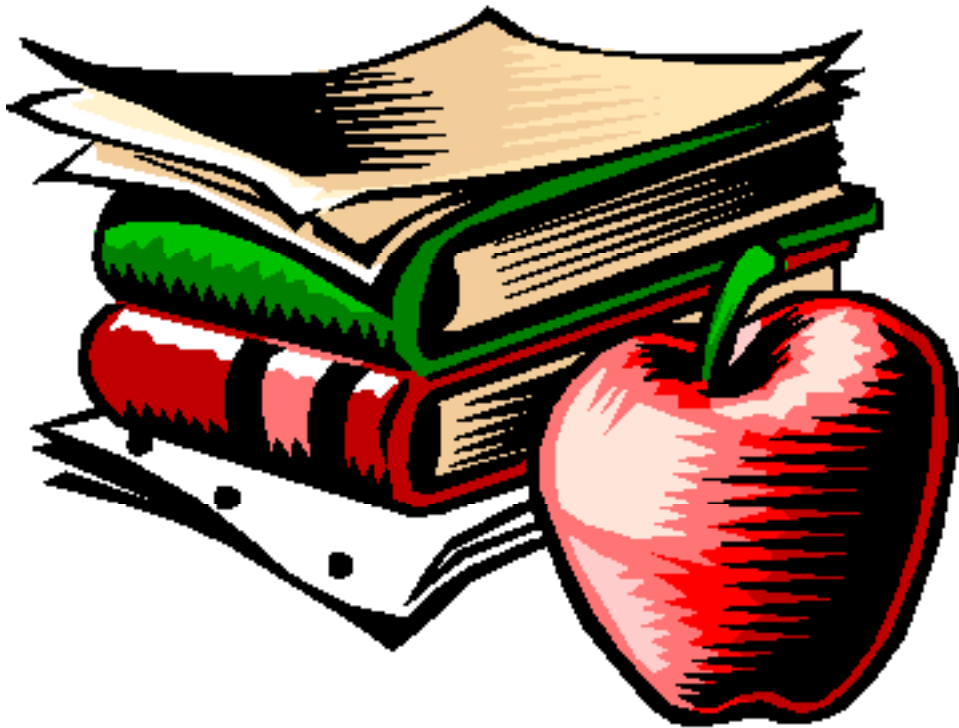




Board of Directors Guidebook



Connecticut Association of Boards of Education

Updated: June 2, 2017

Table of Contents

Introduction.....	2
CABE’S Mission Statement.....	2
CABE Leadership.....	2
CABE Delegate Assembly.....	2
CABE Board of Directors Organizational Chart.....	3
CABE Board of Directors.....	4
CABE Officers.....	4
Appendix.....	6
Four Principles to Guide CABE’S Board of Directors.....	7
Board of Directors Job Descriptions (President).....	8
Board of Directors Job Descriptions (First Vice President).....	8
Board of Directors Job Descriptions (Vice President for Government Relations).....	9
Board of Directors Job Descriptions (Vice President for Professional Development).....	9
Board of Directors Job Descriptions (Secretary/Treasurer).....	9
Board of Directors Job Descriptions (Immediate Past President).....	10
Board of Directors Job Descriptions (Board of Directors).....	10
Board of Directors Job Descriptions (Area Directors).....	11
Board of Directors Job Descriptions (CABE Contact).....	11
Board of Directors Job Descriptions (Associate Directors).....	11
Map of CABE Areas.....	12
CABE Staff Organizational Chart.....	13
CABE Staff.....	14

Introduction

The Connecticut Association of Boards of Education (CABE) is comprised of over 145 boards of education from across the State of Connecticut. Incorporated in 1938, CABE today represents more than 1,200 board of education members. As the responsibilities of boards of education have grown, the need for resources available to them has also grown. CABE has changed over the years to meet these challenges.

CABE serves as the *leading voice* on education issues at the state level, through advocacy that impacts the Governor, the Legislature, the State Board of Education, the courts and other governmental entities.

CABE also lobbies at the federal level. CABE offers boards of education services in policy development, legal issues, negotiations, and board development through a series of training opportunities on a statewide basis.

Boards concerned with issues such as superintendent evaluation, board self-evaluation, team building and new board member orientation use CABE customized individual sessions, or attend CABE workshops designed to teach board members the skills they need to be successful. CABE also offers superintendent search services and programs to help with insurance needs.

Mission: *To assist local and regional boards of education in providing high quality education for all Connecticut children through effective leadership.*

Vision: *CABE is passionate about strengthening public education through high-performing, transformative local school board/superintendent leadership teams that inspire success for each student.*

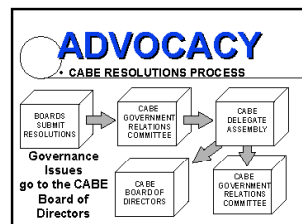
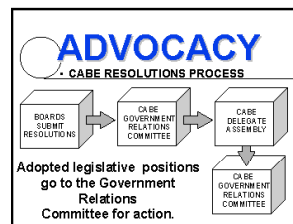
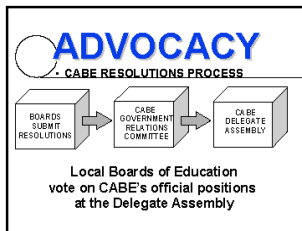
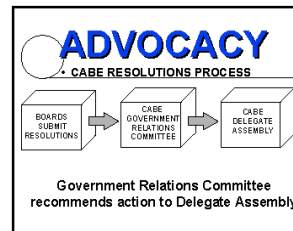
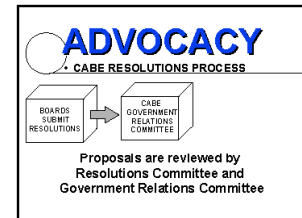
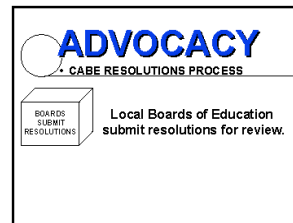
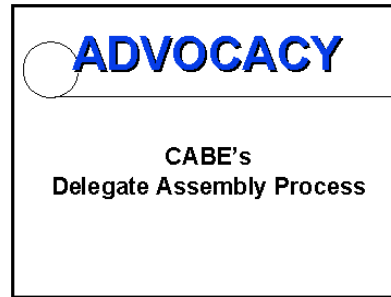
CABE Leadership

CABE is governed by a Board of Directors, comprised of both elected and appointed members of boards of education from across Connecticut. Voting members of the Board of Directors consist of directors or co-directors from each of the nine CABE regions, city representatives, directors at large, any Connecticut board member who is currently serving on the NSBA board of directors, and chairs of standing committees and subcommittees. The immediate past president also serves on the Board of Direc-

tors. CABE officers, elected by the membership at the annual convention, also serve on the Board of Directors, as well on its Executive Committee. CABE bylaws do not allow a person to hold a particular officer position for more than *two* successive one-year terms.

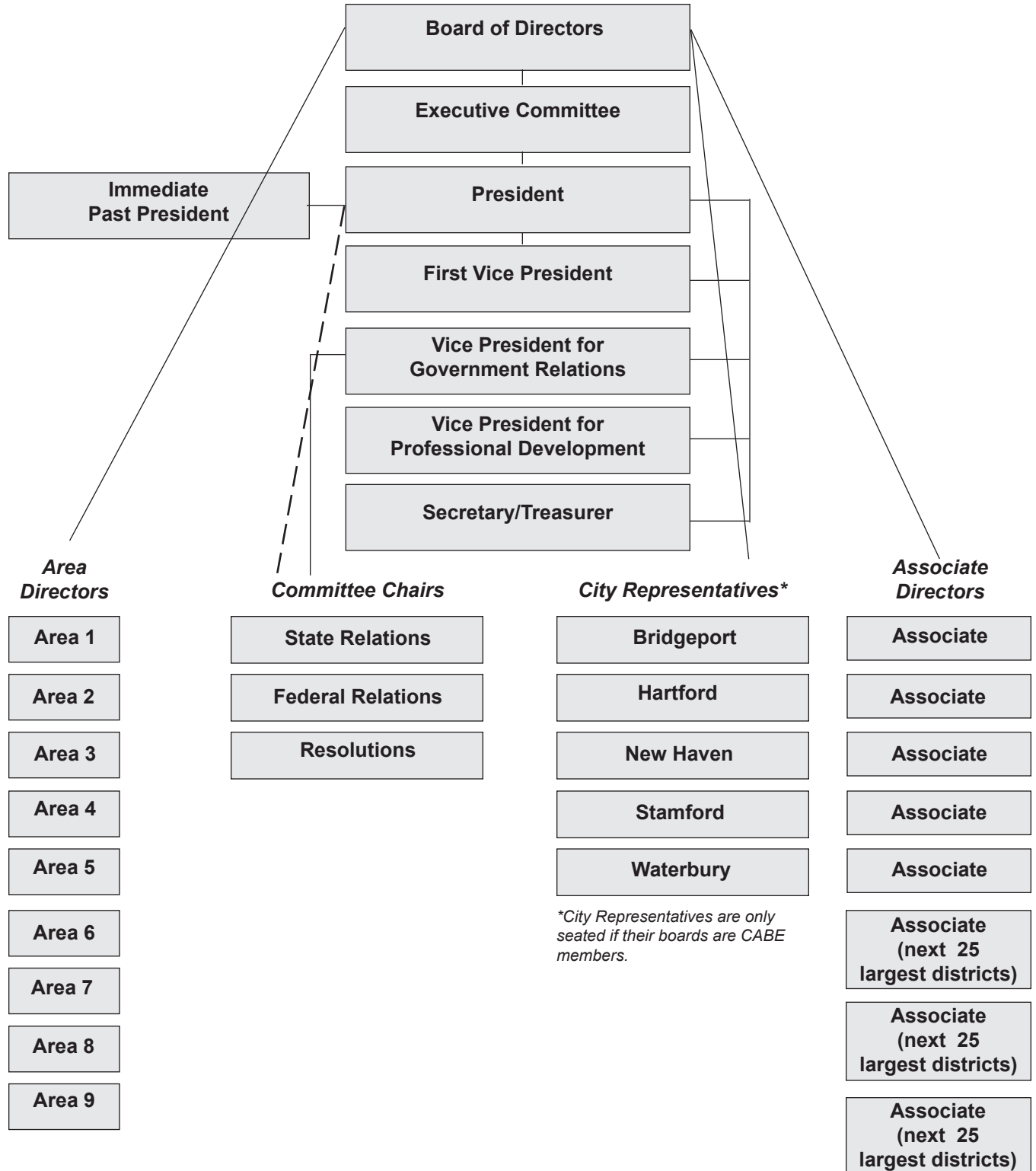
CABE Delegate Assembly

CABE's Delegate Assembly is responsible for adopting resolutions regarding the positions of the Association, electing officers, adopting bylaws, establishing a dues schedule and conducting any other business that might come before it. The Delegate Assembly meets each fall, prior to the start of the





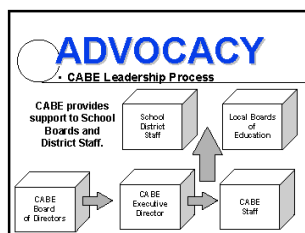
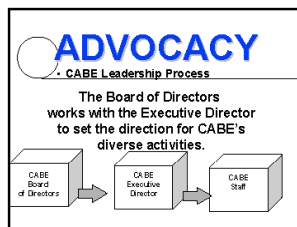
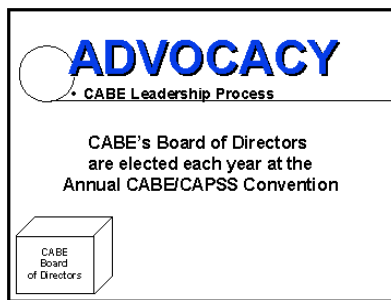
Organizational Chart for The Board of Directors



annual session of the Connecticut General Assembly. If there is a need, the Board of Directors can also call for a *Special Delegate Assembly*. It is the right (and responsibility) of each member board to send one or more voting delegates to the Delegate Assembly. *Other board members are welcome to fully participate in the debate*. Each year, the resolutions passed by the Delegate Assembly become the framework for CABE's government relations activities.

CABE Board of Directors

The Board of Directors is responsible for establishing policies and proposing bylaws for the Association, as well as maintaining contact with other organizations interested in the cause of public education. The Board of Directors is responsible for hiring the Executive Director, approving the Executive Director's job description, as well as the annual budget. The Board of Directors delegates work to various subcommittees, including Finance, Nominat-



ing, Government Relations, Convention, and others as appropriate. The chairs of these committees are either appointed by the President, or are specified in the bylaws.

Any member of the Board of Directors who travels out-of-state for the Association should consult CABE's policy on Out-of-State Travel reimbursement.

CABE Officers

CABE's officers are the President, First Vice President, Vice President for Government Relations, Vice President for Professional Development and Secretary-Treasurer.

These officers together with the Immediate Past President and one member at large appointed by the President to balance representation comprise the Executive Committee, which is charged with oversight of operations of the Association between meetings of the Board of Directors, setting the agenda for the Board of Directors meetings, naming board members as liaison to other organizations, periodically establishing and reviewing guidelines for the employment and evaluation of staff. Executive Committee members are entitled to go to any CABE workshop free of charge.

President

The responsibilities of the President include appointing the five "at-large" Associate positions and, under same circumstances, "city" representatives to the Board of Directors, and serving on state and national committees where the Association needs a presence. The President chairs all meetings of the Association, the Board of Directors and the Executive Committee. He or she appoints chairs to some standing committees as well as ad-hoc committees as required and represents the Association at NSBA events, such as the Advocacy Institute and the NSBA Delegate Assembly.

First Vice President

The First Vice President presides at Association meetings in the absence of the President. While not specifically stated in the bylaws, the First Vice President is expected to assume the presidency when the President's term expires, and would serve the remainder of the President's term if the office is vacated. He or she is expected to represent CABE in many of the same ways as the President, including the Advocacy Institute and the NSBA functions previously mentioned. The First Vice President is the chair of the Distinguished Service Award Committee and serves on the Finance Committee. The First Vice President works with Area Directors to maintain contact between CABE and its membership, and actions to promote and retain Association membership.

Vice President for Government Relations

Advocacy is one of CAFE's most important roles. As the leading voice for Connecticut's public schools, CAFE maintains an influential presence at the Legislature, and works year round on matters involving state and federal legislation. The process for establishing positions on educational matters, and following them through the appropriate channels, is the role of the Government Relations Committee. The Vice President for Government Relations chairs the Government Relations Committee, and acts as its chief spokesperson. The Vice President (with the approval of the President) also appoints the chairs of the three subcommittees (Resolutions, State Relations and Federal Relations).

Vice President For Professional Development

Another of CAFE's significant responsibilities is that of providing board members the skill training necessary to do their jobs effectively. The Vice President for Professional Development chairs the Convention Committee, oversees an annual series of workshops and the annual CAFE/CAPSS Convention at which board members are given the opportunity to participate in a variety of learning experiences. The Vice President advises the President on all issues before him or her.

Secretary-Treasurer

The Secretary-Treasurer chairs the Finance Committee. This committee is responsible for the development and implementation of CAFE's budget. The Finance Committee also works with staff to develop financial plans. The committee has also reviewed methods of increasing non-dues revenues. The Secretary Treasurer reports on the financial status of the Association to the Board of Directors at each meeting.

The Secretary-Treasurer is also charged with oversight of the minutes of the Association and is responsible for alerting various committees and officers of their responsibilities as they come up in the calendar. As with the other officers, the Secretary-Treasurer also serves as a spokesperson for the Association.

Immediate Past President

The Immediate Past President brings continuity to the CAFE Board of Directors. ***This is the only member of the Board of Directors who does not need to be a current member of a local board of education in order to serve.*** However, if the Immediate Past President is not a member of a member board, he or she cannot vote. The Immediate Past President serves as a representative of the Association when appropriate. The Immediate Past President also serves as chair of the Nominating Committee.

Area Directors

CAFE is divided into 9 Areas (see map), each served by one or two representatives known as the Area Directors or Area Co-Directors. According to the CAFE bylaws, Area Directors have two main functions:

1. Co-Directors or Area Directors are voting members of the CAFE Board of Directors, and are expected to attend and participate in those meetings and
2. The Area Directors are CAFE's most important communications link to its membership. By holding area meetings on a variety of issues the Area Directors can have a profound influence on the level of involvement by other boards of education from within their area. While the Area Directors are expected to hold at least two meeting per year, they are not limited to two. Responsibilities include: securing a place, contact and confirmation with food services. Some Areas maintain a high level of activity all year long.

City Representatives and Associate Directors

In order to allow for some continuity on the board, and to ensure equitable representation, the CAFE bylaws allow the addition of a representative from each of the state's five largest cities, each appointed by the city or, if no appointment is made within two months of the Convention, by the President. Five "at large" members of the Board of Directors also are appointed by the President. The President also has authority to appoint up to three additional Associate Directors from among the 25 largest districts. Each of these representatives must be members of a member board of education and are full voting members of the Board of Directors, and are expected to assume all of the responsibilities and to attend all meetings of the Board of Directors.

APPENDIX

- I. Four Guiding Principles of State Associations
- II. Board of Directors Job Descriptions
- III. Map of CAFE Areas

I.

Four Principles to Guide CABE's Board of Directors

How can our Association represent all of our public schools; small or large, rural or urban and poor or wealthy?

1. A deep belief that the collective efforts of the organization can advance both the special and overall needs of its members to a greater advantage than numerous separate agendas.
2. The collective efforts of the statewide organization can produce cost-effective services at significant advantage over individual or small group efforts.
3. A forum for exchanging views, seeking collabo-

ration and finding common interests is provided within a diverse membership.

4. School leadership issues and the vision and mission of public education can be articulated, reinforced (and defended, if needed) in the collective actions of a proactive statewide organization.

The collective efforts of an organization should and in most cases will strengthen each district if each can remain focused on the big picture, the education of all of our children for the betterment of our collective futures.

II. Board of Directors Job Descriptions

President

The President serves as the Chief Elected Officer of the Association.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. serve as one of the primary spokespersons for the association. He/she is available to give testimony before the state legislature when appropriate, to serve on state and national committees identified as important to the goals of the association.
2. work closely with the Executive Director to make certain that association goals are met.
3. preside at the association, executive committee and Board of Directors meetings.
4. appoint the five at-large board members and the chairpeople of standing committees, unless otherwise specified in the Bylaws, and may appoint *ad hoc* committees.
5. represent the association as a voting delegate at the meetings of the Northeast Region and the annual Delegate Assembly of the National School Boards Association.
6. represent CABE as a delegate to the Federal Relations Network and appoints delegates to the Advocacy Institute consistent with the Board of Directors resolution on Advocacy Institute appointment.
7. meet with the leadership of other organizations on a regular basis to discuss statements of association policy and to maintain productive, professional relationships.
8. serve as the chairperson of the Executive Committee. As such, he/she provides leadership to the other officers in overseeing the operations of the association including the annual evaluation of the executive director. Further, he/she assists in the planning of Board of Directors meetings, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for

employment and evaluation of staff.

9. promote active participation in the Association on the part of the membership and, when appropriate, communicate about the activities of the Association in Association Publications.

First Vice President

He/she is available to serve in the place of the president when necessary and is expected to function with an equal degree of responsibility and authority as the president when presenting association positions before state and national committees, officials and other groups which are important in helping CABE to accomplish its objectives.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. serve as one of the primary spokespersons for the association.
2. preside at the association meetings in the absence of the president and assist the president as requested.
3. oversee membership recruitment and retention.
4. represent the president at area meetings and other functions at the request of the president.
5. serve the remainder of the president's term if the presidency is vacated.
6. serve as a Member of the Finance Committee, as the chairperson of the Distinguished Service Award Committee and the Policy Committee.
7. with the president, represent the association as a voting delegate at the Northeast Regional meeting and the annual Delegate Assembly of the National School Boards Association.
8. represent CABE as a delegate to the Advocacy Institute.
9. join the president in meeting on a regular basis with the leadership of other organizations to discuss statements of association policy and to maintain productive, professional relationships.
10. serve as a member of the Executive Committee. As such, he/she joins with the other officers in overseeing the operations of the association including the annual evaluation of

II. Board of Directors Job Descriptions

the Executive Director. Further, he/she assists in the planning of the Board of Directors meetings, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for employment and evaluation of staff.

In accepting the position, the First Vice President recognizes that it is expected that he/she will be willing and able to assume the presidency of the association when the president's term expires.

Vice President for Government Relations

The vice president for government relations chairs the Government Relations Committee and advises the president on all issues before the committee or the resolutions, state relations or federal relations subcommittees.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. appoint, with the approval of the president, the three subcommittee chairpeople.
2. work with the Government Relations Committee to propose for action by the members at the Delegate Assembly resolutions that further the interest of public education in accordance with the purposes and objectives of the association.
3. act for the association in promoting a government relations program that is based upon the resolutions approved by the CAFE Delegate Assembly.
4. serve as a member of the Executive Committee. As such, he/she joins with the other officers in overseeing the operations of the association including the evaluation of the executive director. Further, he/she assists in planning board of directors meeting, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for employment and evaluation of staff.
5. serve as a representative of the association and its positions when called upon by the president or the executive director.
6. speak before or serve on state and national committees identified as important to the goals and objectives of the association, as request-

ed.

Vice President for Professional Development

The vice president for professional development chairs the Convention Committee and advises the president on all issues before the committee or its subcommittees.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. work with staff to plan the annual convention and the workshop outlines, along with committee members.
2. encourage and support each area chairman in conducting at least two annual meetings and work with them to identify topics and priorities for each area.
3. serve as a member of the Executive Committee. As such, he/she joins with other officers in overseeing the operations of the association including the annual evaluation of the executive director. Further, he/she shall assist in the planning of the board of directors meetings, naming board members as liaison to other organizations, and establishing and reviewing periodically guidelines for employment and evaluation of staff.
4. serve as a representative of the association and its positions when called on by the president or the executive director.
5. speak before or serve on state and national committees identified as important to the goals and objectives of the association, as requested.

Secretary/Treasurer

The Secretary/Treasurer has the financial integrity and management of the association as his/her primary concern.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

II. Board of Directors Job Descriptions

Responsibilities:

1. chair the Finance Committee.
2. review regular financial reports prior to their submission to the Board of Directors, and report the state of association finance to the Board of Directors at each of its meetings.
3. supervise the development of the annual budget and oversee its implementation, along with Finance Committee members.
4. alert the president, board of directors, and committees which deal with governance issues of their specified calendar responsibilities and deadlines.
5. insure the minutes of the board and Executive Committee meetings are properly recorded and maintained.
6. serves as a member of the Executive Committee. As such, he/she joins with the other officers in overseeing the operations of the association including the annual evaluation of the executive director. Further, he/she shall assist in the planning of board of directors meetings and naming board members as liaison to other organizations, establishing and reviewing periodically guidelines for employment and evaluation of staff.
7. speak for the president publicly, upon request.
8. serve as a representative of the association and its positions when called upon by the president or the executive director.
9. speak before or serve on state and national committees identified as important to the goals and objectives of the association, as requested.

Immediate Past President

The Immediate Past President is a member of the Executive Committee and the Board of Directors. As such, he/she has the same responsibilities and prerogatives as the other members of those bodies.

Term of Office. The term of office shall be one (1) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. convene the Nominating Committee and serve on this committee once it has elected a chair-

man. After the committee has reached its decision, the immediate past president is responsible for notifying the association secretary/ treasurer so he/she can inform local boards of the proposed slate of officers.

2. other duties as requested by the President.

If the Immediate Past President is no longer a member of a member board of education, he/she shall continue to be a member of the Executive Committee and the Board of Directors but without a vote.

Members of the CABE Board of Directors

In addition to the officers, the CABE Board of Directors is made up of the Immediate Past President, City Representatives, Associate Directors at large, any Connecticut board member who is a member of the NSBA Board of Directors, and chairmen of standing committees and subcommittees. Each of these individuals is expected to be particularly interested in and responsible to the groups they represent.

Responsibilities:

1. appoint an Executive Director and enter into an employment contract with him/her.
2. appoint an auditor and cause an audit to be conducted annually.
3. serve as the chief policy making body for the management of the association and along with the CABE Delegate Assembly, provide leadership for all local and regional Connecticut school boards.
4. transact the business of the association which does not fall under the jurisdiction of the Executive Director.
5. represent CABE to the membership and to the public at large.
6. encourage participation in CABE programs, activities and the Government Relations process.
7. Provide active leadership to promote the interests of public education.
8. support and promote Association positions, programs, products and policies to the membership, other constituencies and members of the public.
9. participate in establishing realistic goals for the

II. Board of Directors Job Descriptions

- Association.
10. read agenda materials and keep informed on current issues and trends affecting public education and prepare for meetings in advance to insure full participation.

Area Directors

Area Directors and Co-Directors provide a vital communication link with the CABE Board of Directors and regional and local boards of education.

Term of Office. The term of office shall be two (2) year. No elected officer may serve more than two (2) successive terms in the same office.

Responsibilities:

1. serve as regular voting members of the CABE Board of Directors.
2. establish a relationship with each CABE member board so that local and regional boards of education have representation on and input to the CABE Board of Directors and to increase their participation with CABE and its activities.
3. arrange at least two meetings of boards of education in your area.
4. contact non-member boards to encourage membership.
5. remain familiar with CABE services and persuasive about the advantages of membership.

6. inform other members of the Board of Directors about issues and activities within their area.

CABE Contacts

The CABE Contact Person is responsible for keeping his/her board informed about CABE positions, activities and services.

Responsibilities:

1. report on CABE activities and communications at your regular board meeting.
2. encourage participation by board members in CABE activities.

The CABE Contact Person receives not only all regular board member mailings but also all CABE State Relations Network mailings, all CABE Federal Relations Network mailings, and all Action Alerts.

Associate Directors

Area Directors and Co-Directors provide a vital communication link with the CABE Board of Directors and regional and local boards of education.

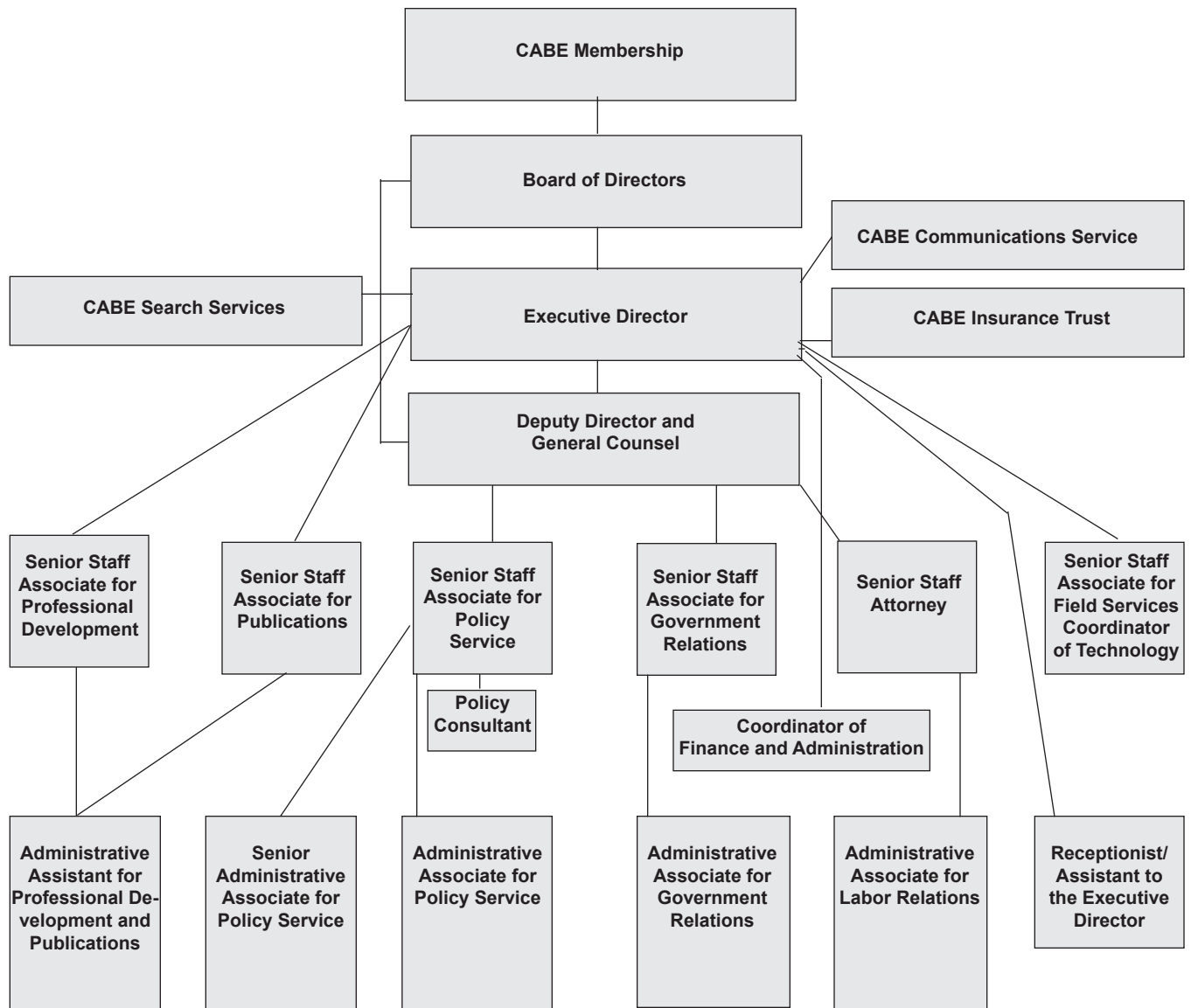
Term of Office: One (1) year.

Responsibilities:

1. serve as regular voting members of the CABE Board of Directors.
2. contact non-member boards to encourage membership.
3. remain familiar with CABE services and persuasive about the advantages of membership.



Staff Organizational Chart



CABE Staff

CABE currently employs 16 full-time staff members, and one part time policy consultant to meet the needs of the membership.

Administration Department

Robert Rader, Executive Director

Bob's responsibilities are guided by policies and bylaws, developed by the Board of Directors and the Delegate Assembly. Bob, who has been at CABE since 1996, has responsibility for fulfilling the goals of the Board of Directors. He has the authority to organize the staff in a manner that he feels is best suited for achieving the association's goals. The Executive Director is responsible for the development of all job descriptions, hires staff, and manages the Association. The Executive Committee is responsible for evaluating him. He often acts as spokesperson for the Association, and represents the association's interests on several collaborative efforts with other state, regional and national associations and organizations.

Teresa Costa, Coordinator of Finance and Administration

Teresa is responsible for all areas of CABE's accounting and administrative functions. Teresa performs all day-to-day accounting duties as well as preparation of financial statements, coordinating the development of the Association's annual operating budget and acts as a liaison for the annual audit. Teresa is responsible for the administration of CABE's group insurance and flexible spending programs and is a contact person for the CABE Insurance Trust and Unemployment Cost Control Program.

Corliss Ucci, Receptionist and Assistant to the Executive Director

Cory provides the very important first impression of CABE to our members and the public by answering all calls coming in to CABE. Cory also provides support to the Executive Director and the Senior Staff Associate for Field Service and Coordinator of Technology. Cory also maintains the CABE database and performs various office duties.

Government Relations Department

Patrice A. McCarthy, Deputy Director and General Counsel

Patrice is responsible for supervising the government relations activities of CABE, including Policy, Negotiations, and Legal Services. As one of Connecticut's leading experts on education law, Patrice is often called upon by board members for legal opinions and provides workshops on legal and legislative issues. She has been called as a legal expert on numerous occasions. Patrice is CABE's chief lobbyist at the state and federal level and represents CABE on various committees. As Deputy Director, Patrice also has the responsibility of supervising the CABE staff at times when the Executive Director is unavailable. She joined the Association in 1983.

Rebecca Adams, Senior Staff Attorney

Rebecca's expertise is available to member districts for assistance in questions of legal matters and to act as legal advocate for the Association in the courts and before government agencies. Rebecca also assists boards of education in the area of collective bargaining by maintaining a database of all teacher and administrator negotiation settlements, and arbitration decisions. She provides an annual analysis of superintendent and teacher contracts, and presents workshops on legal and collective bargaining issues.

Sheila McKay, Senior Staff Associate for Government Relations

Sheila is one of CABE's lobbyists, and responsible for the area of government relations. Sheila also represents CABE at various boards and commissions involving education and serves as a liaison to board members serving on state committees. Sheila researches and maintains the status of all bills affecting education during the period the legislature is in session and has presented numerous workshops on state and federal legislative issues.

CABE Staff

Gail Heath, Administrative Associate for Government Relations

Gail supports the Deputy Director and General Counsel, and the Senior Staff Associate for Government Relations. Gail is also responsible for organizing CABE Delegate Assembly and CABE Day-on-the-Hill. Gail also performs various other office duties.

Wilmarie Newton, Administrative Associate for Labor Relations

Wilmarie supports the Senior Staff Attorney. Wilmarie also maintains a database of all teacher and administrator negotiation settlements, and arbitration decisions. Wilmarie also performs various other office duties.

Area Directors to facilitate better communications

Membership Department

Nicholas Caruso, Senior Staff Associate for Field Services and Coordinator of Technology

Nick's responsibility is communicating with the membership and the public. Acting as a contact for Area Directors to facilitate better communications between CABE members and staff, he is responsible for assisting the CABE areas with their work. Nick also is CABE's key press contact, and assists in the marketing of CABE services. Nick also represents CABE on various state committees. Nick serves as one of CABE's field service representatives, facilitating numerous board development programs as diverse as new board member orientation, board and superintendent evaluation retreats, superintendent search workshops and goal planning. Nick is responsible for CABE's overall technology plan. He is a former member of the Bloomfield Board of Education. Nick is responsible for CABE's overall technology plan.

Membership Department

Bonnie B. Carney, Senior Staff Associate for Publications

Bonnie's responsibilities include the creation and publication of all of CABE's publications including the *CABE Journal*, the CABE Education Law Summaries, as well as a large number of brochures, workshop notices and other printed materials that keep CABE members informed. Bonnie is also re-sponsible for the CABE Affiliate Membership Program. She joined the Association in 1971. Bonnie is a former member of the Suffield Board of Education.

Lisa Steimer, Senior Staff

Associate for Professional Development

Lisa is responsible for the annual CABE/CAPSS Convention, as well as all CABE workshops held throughout the year. Lisa works with the Convention Committee to ensure that there is an orderly progression of workshops. This includes both locating and coordinating facilities and presenters, as well as seeing that there is appropriate notification and registration. Lisa is the person primarily responsible for the creation of The CABE Board Member Academy.

Nancy Propfe, Administrative Assistant for Membership

Nancy supports the Senior Staff Associate for Publications, and the Senior Staff Associate for Professional Development. Nancy processes registrations for all workshops and the CABE/CAPSS Convention. Additionally, she fulfills publication orders. Nancy also performs various other office duties.

CABE Staff

Policy Department

Vincent Mustaro, Senior Staff Associate for Policy Service

Vin is CABE's Policy expert. Vin keeps records of current policies of boards throughout the state, and provides policy information to member boards. Vin is also responsible for working with boards in the creation of custom policy manuals, one of CABE's more successful non-dues revenue sources. Vin also works on additional projects, such as the student handbook, and provides workshops on policy to boards as requested. Vin is a retired school superintendent.

Pam Brooks, Senior Administrative Associate for Policy Service

Pam supports the Senior Staff Associate for Policy Service. Pam keeps records of current policies of boards throughout the state, and provides policy information to member boards. Pam provides support to the CABE Search Service Consultants. Pam also performs various other office duties.

Terry DeMars, Administrative Associate for Policy Service

Terry supports the Senior Staff Associate for Policy Service. Terry keeps records of current policies of boards throughout the state, and provides policy information to member boards. Terry also performs various other office duties.

Len Lanza, Consultant for Policy

Len provides consultant support to the Policy Department. Len assists Vin in the creation of custom policy manuals.

CABE Search Service

Mary Broderick, Senior Consultant Paul Gagliarducci, Consultant Robert King, Consultant

Mary Broderick, Paul Gagliarducci, and Robert King conduct Administrative Searches, such as for superintendent, assistant superintendent, school business official, and principal, for districts who contract with them. They are uniquely qualified to assist school districts recruit and retain key personnel. They specialize in executive searches tailored to the specific needs of Connecticut districts.



Connecticut Association of Boards of Education

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