



Board of School Directors Committee Meeting Minutes Wednesday, March 11, 2026

Generated by Renai Cardillo on Wednesday, March 25, 2026

Members present: Michael Barnacz, William Brong, Rosemary Buetikofer, Corinne DeGeiso, William Formica, Ken Keith, Andrew Souchet, Kimberly Wheeler, and Alexandra Wisser.

Others present: Todd Burns, Tamara Ferlick, Tom Ferlick, John Franzen, Frank Gallagher, Jon Graf, Sue Hadfield, Catherine Heller, Laura Heineck, Christopher Hey, Katie Kennedy-Reilly, Katie McCoy and Fran Masin-Moyer.

Mr. Keith called the meeting to order at 6:30 P.M. and introduced Director of Curriculum, Instruction, Assessment and Technology, Dr. Kennedy-Reilly.

1. Education-Personnel

1.1 Winter 2026 Data Presentation

Dr. Kennedy-Reilly began the presentation by reading the school district mission statement. She explained the MTSS: Multi-Tiered System of Support and the goals to support the whole child; behavior, academics and social-emotional.

Dr. Kennedy-Reilly highlighted the focus areas directly supporting the district's Comprehensive Plan. Those focus areas include:

- Instruction and Student Growth
- Climate, Belonging & Engagement
- Professional Learning & Collaboration
- Innovation & Systems

A color-coded chart was shared that depicted the tiers of support for students.

Dr. Kennedy-Reilly gave an overview of the Data Review using the analogy of a pole vaulter to represent the personal best achievement for each student. A presentation of metrics was reviewed highlighting the Map (Measures of Academic Progress) Suite of actionable data for every student, in every grade, across every subject.

Dr. Kennedy-Reilly reviewed the metrics of growth and achievement on the scatter plot as well as a bar chart.

A slide of Map Achievement vs. Growth was shared and it showed Winter Median Performance Percentile of Reading and Math in the High Achievement and High Growth quadrant. Bar graphs showing Fall to Winter Growth in Reading and Math were also shared.

Elementary Principals were in attendance and spoke about the individual actions supporting instruction and collaboration in each of their schools. Mrs. Ferlick, Principal of E.M.C.

Elementary School, spoke about targeted interventions using student counseling groups and highlighted the success of Buddy Classrooms, afterschool club and schoolwide challenges.

Mrs. Heineck, Principal of Franconia Elementary School spoke to the MAP goals being set by students and the positive school behavior program "SOAR" which fosters belonging and accomplishment. Mrs. Heineck also spoke about the school facility dog and family engagement opportunities and events.

Mr. Ferlick, Principal of Oak Ridge Elementary School, spoke about the school's Multi-Tiered System of Support enrichment activities that included the implementation of student-led groups, 5th grade tutors and book clubs. He also cited positive behavior supports and the "Hoots" program to acknowledge good behavior. Mr. Ferlick also spoke about the new curriculum (HMH) and faculty meetings and teacher check ins.

Mr. Burns, Principal of Salford Hills Elementary School shared school action items including Math enrichment groups, and the 5th Grade Getting Ready for Algebra program. He also spoke about targeted grade level goals and progress monitoring of growth. Mr. Burns also explained the success of the Salford Hills *Blue Crew*.

Dr. Graf, Principal of Vernfield Elementary School, spoke about the restructuring of faculty meetings creating professional development opportunities for staff as well as positive reinforcements and interventions supporting the Vernfield Vision.

Mrs. Hadfield, Principal of West Broad Street Elementary School, spoke about the tiered approach for student improvement and interventions. She also shared the success of reflection forms lending itself to parent partnerships.

Dr. Kennedy-Reilly shared slides that highlighted Kindergarten data for Phonological Awareness and Phonics/Word Recognition. Bar graphs were also shared for these Foundational Skills for 1st and 2nd graders.

Slides were reviewed for Fall to Winter Growth in Reading and Math for grades K-2 and for intermediate grades 3-5. Dr. Kennedy-Reilly reiterated that this specific type of data is what is reviewed and analyzed on teacher professional development days.

A Secondary Report slide of Map Achievement and Growth showed students in the upper quadrant of performance.

Mrs. McCoy, Principal of Indian Crest spoke to the goal to increase family engagement and attendance to school events and activities. She also spoke about the success of student conferencing and goal setting.

Dr. Heller Assistant Principal of Indian Valley Middle School spoke about the elementary expectations that are transferring well to the middle school environment. She noted the focus on achievement and the increase of student participation in the *Wing* events which celebrate improved growth. Dr. Heller also spoke about behavior improvement and the success of restorative practices.

Dr. Kennedy-Reilly shared slides for Fall to Winter Growth in Reading and Math for grades 6-8 and stated that the results are reflective of a cohesive system to support student growth.

Dr. Kennedy-Reilly thanked everyone for their work and support. Dr. Gallagher praised the team and briefly discussed the effective use of quantitative and qualitative data.

Mr. Keith thanked the team for their work and the principals for their leadership. He praised the reinforcement and emphasis on school community.

Mr. Barnacz asked about specific areas of low achievement and if it seems to appear the same in both Reading and Math. Dr. Kennedy-Reilly responded that there are various levels across all subject areas where students can achieve in one area and not in another. She stated that this is where the MAP data is important and allows teachers to have that awareness of their students.

Ms. Butikofer praised the celebration of growth and the importance of that recognition. Ms. DeGeiso praised the instruction of goal setting. She also praised social-emotional learning and support.

Mr. Formica praised the valued use of data and the individual school reward programs. Mr. Souchet asked about the relationship between qualitative and quantitative data. Dr. Kennedy-Reilly responded that the core team is trained to interpret all data and work together with a holistic view to access students' needs.

Mrs. Wheeler thanked those principals for their attendance this evening and praised all of the tools being implemented to support student success. Ms. Wisser asked about the new Math program and if a dip in achievement is expected. Dr. Kennedy-Reilly stated that the Math pilot is scheduled to go through the end of the school year and will take additional time to realize its impact.

2. Policy

Mr. Keith indicated the start of the Policy meeting and turned it over to Assistant Superintendent/Director of Human Resources, Dr. Hey.

Dr. Hey announced that there would be a reading of three policies this evening: Policy 004, 006, and 006.2.

2.1 First Reading of Revisions to Policy 004 - Membership

2.2 First Reading of Revisions to Policy 006 - Meetings

2.3 First Reading of Revisions to Policy 006.2 - Broadcasting Board Meetings

Dr. Hey stated that as part of the PSBA Policy Project, PSBA has sent another batch of policies to be reviewed from the 100 series of policies. He stated that there are over three dozen in the 100 series and that the district will be reviewing those in chunks, beginning at the April Policy Committee meeting.

Dr. Hey stated that at the January action meeting, each of these policies being read this evening got a 4-4 vote, therefore they did not pass second reading. He also noted that since that time, the Board has passed policy 003 which speaks to what happens when a policy does not pass a reading.

This was also discussed at last month's committee meeting and that other policy which governs this process was not yet finished, so it had been tabled it until this month.

So here we are with policy 004 regarding membership. That policy did not pass the second reading as there were comments from board members specifically about board member vacancies and the process by which a vacancy on the board is filled.

Dr. Hey reiterated that the current administrative recommendation to the policy is what is required under law, which states the timeline for when a vacancy must be filled by a vote of the board, and remains intact within the policy. He also stated that it is not the intention to bind any future board to any specific process, giving boards latitude to implement a process they think appropriate at the time.

Dr. Hey reviewed Policy 006 which is meetings. He noted that there was a question about agenda preparation at the last board meeting when the policy did not pass, giving board members the ability to add items to the board meeting agenda.

Dr. Hey reviewed Policy 006.2 which is broadcasting board meetings, noting it was occurring now. He stated that the policy did not pass as there were inquiries about permitting questions from the public during a live stream meeting.

Dr. Hey reiterated there were no changes to the three policies, it was a 4-4 vote, and they are being brought tonight for a first reading again.

Ms. Buetikofer questioned some heading items in Policy 004 and Dr. Hey responded that due to track changes and legal references, there may be formatting issues appearing in the document.

Ms. DeGeiso expressed concerns regarding Policy 004 as it relates to vacancies. She stated that a lot of community members have expressed concern with recent board member appointments in November and that she is bringing it forward for conversation. Ms. DeGeiso also stated her desire to explore the possibility of student representation to the Board.

Ms. DeGeiso stated her opinion regarding agenda preparation that she feels very strongly that all board members should have a say on the agenda that is being presented at each meeting.

She also inquired about public comments in the broadcasting policy, wondering if it is more appropriate here as there is a public comment section to this policy.

Ms. DeGeiso also expressed concern about what is in the minutes and the ability for the community to review a draft of the minutes prior to approval. She stated if that were the case, she would have probably felt differently about the vote in December and January for those November meeting minutes, if the Community had had an opportunity to review the minutes and state their concerns.

Ms. DeGeiso also commented on the wording of committee members attending committee meetings noting that it is no longer effective as the board is operating as Committee of the Whole.

Mr. Souchet questioned why we are even looking at these policies today. He acknowledged that on February 26th policy 003 passed, but his primary concern still has not been addressed, which he raised in February, and is an opportunity to improve the board governance by adopting or creating a process, if you will, for failed policy.

He commented that if a policy fails there is no procedure for it to be reintroduced without submitting what has fundamentally changed for reconsideration.

Mr. Souchet also stated that he believes there would be better outcomes in discussions if board members had the agenda and related documents sooner than two days in advance.

Mr. Souchet continued to cite comments on policies mentioning that text should be modified to reflect Committee of the Whole.

Mr. Souchet also questioned reconvening a meeting versus a recess and stated his misunderstanding of the language associated with each.

Dr. Gallagher responded that the administration makes every effort to get agenda information to the board on Friday preceding a meeting. Dr. Gallagher also responded to Ms. DeGeiso regarding student representatives to serve with the Board, that the opportunity could be presented to high school students. Dr. Gallagher asked Dr. Hey to add language stating same to the policy.

Mrs. Wheeler also reinforced her interest in having high school students serve on the Board of School Directors. Mrs. Wisser also expressed desire to add language to the policy for students to serve on the Board.

Mrs. Wisser stated that in reference to Policy 004 asked that time be taken after the policy is passed or take the time here to create a board operation guideline regarding the vacancies or at least agree here publicly to work on that guideline so that it can be attached to the updated policy, stating her understanding that it is not an administrative function, it has to be the board. She also asked fellow board members to consider doing that.

Mrs. Wisser also asked about the language in the policy regarding residency of board members and if the language had been removed and Dr. Hey stated that it was covered under another section.

Mrs. Wisser also asked again about the agenda preparation and allowing board members the opportunity to add an item. She cited the example that she has asked every month to have an Operations committee meeting or if we can talk about the Halteman Road gate and stated that her request has been declined because she had been told that there are no updates.

Mrs. Wisser stated her position that the public should publicly know that there are no updates. She also cited that Perkiomen Valley SD has language in their policy that any member of the board may request an item to be placed on the agenda through the board, president and or Superintendent, and asked since that is sort of how we are already doing things, can it be codified?

Dr. Hey responded that there are opportunities for board members to speak to matters that are important to them at board meetings and the new and unfinished business section of meetings. He also stated that there is a mechanism for board members to give voice to issues that they'd like the administration to address. He stated that the job of administration is to bring forward action items for the agenda and acknowledged his understanding of Mrs. Wisser perspective.

Mrs. Wisser also stated that regarding the meeting minutes she would like to see draft minutes attached to the agenda for the public to view, before they are voted upon. She requested that the language be changed to reflect that request.

Dr. Gallagher also commented on having had past board members move out of the school district, this wording protects the board if a member becomes ineligible to serve.

A member of the audience asked about the consideration for filling a board vacancy be done in a public facing manner, in addition to board members being able to add agenda items and receiving questions via live stream participation.

Mr. Keith stated the conclusion of Policy Committee.

3. Finance

Mr. Keith announced the start of the Finance Committee Meeting and introduced Director of Business Affairs, Mr. Taylor.

3.1 Recommendation for Food Service Management Company (FSMC) Contract Award

Mr. Taylor announced the first item on the agenda for the Finance Committee meeting is the Food Service management company RFP proposal. He stated that the bids had been received and reviewed by a four-member committee.

Mr. Taylor explained that Chartwells has been the food service provider for the district for the past five years. It is during the fifth year that PDE requires districts hold an RFP (Request for Proposal) process even if you want to stay with the same provider. Mr. Taylor stated that the district went through the process and had 11 companies respond with interest to the proposal.

He explained that a pre-bid meeting was held, a mandatory walk through of facilities and eight companies showed up and three companies submitted bids. Upon review of the bids, a scorecard process was created containing criteria approved by PDE and Chartwells received the highest score.

Mr. Taylor stated that there was a memo of recommendation for the Board from the Administration making a recommendation to approve Chartwells as the Food Service Provider in two weeks. He stated that Chartwells did guarantee \$250,000 profit, noting that each year they have met that guarantee.

Ms. DeGeiso asked for the board to be able to view all of the scorecards from the submitted Food Service companies. Mr. Taylor said that information can be provided.

Ms. Wisser asked Mr. Taylor to explain the \$75,000 loan proposal and how that all works. Mr. Taylor responded that when you do an RFP a lot of times there will be a guarantee to purchase equipment. Usually, the company would buy the equipment and then they spread out the cost over the years, like a loan, but usually they do that to implement their process. He also explained that the focus going forward, would be to help supplement the breakfast program and there will need to purchase some equipment to do so. Ms. Wisser asked if it impacts the guarantee and Mr. Taylor responded that it is factored into the guarantee.

Ms. Wisser also asked Mr. Taylor to speak about the net cost and the rebates and how the rebates and the reimbursement work. Mr. Taylor responded that Chartwells purchasing

power allows them buy from providers who offer rebates and they are netted out against their food costs and through monthly invoices.

Ms. Wisser asked about new additions or changes to the Chartwells proposal and Mr. Taylor responded to the current programs that Chartwells has successfully implemented in the schools including Discovery Kitchens, nutritional programs and other events and activities. Dr. Gallagher also stated that the district recently had a successful state food service audit and credits Chartwells with that success.

Mr. Souchet asked about the length of the contract as well as the cancellation options. Mr. Taylor stated each year that the agreement is reviewed for approval. Mr. Souchet also asked about the district's recourse in the event of supply chain issues like what occurred during the pandemic. Mr. Taylor responded that those were extenuating circumstances and menu substitutions were made as needed. Mr. Souchet also asked about any specific equipment purchases and Mr. Taylor answered that once the agreement is finalized, there would be discussion with Chartwell's on equipment needs.

Ms. Buetikofer asked about food sampling opportunities from the other bidders and Mr. Taylor stated that it was declined as PDE has made the process much more difficult and did not feel it was necessary at this time.

A member of the audience inquired about the guarantee of funds from Chartwell's and Mr. Taylor responded that it is \$250,000. Dr. Gallagher also mentioned that prior to utilizing a food service company the department had been operating in a deficit.

Ms. DeGeiso also asked if there is ever potential that all equipment would be new or upgraded and there would be potential for other use of those funds. Mr. Taylor responded that it is not really anticipated that it would occur as kitchen needs and upgrades are many.

3.2 2026-27 Budget Update

Mr. Keith introduced the next agenda item.

Mr. Taylor reviewed a slide presentation stating that district expenses need to equal our revenues and that remains a big focus. He mentioned the governor's budget and noted the meetings with legislators where the district continues to advocate for more money.

Mr. Taylor stated that last week the school district did submit an application for the Public Schools Facilities Improvement Grant. The last time the district received this grant funding was in the amount of \$1,000,000 at West Broad and \$1,000,000 at Oak Ridge. He commented that those funds were earmarked for chiller upgrade at Oak Ridge and while it had its demise prematurely, at least those funds were in the pipeline and there will be air conditioning at Oak Ridge this spring.

Mr. Taylor also stated that a whole HVAC renovation at Oak Ridge was not done, therefore the district has submitted another grant to continue those upgrades at Oak Ridge. He noted that the firm that is doing the renovations at West Broad assisted with the grant application. Mr. Taylor also commented that while grant funding does not help with the budget, it is always helpful for the district to receive those state funds.

Mr. Taylor continued to review the slide presentation and spoke about local revenues noting that real estate transfer taxes, through February of this year, are down about \$220,000 from last year. The other area he noted is earnings on investments and the fluctuations in

the markets. Mr. Taylor stated that there is a conservative number in place now, but the district remains hopeful that as we get closer to June that number can be bumped up.

Mr. Taylor also spoke to the sinking fund payments of PlanCon monies, noting that the state has not funded new projects in number of years.

He spoke to the state share of Social Security payments and retirement contributions that will be updated each month as we update our salaries, because those are a percentage calculation of our salary dollars and then the reimbursement is a 50% reimbursement from the state. So those will continually update each month as we get new revised information on our salary expenditures.

Mr. Taylor reviewed Federal revenues, stating that we still have not gotten our allocation for title funding for next year. Therefore, we are currently using the numbers that we have for the final approvals for this year, not expecting any huge change one way or the other. He noted that they have already been approved at the federal level without any significant changes. They might reallocate a little bit one way or the other between the different title amounts, but we're not expecting a big decrease.

He noted that another potential for change is if our student population and our numbers changed significantly as occurred a couple years ago, it went back up because we got above that next threshold to get back up to where we were before. But once again, we're not really expecting any big changes to affect that one way or the other.

Mr. Taylor reviewed the Act 1 index, showing where it had been and where it is going. He stated that Act 1 Exceptions would be discussed in a moment. He continued to review the slide of Expenditures commenting on instructional expenses and support services.

Mr. Taylor commented that one thing that the district is really trying to focus on is student support, which includes transportation services. He noted the challenges of Special education.

Mr. Taylor reviewed Expenditures by object, stating that it is the service or commodity that's bought. The same information you see under function is just shown in a different way. It's the service that's being bought, not necessarily the area is being spent on, but the service that is being bought.

Mr. Taylor reviewed a slide that outlined Act 1 Index and as the index is going down it really creates the need for several districts to look at potentially applying for exceptions. He stated that the district did submit for the exceptions last week on March 3rd. He noted that he had previously given an estimate and from the calculation, it did come out to the \$892,777 based off PDE's numbers. Mr. Taylor confirmed the submission of that exception.

He also noted that the district would expect that it would be granted. The Department of Education has till March 25th to rule on that exception, but unless there is some sort of deficiency in the application, usually they would grant them. He also noted that it is a little bit under, a percentage.

Mr. Taylor reviewed Charter school reform, showing the new rates. He stated that the district is still waiting to see how the reconciliation will occur to recoup some money, retroactive back to July 1.

Mr. Taylor stated that the district continues to monitor earned income, and real estate transfer tax and then the interest rates and earnings that's going to be probably a little bit more volatile. He stated that there is not a major change in the amounts that were proposed by our state budget and we continue to advocate with our legislators.

Tax assessment adjustments. We keep monitoring those. Like I said, we had several appeals this year, which did have some reductions that even with that our assessments are higher, but they aren't as high as they normally are. Usually, we see about 0.6% growth in assessments year over year. So, it's not just your mileage rate that we talked about the increase, but also the value of the property. When people put on additions, people build new homes, the assessments will grow and that helps increase our tax base as well.

Charter school enrollment for the brick-and-mortar schools is steady; fluctuations are occurring in the cyber-charter and that really affects our budget. We continue to watch the five-year forecast and trends.

Debt service. This is the same information we've seen before, just a reminder that even with the borrowing we did in January and the proposed borrowing we have for next year to wrap up renovations and everything we're doing, our run rate is still lower than what we've seen in recent years. So even though we put significant investment into the school district. In terms of our facilities, our debt service is still going to be lower than it was in the 22/23, 23/24, and 24/25 school years.

An overall summary of the different tax increases and then depending on what the ruling is on the exceptions would potentially give the district the ability to have a different amount.

Mr. Taylor shared the budget calendar and Mr. Keith noted that there was a shift in the April meetings due to the Easter holiday. The Committee meeting will be on April 15th and the board action meeting is scheduled for Thursday, April 30th.

Mr. Keith thanked Mr. Taylor for the presentation and acknowledged the challenges ahead while recognizing that there also haven't been a lot of deviations year over year in terms of budgetary requests.

Mr. Taylor responded that working with administration, budget line items were scrutinized and areas to save money were thoroughly reviewed to make sure that all expenses were legitimate. Mr. Taylor also appreciated the diligence of all the principals from the beginning of the process.

Mr. Keith thanked Mr. Taylor for putting those actions into place and asked for comments and questions from the board.

Ms. Wisser asked about Future Considerations Expenditures and if there is any sort of three-year projection?

Ms. Wisser asked why the budget numbers had not really changed on this presentation. Mr. Taylor responded that 2/3 of the budget expenditure is on salaries and benefits and the administration is waiting to see the results of the retirement incentive. Ms. Wisser asked about that date and Dr. Hey confirmed it is March 19th.

Mr. Taylor elaborated on the administrative discussion that included opportunities to save the district money and bringing back in-house staff for special education is one of those opportunities. He noted that the district continues to look for those options. He also

indicated that the district does not want to make cuts and retirements often allow for savings with new hires at lower costs.

Ms. Wisser also inquired about the starting a property tax rebate program and that it would get factored in every year with the budget and where is that in the scheme of things?

Mr. Taylor responded that a tax rebate program would be a cost to the district. He indicated that it would cost the district to implement it and a final decision would occur in June when the budget is approved. He also explained the process of a tax rebate program and how actual participation might look.

Ms. Wisser also expressed concern that the Finance Committee Meeting be held at an earlier time rather than the last item on the agenda.

Ms. Wheeler asked about the number of cyber-charter schools in the district and if that number has increased or decreased. Mr. Taylor said that he did not have that number with him this evening and indicated that cyber-charter enrollment was at its peak during the pandemic. He also noted that it's important to know what's driving students to cyber-charter schools as it is the goal to educate students at Souderton.

Mr. Souchet asked where the Food Service balance goes. Mr. Taylor responded that it is a separate budget and its only impact is if the general fund must subsidize the food service department. Mr. Taylor also explained that the food service budget must be used in the food service budget and is used to reinvest in equipment and salary increases. He also added that the district has not had to raise lunch prices since Chartwell's began operating in Souderton.

Mr. Formica thanked Mr. Taylor for his work.

Ms. DeGeiso asked about the cyber-charter reconciliation and the timing of that payment.

Dr. Gallagher responded that there has not been a straight answer on this subject, however he has a meeting at the Intermediate Unit tomorrow and hopefully he can get an answer.

Ms. DeGeiso also asked about what can be done to affect the change in assessments.

Mr. Taylor responded that there is really nothing the board or the administration can do beyond monitoring it. He stated that it helps to close our gap but remains cautious about projections as assessment appeals to impact the district.

Ms. DeGeiso asked for additional details regarding a county-wide assessment. Mr. Taylor responded, stating that it is a county action, completely their decision.

He also explained that the overall average for the district doesn't change too much, whereas a county-wide re-assessment would help with the assessment appeals.

Ms. DeGeiso also asked about slide 21 and noticing no changes since last month. Mr. Taylor responded that the revenue changes are things that will be determined over the next month or two as more trends are available, including retirement incentives.

Ms. DeGeiso inquired about annual increases for staff and Dr. Hey responded that most are embedded in our collective bargaining agreements that we already know what teacher A is going to be making is making today we're making next year. So, they're already built into

next year's budget. So, as we make changes have retirements, that number changes and always comes down.

Mr. Brong stated it's early in the budget process, keep going.

Ms. Buetikofer asked about the insurance consortium and that was the insurance that I had when I was teaching.

Dr. Gallagher also responded to his familiarity with the BUXMONT consortium, and they are not performing well at all, right now. He noted that the other consortium that North Penn's a part of, does a little bit better, but not historically, not as good as we have. He also stated that right now, everyone is somewhat the same.

Dr. Hey added in response to Ms. Wheeler's question from earlier in the evening; current cyber-charter school enrollment is 76 students and the Charter Collaborative in Souderton is typically around 200 students. Ms. Wheeler asked about specific grade level enrollment and Dr. Hey said that he would defer to Dr. Kennedy-Reilly.

A member of the public asked if the retirement incentive is the biggest lever for the budget. Mr. Taylor responded that retirements typically save money. Even if you replace those teachers, on the top scale versus the lower scale, there's a good chunk of savings. So, every year, through attrition, you have savings. When a retirement incentive is offered, we are trying to encourage more of those.

A member of the public also asked about the biggest pressure build up in the budget. Dr. Gallagher responded that special education costs are the costliest as some students require very intensive support, special transportation and out of district placement. He also added that PSERS costs are ever increasing.

A brief discussion occurred about the rising costs and pressures that all school districts are facing and the lack of state funding increases.

Mr. Keith adjourned the meeting at 9:15 P.M.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Michael Taylor".

Michael Taylor, C.P.A.
Board Secretary/Director of Business Affairs