary Club - \$320 to Beaver Dam Elementary for Student Christmas Gifts.
 - e. Jody & Kevin McCarron & the Elks – Christmas Stockings to BDES.

Board President Graham read policy KCD.

Mrs. McCauley reviewed the list of donations.

Board Secretary Reyes made a motion to approve the donations, seconded by Board Member Burch. The motion passed unanimously.

Board Member Burch: Yes



Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes

Board Secretary Reyes said he would like to review and revise Policy KCD at the next meeting.

16. Consideration of approval of Governing Board Meeting Date and Times for the 2023 Calendar Year.

Mrs. McCauley reviewed the changes to the calendar. She noted staff moved the July meeting up one week. Board President Graham asked Board Secretary Reyes if he is okay with the meeting times. Board Secretary Reyes said he is okay with the time of the meetings. Board Member Fagnan said he will not be available for the next meeting.

Board President Graham made a motion to approve the Governing Board Meeting Dates and Times for the 2023 Calendar year, seconded by Board Secretary Reyes. The motion passed unanimously.

Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes

17. Consideration of approval of the FY 2021/2022 Preventive Maintenance Program.

Mr. Boyer said every year we have to submit a plan to the School Facilities board. The cover page shows what has been completed and what is recommended. Board Secretary Reyes said this is very vital to fiscal responsibility to our district, but it really helps us out.

Board Secretary Reyes made a motion to approve the FY 2021/2022 Preventative Maintenance Program, seconded by Board Member Burch. The motion passed unanimously.

Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes

18. Consideration of approval of Intergovernmental agreement for the following Water Users:
- a. ADOT



- b. Canyonlands
- c. Beaver Dam/Littlefield Fire District

Mrs. McCauley said these are just the yearly addendums.

Board Member Burch asked if ADOT had any problems with the fee adjustment. Mr. Boyer said they did pay the fee.

Board Member Burch said she will abstain from the Fire Department item since she is an employee of theirs.

Board Member Fagnan made a motion to approve the ADOT addendum, seconded by Board Secretary Reyes. The motion passed unanimously.

**Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes**

Board President Graham made a motion to approve the Canyonlands addendum, seconded by Board Member Fagnan. The motion passed unanimously.

**Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes**

Board President Graham made a motion to approve the Beaver Dam Fire addendum, seconded by Board Secretary Reyes. The motion passed with 4 ayes and 1 abstention.

**Board Member Burch: Abstain
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes**

19. Discussion and possible approval of changes to Communication Protocol.

Darlene McCauley said she has a couple changes and then a comment. She noted the Governing Board had a retreat last spring and they decided on a vision statement. She read the vision statement and asked that it be added to the Communication Protocol. She



also requested language be added regarding the monthly communication update to keep the Governing Board current on the happenings of the District. Mrs. McCauley said this is a comprehensive document put together with the help of ASBA. She said the Governing Board may want to schedule another work session with ASBA if they are inclined to change the document. Board Member Burch said she would like a copy of the communication protocol. She noted she is looking for the chain of command so she will know who to call with issues. Mr. Boyer noted the communication protocol is for the Governing Board and Superintendent. He said if it's something like the gates are open then Board Member Burch can give him a call.

Board President Graham said he'd like to consider a workshop for changes. Board Secretary Reyes said he would like to talk about governance. He said if they follow this, their role is really laid out there. He said the history and this district are important to him and thanked Mrs. Moerman for addressing and sharing that. He said this is an amazing district; the teachers, staff, and community go above and beyond. If they follow this they won't fall into pitfalls like in the past.

The Governing Board agreed to have a work session on this. Mrs. McCauley said she will contact ASBA to see what their schedule is.

20. Discussion and possible direction regarding ESSER III Stipends.

Mr. Boyer said there has been a request to reallocate ESSER III funds for Retention Stipends. Mr. Boyer presented a draft proposal.

Hired Date	Employee Count	Stipend Amount	Total Stipend
07/01/2022 to Current	16	\$250	\$4,000
07/01/2021 to 06/30/2022	13	\$500	\$6,500
07/01/2020 to 06/30/2021	4	\$1,250	\$5,000
07/01/2019 to 06/30/2020	7	\$2,000	\$14,000
Hired Prior to 6/30/2019	22	\$2,500	\$55,000
Totals	62		\$84,500
		*Benefits 20%	\$16,900
		Total Cost of Stipend	\$101,400

He noted this is one of the scenarios discussed. Once the Board makes their approval then he will need to redirect funds from the grant. Board President Graham said this is exactly how he thought of it. Board Member Fagnan agreed.

Board Member Burch made a motion to approve the ESSER III Stipends, seconded by Board Secretary Reyes. The motion passed unanimously.

**Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes**



Board Secretary Reyes: Yes
Board Member Schoppmann: Yes

21. Discussion regarding a bond override.

Mrs. McCauley said we will need to determine if the Board wants to go to a bond override and what they want to see in it. She noted it would need to be submitted by February 2024 to the county. The public will need to be educated for the purpose. Mrs. McCauley noted the summary provided by the architect. Board President Graham said it is needed, but felt they need more public input and suggested a community meeting. Board Member Burch said she thinks we do need it, but with the economics right now she doesn't support it. She said she knows people that are struggling to survive. Mrs. McCauley said it is very true what Board Member Burch is saying. She said it is important for everyone to be on the same page before going to the public. Board Secretary Reyes asked what the impact will be on the tax base. Mr. Boyer said it would replace the current bond that we are paying off now, so it won't be that big of a hit. He noted it's around 2%-3%. Board Secretary Reyes said we are seeing a lot of growth in the area. He expressed his opinion if someone can afford to build a \$700,000 house in Scenic then they can pay this little tax. He noted the taxes here are really minimal and he would be in favor of this. Board Member Burch noted when the District tried to get the JTED passed; most retired people questioned why they would do that. Board Member Fagnan said he thinks there's some things they could cut. He expressed his opinion that the Governing Board Room and district office need taken care of for sure. A bus garage would be great, but feels justification is needed for some of the other things.

Board President Graham directed the Superintendent to schedule a work session.

22. Discussion regarding Governing Board room improvements.

Mrs. McCauley said she doesn't know if the Board wants to make significant improvements to this room if it will be part of a bond override. Board President asked that this item also be scheduled for a work session.

23. Suggestions for Future Board Meetings.

Items for future board meetings: 1) Policy KCD. 2) ASBA workshop. 3) Workshop for Bond.

Board Member Burch said she would like to have a discussion regarding putting a threshold on incentive gifts. She also said she would like a discussion regarding the Tuesday meetings with the Superintendent to review the agenda. Mrs. McCauley noted the Tuesday meeting is part of the Communication Protocol which can be discussed during the work session.

Mrs. McCauley said she would also like to review open meeting law during the work session.



INFORMATION ITEMS

24. News articles about the schools.
25. Upcoming Governing Board Conferences:
 - a. ASBA New Board Member Orientation Part One (Virtual) – January 18, 8:00 a.m.-4:00 p.m.
 - b. ASBA – Budget Basics for Board Members (Virtual) – January 25, 4:00 p.m.-5:00 p.m.
 - c. ASBA Board Operations & Leadership Training Seminar 2023 – January 27, 2023 (Tucson), February 8, 2023 (Flagstaff), and February 10, 2023 (Phoenix).
 - d. ASBA Understanding Employee Compensation & Benefits (Virtual) – February 22, 4:00 p.m. – 5:00 p.m.
 - e. ASBA Decision Making with an Equity Lens (Virtual) – March 22, 4:00 p.m.-5:00 p.m.
26. Basketball Schedules
27. School Calendar 2022/2023

ADJOURNMENT

Board Member Fagnan made a motion to adjourn the meeting, seconded by Board Member Burch. The motion passed unanimously.

**Board Member Burch: Yes
Board Member Fagnan: Yes
Board President Graham: Yes
Board Secretary Reyes: Yes
Board Member Schoppmann: Yes**

The meeting was adjourned at 6:28 p.m.

Sonny Graham, Board President

Darlene McCauley, Superintendent

Respectfully Submitted by:



Sheree Goessman, District Secretary

I would like to congratulate not only the newly elected board members but the entire board as well. You have each been elected to do your best for the district and to provide the best educational opportunities for students within the district's financial constraints.

Three of you are former employees of the district and you bring your experiences to the board. That is a good thing; but, as one of the longer serving board members, I would like to share my perspective.

First, as you know governing board meetings are open to the public; however, most have no public present. This leads to the public not knowing the board's reasoning. Nor do they understand that it is the board who sets the agenda and goals for the superintendent.

I have chosen only 3 former superintendents and their relative boards. The first superintendent is Dr. Stephen H. Peterson. He was Superintendent of Washington County School District from 1984 to 1996.

He became the second LUSD Superintendent in 1996. Many questioned his hiring and the seemingly excessive salary. We were a poor, growing district in an old school which was overcrowded and failing. Dr. Peterson stayed in his upstairs office 95% of the time and did not mingle with staff or students. So, what was he doing?

Well, in 1995 the Arizona State Facilities was established, and Dr. Peterson was preparing a grant application. He was successful and the district was awarded a \$3,000,000 grant for the construction of a new elementary school. That in addition to the taxpayers passing a \$600,000 bond built the first section of the elementary school.

He was only here for three months as in January 1997 he accepted the position as the Executive Director of the Utah Superintendent Association and Deputy for the Utah School Boards Association. The three months he spent in Littlefield and obtaining the money for our new elementary school were so important to him and his family that it was included in his obituary. An interesting side fact is that his son was our elementary school principal from 2007 to 2010.

Riley Frei is the second superintendent. Mr. Frei is from our community and well liked. He had been a principal in Mesquite before he came to the district in 2004 as our elementary school principal.

He was principal from 2004-2007. He was superintendent from 2008-2010. He came at a time of increasing enrollment with hopes and expectations for growth. Unfortunately, this was at the height of our enrollment with 559 students in 2008-2009.

He did succeed in obtaining funding to initiate our preschool program. He maintained and improved the middle school buildings. The governing board proposed a bond do more, including an addition to the high school, renovations to the middle school and the old school. The board must have been confident of its passage because some renovations such as a new roof and windows (about \$20,000) were done prior to that bond failing. The board president was so upset that she published a letter scolding Arizona voters for not voting for it. Another, more limited bond, was proposed for the addition to the high school. That bond passed.

In the 2009-2010 school year, the district felt the national economic downturn and lost 39 students. This financial hit was significant. Mr. Frei was also faced a troubling middle school with limited resources and a discipline problem. It seemed that every other month a middle school student was referred to the board for expulsion.

New members joined the board and meetings became difficult with bickering between board members and criticism of Mr. Frei. These meetings were very difficult to attend and listen to. Understandably, Mr. Frei moved on.

This board selected the next superintendent. In the spring of 2010, the board presented Dr. Robison and one other candidate to the public and asked the public to help select the superintendent. The other candidate won the public's vote but the board selected Dr. Robison. Maybe, it was an error to ask the public for help when the public did not know the district's needs.

What needs did the board feel Dr. Robison could fix? One may have been pressure with the ongoing economic downturn and the passing of SB1070 which

would reduce enrollment numbers even more; financial concerns and accountability; as well as a dysfunctional middle school.

Dr. Robison was Assistant Superintendent at Clark County School District from 1991-2003 and Associate Professor at UNLV from 2003 to 2010. He was with our district from 2010-2013.

The board and Dr. Robison feared that enrollment was going to continue to decrease. Dr. Robison felt that when enrollment fell below 475 students, we could no longer afford a stand-alone superintendent. His task was to do all in his power to put the district in a position to survive and succeed should the district get to the point it could not afford a stand-alone superintendent. As you know, enrollment is the basis for the district's finances. He felt we were warehousing our middle school students and not giving the students the resources, they needed -- which didn't help the discipline problem.

He talked to Drs. Peterson, Broberg and Trujillo. He came to the board and recommended that we move the middle school to the high school under the supervision of the high school principal eliminating the cost of a middle school principal while giving the students more resources and structure helping with discipline. He wanted to change the high school principal and eliminated the assistant principal position.

He brought these proposals to the board, and they were approved. All of this contributed to discontent and anger among parents and staff and even was reflected in student behavior. An angry public started coming to the governing board meetings. Unfortunately, when folks are angry no amount of explaining in a governing board meeting can change their opinions. There were rumors and fears circulating in our community -- some stirred by staff who were against the board's decisions. As an example, one fear that was circulating and has been contributed to district employees was the fear of co-mingling middle school girls with high school boys.

To be fair, the funding and discipline problems had been part of previous board meetings but there were few or no public present.

Dr Robison knew he had to get the district in a position to survive a major decrease in enrollment. He cut costs, installed accounting practices which

included more oversight of district expenses including supplies, maintenance and food service. He provided a better learning experience for middle school students. We entered an austerity era in order to face the enrollment crisis.

The board slowed their bickering maybe because several had students in the school. Because of their decisions and Dr. Robison's efforts, the district remained solvent even though as of December 2022, we have lost 234 students which is a 43.5% decrease in enrollment.

As a result of these decisions, not only did the district remain solvent, but the district has also been able to give employees raises, add money to some salary schedules, update curriculum, improve transportation by buying new buses, restarted routine maintenance and renovation schedules, updated district vehicles, and improved technology for student and district uses. Thanks to Dr. Robison and Mr. Coleman, the district was even able to continue to support and not scrap an athletic league for our student athletes. All of this and more because the district was solvent. This wasn't easy nor flashy, but it has been effective.

In 26 years, the district has had 8 superintendents and if my math is correct that average is 3.25 years. This frequent change in leadership and direction has increased costs because leadership changes bring increased curriculum costs as well as both staff and students struggling to adjust and succeed. The combination of not being able to retain superintendents and the added combination of the superintendent and high school principal job has meant that the part time superintendent has not had been able to do many of the tasks associated with the full-time position including planning for the district's future. A part-time superintendent basically spends most of their time putting out fires. Our district has been fortunate to have part-time superintendents who are dedicated to education and have made Herculean efforts on behalf of our students.

All of this said, I would like to give you a copy of a book that Dr. Robison gave me. I found this book to be helpful and it is a very quick read. It is called, "The Butterfly Effect: How Your Life Matters". Basically, it says that your decisions and how you treat others has more impact than you realize.

Also, I would encourage you to do as Maya Angelo wrote "Do the best you can until you know better. Then when you know better, do better." I wish you wisdom and success.