



**DISTRICT COMMITTEE
OPEN MEETING MINUTES
MEETING #1843
June 21, 2022**

Members Present: Leo Lamontagne Lawrence Chairperson
Thomas Hatem Methuen Vice Chairperson
Marilyn Fitzgerald Andover Assistant Treasurer
Zoila Disla Lawrence
Vivian Marmol Lawrence
Francisco Surillo Methuen

Members Absent: Frank Rossi North Andover

Others Present: John N. Lavoie Superintendent-Director
Susan Zielinski Principal
Gerry DiStefano Treasurer
Melissa Martel Director of Finance
Susan Lally District Recorder

1. CALL TO ORDER

Chairman Lamontagne called the meeting to order at 5:15p.m.
Roll Call by District Recorder: Mr. Rossi (absent), Ms. Fitzgerald (late-present), Ms. Disla (present), Mr. Hatem (present), Mr. Surillo (present), Ms. Marmol (absent), Mr. Lamontagne (present).

2. MINUTES

a. Minutes from June 7, 2022

MOTION: Mr. Surillo moved to approve the June 7, 2022 minutes as presented.

2ND: Mr. Hatem

Vote: Unanimous

#18243

3. FINANCE REPORT

a. Cash Balance Report

Ms. Martel read the Cash Balance report of June 14, 2022 into the record.

MOTION: Mr. Surillo moved to approve the Cash Balance report of June 14, 2022 as presented.

2ND: Mr. Hatem

Vote: Unanimous

#18244

b. Consolidated Cash Reconciliation Report

No discussion

c. Revolving Fund Report

No discussion

d. Budget Report

No discussion

e. Budget Transfers

Ms. Martel read the Budget Transfers

MOTION: Mr. Hatem moved to approve the Budget Transfer report of June 14, 2022, 2022 as presented.

2ND: Mr. Surillo

Vote: Unanimous

#18245

4. **COMMUNICATIONS**

a. Donations

2005 Chrysler PT Cruiser, valued at \$2,462.00, donated by Ms. Kelly Platt of Andover, MA.

b. Articles

Chairman Lamontagne reported on the MASC/MASS Joint Conference 2022. Please let Ms., Lally know if you are interested in attending no later than July 15th.

c. Public Participation

No discussion

5. **REPORT OF THE SUPERINTENDENT-DIRECTOR**

a. Student's Report

Principal Zielinski presented the students report on behalf of Ms. Wright. Principal Zielinski reported on Mental Health Awareness, track, boys' volleyball, CAC all-stars in Baseball, Biotechnology fair, Pride Month, Graduation, the book fair for summer reading and class of 2025 Community Fundraiser. Mr. Surillo asked how much money was raised during the fundraiser and Principal Zielinski responded. Chair Lamontagne reported he was very impressed with the student presentations.

b. Admissions Update

MOTION: Mr. Surillo moved to momentarily table this agenda item.

2ND: Mr. Hatem

Vote: Unanimous

#18246

MOTION: Mr. Surillo moved to address this agenda item for discussion.

2ND: Ms. Marmol

Vote: Unanimous

#18247

Ms. Richardson reported on the admissions data such as the overall admission process along with events such as breakfast with the district counselors, open house, information sessions, application process, application portal and appeal process. Ms. Fitzgerald reported that they receive calls when a student was denied and wanted to know how much time is spent on each appeal as this year was an unusually high number. Ms. Richardson reported that in her first year the amount was higher. It does take a good amount of time to process appeals but can't give an exact time. Mr. Surillo reported that there was a case where a student was denied admission and was informed by the counselor that they could not appeal due to the student being on an IEP which made him not eligible which was not accurate. Ms. Richardson responded that students are not denied based on them being on an IEP. They meet every year with the counselors to discuss the admissions process and let them know when the determination letters go out. Supt. Lavoie reported that disclosing an IEP is voluntary information and does not affect the score and Ms. Richardson confirmed. Mr. Surillo reported that it was the middle school counselor

that provided the wrong information. Ms. Marmol inquired as to what makes a situation an extenuating circumstance? What documents can be provided if they do not know what aspect of the score is affecting them? Also, can an appeal be submitted electronically so they can track the appeal process or their standing on the waiting list as parents have reported they have not been kept in the loop with the process. Ms. Richardson responded that appeals are handled by the same counselor and herself so that it is consistent. A score is disclosed only if the parent requests the score but they do inform the parents that it might not just be one area, it is more the number of applicants. Electronic appeals are not a feature but status information is available. Juliana Garcia is now helping with all aspects of admissions and the incoming placement tests. Ms. Marmol would like for the process to be improved by simplifying the process and to have an electronic appeal option. Ms. Disla inquired about those that were placed on the waiting list or denied. She feels that the phone calls are not working as the parents do not know why they are placed on the waiting list. Further, she wants to know what information the middle school counselors receive from us. Ms. Richardson responded that the middle school counselors are aware of the decision and are the ones that provide the documents regarding an extenuating circumstance. Mr. Surillo inquired if COVID affected their grades and if so then having an electronic appeal would eliminate issues as he feels the middle schools are not following through on their end. Ms. Richardson responded. Ms. Fitzgerald reported that the committee is hung up on appeals and not on the application process. Further reported that as of this date there are over 400 students that have accepted but we do not have much more room. Perhaps letting the parents know up front how many applications were received and how many slots are available is the best option as it seems to be more of a space issue. Ms. Disla inquired if students placed on the waiting list receive their number on that list and Ms. Richardson responded that changes have been made such as students are not being denied. They are either accepted or placed on the waiting list. They are not assigned a number due to rolling admissions and appeals. Ms. Disla inquired why we have rolling admissions as it is not fair and believes this needs to be changed. Ms. Richardson responded that it is the language in our admission policy. Ms. Marmol inquired if a student who applied after the deadline would be higher up and Ms. Richardson responded it is based on the score. Mr. Surillo thanked Ms. Richardson for being present but they are getting the calls and wanted to know if DESE would allow them to have a hard deadline. Ms. Richardson responded that those that apply by February have a greater chance of being accepted. Mr. Surillo inquired on the DESE requirements with the removal of the denials and feels there is a lack of communication and/or clarity on the waiting list process. Ms. Richardson responded that removing denials was in part to other schools denying students even if they have space. Ms. Fitzgerald reported that in the past she has reported that they shouldn't continue with rolling admissions as they should not be filling seats more than is safe to accept. Further reported on the high number of transfer applications. Ms. Richardson provided further clarification on the transfer application numbers. Mr. Surillo inquired about the out of district applications and Ms. Richardson responded that no out of district applicants are being processed. Mr. Hatem thanked Ms. Richardson and reported that he has also received multiple phone calls where he has instructed them to contact her directly but they are reporting they are not receiving return calls. He is disappointed they do not have the space to accept more students. Chair Lamontagne reported that this has been a good conversation but some issues need resolution and would like to know if an update can be provided by the second meeting. Supt. Lavoie responded that they will bring this conversation up to the admissions committee and report back by the second meeting. Ms. Disla reported that she would like a deadline as to when applications stop, have a fixed number on the waiting list regardless of appeals and if a family of a graduate can receive additional points. Supt. Lavoie reported that the committee should email Ms. Richardson with any proposed thoughts, ideas or changes so that these changes can be addressed with the committee.

c After Dark Admissions Policy

Supt. Lavoie reported on the After Dark Admission Policy which requires a vote. Chair Lamontagne asked if the policy is Supt. Lavoie's recommendation. Ms. Marmol inquired about the acceptance of non-residents. Supt. Lavoie responded that they are not accepting out of district students but are accepting applications if they intend to move in district. Ms. Disla inquired if this was the same as day school? Why does After Dark have a deadline and we have rolling admissions? Supt. Lavoie responded that it should be exactly the same so if that

was missed then they will add the language as it should be exactly the same. Mr. Surillo asked about the March 1st deadline and wanted to know if you have to be at least a sophomore to apply and if they have to apply prior to March 1st. Supt. Lavoie responded that is correct and your chances would be greater if you apply by March 1st.

MOTION: Ms. Fitzgerald moved to approve the After Dark Admission Policy as presented.

2ND: Mr. Hatem

Vote: Roll Call by District Recorder

Ms. Marmol	Yes
Mr. Rossi	Absent
Ms. Fitzgerald	Yes
Ms. Disla	No
Mr. Hatem	Yes
Mr. Surillo	Yes
Mr. Lamontagne	Yes

5 Yes', 1 No

Motion Carries

#18248

d. Supt. Evaluation

Chair Lamontagne inquired on the status of the Supt. Evaluation submissions. Ms. Fitzgerald wanted to confirm her submission was received and Chair Lamontagne confirmed. Ms. Marmol inquired if she was supposed to submit via email or handwritten and wanted to confirm that per the last meeting they were waiting for documents to finalize the evaluation process. Chair Lamontagne responded that it can be submitted either way and Supt. Lavoie confirmed that they were sent with the surveys. Ms. Fitzgerald reported that she received this online last week along with a hard copy in tonight's packet. Principal Zielinski reported that this was sent digitally and the paper copies are the full versions with comments. Chair Lamontagne inquired if anyone else was going to submit the evaluations. Ms. Fitzgerald reported that she was under the impression that you could either submit this online or in paper and that this was due today so that it can be submitted by July 1st. She was also under the impression that an extension could be obtained if not ready. Chair Lamontagne reported that he wanted confirmation from Supt. Lavoie that the evaluation had to be submitted with the other forms. Supt. Lavoie reported that the Director of Student Data would prefer the recommendation be included but it can be submitted at a later date. Mr. Hatem inquired if all evaluations were done and Supt. Lavoie responded that he was not sure but they will be done by July 1st. Chair Lamontagne asked what a good due date would be. Mr. Hatem wanted confirmation that his was submitted as he was not sure if it went through and asked if Ms. Lally could get back to him with confirmation. Supt. Lavoie confirmed he would ask Ms. Lally. Mr. Surillo reported the evaluations looked different and if the Supt.'s evaluation was now going to be in teach point. Mr. Surillo reported on what he believed were the differences. Supt. responded all evaluations have always been in teach point. Ms. Fitzgerald reported that the form she has is not the same as what Mr. Surillo is reporting as it was almost exactly the same as last years. Mr. Surillo reported that the beginning template from DESE is the same but the ending is not the same. Principal Zielinski reported that Mr. Surillo was reading the full cycle of the evaluations for teachers and that is why it looked different. Ms. Marmol asked if June 27th was a good day to submit the evaluations and it was agreed.

MOTION: Ms. Marmol moved to approve the June 27, 2022 deadline to submit Supt. Evaluation as presented.

2ND: Mr. Hatem

Vote: Unanimous

#18249

e. Organizational Chart

Supt. Lavoie reported on the organizational chart and reported there will be additional changes due to new hires but will update the chart in September. Mr. Hatem inquired if the CTE director is supposed to answer to the Supt. and not the Principal. Supt. Lavoie responded that the CTE director will now report to the Principal. Mr. Surillo reported that the title was changed for Ms. Martel but not updated and inquired on who reports to Ms. Martel. Supt. Lavoie responded. Mr. Surillo inquired on whether or not the Coordinator of Human Resources should be reporting to the Director of Finance as listed in this chart. Supt. Lavoie confirmed she should be reporting to the Supt. Mr. Surillo reported that the chart needs to be done over again as there are other issues and make it easier to follow. Supt. Lavoie responded that it does need to be changed and will bring this back when they complete the new hires in the next couple of weeks. He will send this via email.

f. Building Project's Update

Supt. Lavoie reported on the building project updates. Ms. Marmol inquired about the guard shack and thought there was additional work to be done. Supt. Lavoie responded. Mr. Surillo reported there is a typo for the guard shack.

g. Requested Diversity Reports

Supt. Lavoie reported on the various diversity reports. Mr. Surillo thanked Supt. Lavoie for the reports that will be shared with the City and inquired what is being done to recruit and retain all staff and not just a person of color as this affects students. Supt. Lavoie responded that there is a program for new teachers where they each get a mentor, meet as new teachers, prioritize and address any new teacher issues/concerns, outstanding professional development, help maintain their professional status, high quality teacher evaluation system, a well-developed curriculum to ensure success, outstanding resources, the best technology, hired staff to help new teachers with MTEL and VTEL, great inclusion classes, constantly training special education teachers and an adaptive curriculum, a clean building and classroom with great support from maintenance and technology along with a new child care center for staff with competitive pay and health insurance. They are constantly striving to make improvements. Mr. Surillo reported that the new instructional coaches and data assessment hire is great going forward. Supt. Lavoie responded they are obtaining more data from staff to better identify and address what is working and not working. It is important that teachers feel valued as representation in staff is very important and a priority. This will be a significant priority in the five-year strategic plan while continuing to work collaboratively across the board. Mr. Surillo reported that these reports are helpful in identifying the issues and to be able to address them and be able to retain staff. Mr. Hatem reported that there are veteran teachers leaving this year such as plumbing with over 60 years of experience. Ms. Marmol reported that it is hard to make an assessment on the retention rate without knowing if terminations meant that they left or were let go. Supt. Lavoie reported that they have done really well with this year's hiring season with retaining people of color and feels they would be more successful if they continue to reach out to graduates. Ms. Marmol inquired if Supt. Lavoie could provide a report on the current recruitment process and a report on the retention process/strategies along with the new strategies. This would be two separate reports as she is having a hard time understanding why we are struggling and not the neighboring communities. Supt. Lavoie reported that more work needs to be done and to be more proactive in educating teachers so they can reach an administrator level. Mr. Surillo commended whoever put the report together as it is easy to read and likes the idea of teacher mentors and feels that as a top tier school we need to keep top tier staff. Supt. Lavoie reported that Principal Zielinski was responsible for working with different committees to then create the School Improvement Plan.

h. DESE Diversity Program Update

Supt. Lavoie reported on the DESE Diversity Program. He provided an update such as what data needs to be collected and associations they can join that provide additional sources for the postings and data with regard to recruitment and the interview process. Further reported that any additions would be added. Mr.

Surillo thanked Supt. Lavoie for this index and commended staff for helping to provide these reports.

i. SY2022-23 Job Postings Update

Supt. Lavoie reported on the data provided from local schools on whether or not their school committee votes on all job postings. He reported on the rationale as to why there is no need for a vote from the school committee. He asked the committee to consider not needing a vote for a position that is in the operational budget and only vote for those that have changes or are new. Ms. Fitzgerald reported that she understands only new positions should be presented for a vote but if this were to pass she would like to receive in the packet a listing of all of the postings, any/all positions filled with name and position. Supt. Lavoie confirmed he can provide this. Mr. Surillo reported that every position is approved in the budget, even new, so he is not sure where this would save time. Supt. Lavoie responded that there are positions that are not always listed in the budget and listed an example such as a denial from the committee based on a description or a title and that delays a hire. Mr. Surillo understands the rationale but this provides them with data as the biggest complaint is that people aren't applying because it is already going to someone. Ms. Disla reported that the vote does cause controversy but it is more due to incomplete, not enough information or the description doesn't match the job posting. Needs to get to the point where they feel comfortable that the listing is consistent with enough information and for applicants to have equal opportunity. Further reported that not presenting all job postings is not the answer. The issue is that they are not consistent and some are presented with a name attached to the posting and there will be controversies as long as there isn't a consistent hiring process. She reported that until then all posting should be presented for a vote. Supt. Lavoie responded that postings can cause controversy when the description in the post isn't agreed upon, however the description and credentials should be decided by the Supt. and Principal. In terms of people not applying because there is already an internal candidate is a rare occasion as they try to be fair with all hires. Mr. Surillo reported that DOE has already set a criterion for educators and the licensure process that can't be changed, so those are eliminated. If these are provided in a timely manner with full details it would further eliminate controversies.

MOTION: Ms. Fitzgerald moved to approve the Job Postings Update as presented.

2ND: Mr. Hatem

Vote: Roll Call by District Recorder

Mr. Surillo	No
Ms. Marmol	No
Mr. Rossi	Absent
Ms. Fitzgerald	Yes
Ms. Disla	No
Mr. Hatem	Yes
Mr. Lamontagne	Yes

3 Yes', 3 No's

Motion Dies

#18250

j. School Improvement Plan

k. Principal's Report

Principal Zielinski reported on the 22-23 school year improvement plan. Instructor Mr. Josh Ouellette was present tonight and helped to create this packet. Also acknowledged Ms. Jacklyn Hunter, Instructional Technology Specialist. This process started with a survey and three groups which are the faculty, school council and staff along with a google form for them to provide input. This year they are taking goals, refining them, adjusting, exploring and learning and next year is implementing the multi-tiered systems of support. Last year the goal was to create a new master schedule and this year will be to implement. This year with regard to Social

Emotional Learning is to focus on belonging, diversity, equity and inclusion and getting back to assessments with designing a school wide assessment calendar along with looking at data on the teacher and administrative level. The School Improvement Plan includes all of our data with side by side comparisons from last year, this year and the data used along with comprehensive results. Ms. Fitzgerald reported that she understands the timeline but at what point do you check if they are on track as a true working document and makes her so proud at how fabulous this packet is. Principal Zielinski reported that each goal will have teams working on each goal. This was evaluated mid-year and the results were shared with staff. Supt. Lavoie reported that there are checks and balances in place but the data is reviewed by staff, admin team, school council along with the Principal's team to create a plan for improvements. One of the most important parts is that the improvements are used as part of the teacher evaluations. Mr. Hatem inquired if he could ask Mr. Ouellette a question and asked what is the downside to the vocational and academic new schedule. Mr. Ouellette responded that as this is the first year of the five-day rotation and data is needed to ensure it is working in terms of engagement. Will be looking at the data and this plan includes multi-tiered support systems as it is important for students to be able to access supports or it is not effective. Mr. Surillo commended all involved but wanted his professional and personal thoughts on this plan. Mr. Ouellette reported that he feels that student support is the most important aspect but you really need five years of data to be able to really know what is working or not. Personally, he is a proud graduate and the impact his teachers had on him was the reason he changed his vocational career from Culinary to teaching. Mr. Surillo commended him and reported that he is one of the reasons why retention is so important and why steady change is a better route instead of year to year. Ms. Disla inquired on if the effectiveness survey is for staff or students and what do the percentages mean as the numbers do not add up. Principal Zielinski responded this was for staff and explained in detail how the percentages came about. Mr. Surillo inquired if the assessments are used to evaluate MCAS rates. Supt. Lavoie responded they are. Principal Zielinski reported that MCAS is a part of the results. Principal Zielinski continued her report on summer reading which will result in a summer reading jeopardy. Ms. Disla inquired about the cost of books and Principal Zielinski responded they can access digital copies of books but right now we do not provide hard copies. Ms. Disla reported she would like to provide these books for free and Principal Zielinski loved the idea. Mr. Surillo inquired if there were audio versions and Principal Zielinski responded they are and there are bilingual audio versions. Principal Zielinski further reported on the retirees and presented a video of the end of year BARR Celebration with students and staff. This response from students is due to the hard work from all staff members. Mr. Surillo inquired what BARR (Building Assets Reducing Risks) is about and Principal Zielinski responded with a description of the services and how successful it has been this year for Freshman students. Mr. Surillo inquired if this was grant funded and if there is an opportunity to extend the grant. Principal Zielinski responded they are using other funding sources to continue the program. Chair Lamontagne would like to propose that a committee member make a motion to set aside \$5,000 to purchase books.

MOTION: Mr. Surillo moved to approve the School Improvement Plan as presented.

2ND: Ms. Fitzgerald

Vote: Unanimous

#18251

MOTION: Mr. Surillo moved to award \$5,000 for the purchase of the summer reading books as presented.

2ND: Mr. Hatem

Vote: Unanimous

#18252

1. Out of State Travel

Ms. Nari Melkonian, Athletic Trainer is traveling to Philadelphia, PA to attend the Annual National Athletic Association's Clinical Symposium June 27-July 2, Cost: \$660 for Conference Fee.

MOTION: Ms. Fitzgerald moved to approve the Out of State Travel as presented.

2ND: Mr. Surillo

Vote: Unanimous

#18253

6. REPORT OF COMMITTEES

No discussion

Ms. Marmol proposed a break.

MOTION: Ms. Marmol moved to approve a break as presented.

2ND: Ms. Fitzgerald

Vote: Unanimous

#

Chair Lamontagne asked for a motion to enter regular session

MOTION: Mr. Surillo moved to enter into regular session as presented.

2ND: Mr. Hatem

Vote: Unanimous

#18254

7. OLD BUSINESS

a. District Committee Priorities

No discussion

b. Policy

No discussion

8. NEW BUSINESS

No discussion

9. TABLED MATTERS

No discussion

10. PERSONNEL CONSIDERATIONS/REPORT

a. Resignations

Biotechnology Instructor, Effective 6/30/2022

IT Instructor, Effective 6/30/22 (NR)

Autobody Instructor, Effective 6/30/22 (NR)

Plumbing Instructor, Effective 6/30/22 (NR)

Robotics Instructor, Effective 6/30/22 (NR)

Graphics Design Instructor, Effective 6/20/22

CTE Coordinator, Effective 6/30/22 (NR)

b. Leaves of Absence

No discussion

c. Retirements

No discussion

d. Appointments

Ms. Johanna Fawcett, Director of Language, Culture & Equity, effective 8/30/22

Ms. Emily MacDonald, School Adjustment Counselor, Effective 8/30/22

Me. Michael Marcinois, History Instructor, Effective 8/30/22

e. Job Postings

Curriculum Development for Evening Adult Programs: up to 5 positions, (summer), funding is Career Technical Initiative Grant, up to \$6,500 per position, annual position.

Adult Apprenticeship Program Instructors: (school year), up to 5 electrical Instructors (each will teach one 150-hour class), up to 6 Plumbing Instructors (each will teach one 110-hour class), funding is Adult Education Revolving Fund, up to \$11,000 per position (instruction and prep)

MOTION: Mr. Surillo moved to approve the job postings as presented.

2ND: Mr. Hatem

Vote: Unanimous

#18255

Exploratory Redesign Team Member: (up to 19), Tier 1: Full Participation, \$1500, Tier 2: Partial Participation (50% time/effort), \$750, July 2022-September 2022, New Position (see attachment)

Exploratory Redesign Team Facilitator: Stipend \$3000, July 2022-September 2022, New Position (see attachment)

MOTION: Mr. Surillo moved to approve the job postings as presented.

2ND: Ms. Fitzgerald

Vote: Unanimous

#18256

Curriculum Development: Business Technology, Landscape, Electrical Systems, Wellness, Auto Collision, Per CBA, # of hours based on department needs, up to 30 hours, Annual Positions

Instructional Equity Coach: Per Teacher CBA, Grant Funded, SY2022-23, New Position (see attachment)

MOTION: Mr. Surillo moved to approve the job postings as presented.

2ND: Ms. Fitzgerald

Vote: Unanimous

#18257

Admissions Equitable Access Liaison: Grant Funded, this is a one-year grant funded position, New Position (see attachment)

IT Instructor: Per CBA, School Year 2022-23, Replacement Position

MOTION: Mr. Surillo moved to approve the job postings as presented.

2ND: Ms. Fitzgerald

Vote: Unanimous

#18258

School Nurse-LPN: This is a new position that will be required to provide 1:1 nursing service for a student as outlined in their IEP. The nurse will be required to attend all classes with the student as well as accompany the student on the school bus/van (as indicated in IEP), New Position (see attachment)

Custodian: Night Shift, Per Custodian's Contract, SY2022-23, Replacement Position

MOTION: Mr. Surillo moved to approve the job postings as presented.

2ND: Ms. Fitzgerald

Vote: Unanimous

#18259

11. **FUTURE AGENDA ITEM**

No discussion

12. **EXECUTIVE SESSION**

MOTION: Ms. Marmol moved to Enter into Executive Session at 8:38pm.

2ND: Mr. Surillo

Vote: Roll Call by District Recorder

Mr. Hatem Yes

Mr. Surillo Yes

Ms. Marmol Yes

Mr. Rossi Absent

Ms. Fitzgerald Yes

Ms. Disla Yes

Mr. Lamontagne Yes

#18260

ENTER EXECUTIVE SESSION

ENTER OPEN SESSION

12a: **Contract Negotiations**

MOTION: Ms. Fitzgerald moved to approve contract negotiations as presented.

2ND: Mr. Hatem

VOTE: Unanimous

#18263

12b: **Staff Hiring**

MOTION: Ms. Fitzgerald moved to approve Staff Hiring as presented.

2ND: Mr. Hatem

VOTE: Unanimous

#18264

12c: **Title change**

MOTION: Mr. Surillo moved to approve the new title as presented

2ND: Ms. Fitzgerald

VOTE: Unanimous

#18265

13. ADJOURNMENT

MOTION: Ms. Fitzgerald moved to adjourn at 9:38p.m.

2ND: Mr. Surillo

VOTE: Unanimous

#18266

Respectfully Submitted:



Madisyn Portorreal
District Recorder

Minutes Reviewed



John N. Lavoie
Superintendent-Director