

Review of Minnesota Superintendent Contract Fundamentals

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Taft/

Taft's Longtime Role as Legal Counsel to MASA and its members

- For over 40 years, MASA has been a valued client of Taft (Briggs & Morgan).
- Neal Buethe has 36 plus years of service of MASA and its members and has handled hundreds of matters.
- Danielle Fitzsimmons has 10 plus years of MASA experience and has handled many matters.
- Taft's (Briggs') work has been to represent MASA members in employment contract matters (e.g. disciplinary matters, termination matters, separation agreements and buy-outs) and contract negotiations (e.g. contract analysis, benefits issues, TRA-related matters). This work has been ongoing for decades and for members in districts both large and small.
- Taft also was legal advisor to MASA in negotiating the MASA/MSBA contract.
- This presentation does not provide specific legal advice. If you need specific advice please contact the MASA Executive Director, Deb Henton, who will put you in contact with Taft and inform you of the MASA contribution to your fees when retaining Taft.

Overview of Presentation

- We will do a provision-by-provision review of the standard MASA/MSBA Model Superintendent contract that is in effect (in at least its essential provisions) in almost all Minnesota school districts.
- We will discuss the statutory basis for each provision and standard provisions that are purely of contractual origin.
- For each provision we will review the standard language and variations that we commonly see when working with members.
- Very importantly, we will talk about pitfalls we have seen in contracts and how to avoid them. We will review best practices language and language that works to the advantage of the member if it can be negotiated.
- There are plenty of “war stories” to share for many of these provisions.
- We will take questions at the end or you can type your questions into the chat function.

Model Contract Opening Language

ARTICLE I PURPOSE

This Contract is entered into between Independent School District No. _____, _____, Minnesota, hereinafter referred to as the School District, and _____ hereinafter referred to as the Superintendent, a legally qualified and licensed Superintendent who agrees to perform the duties of the Superintendent of the School District.

- Overview of term contract requirement.
- Pursuant to Minnesota Statute 123b.143 all superintendent contracts must be in writing and comply with the requirements of the statute.
- The statute's requirements are few and clear:
 - The term must be from 1 to 3 years
 - There are no roll-overs or tenure – contract can be renewed or not renewed at the discretion of the board
 - Contracts negotiated in the last contract year are binding.
 - During the term of the contract it can be terminated only for the same substantive reasons that a tenure contract can be terminated, but not using tenure process.
 - The statute contains provisions about sharing, job duties (in their most basic form) and the buy-out disclosure law to be discussed below.
- Common pitfalls
 - Letting the term contract expire without being renewed.
 - Not using current language.
 - Not having arbitration provisions (to be discussed below).

Model Contract Opening Language

ARTICLE II APPLICABLE STATUTE

This Contract is entered into between the School District and the Superintendent in conformance with M.S. 123B.143.

ARTICLE III LICENSE

The Superintendent shall furnish the School Board, throughout the life of this Contract, a valid and appropriate license to act as superintendent in the State of Minnesota as provided by applicable laws, rules, and regulations.

- **Additional statutory considerations:**
 - Any combined superintendent/principal position must clearly provide that the superintendent position is subject to the term contract provisions of the statute, and the principal provision is subject to continuing contract law.
 - Any waiver of principal-based tenure must be clear and in writing.
 - Pursuant to the statute, a binding subsequent contract can only be negotiated in the last year of the current contract and is contingent upon completion of the current contract.
 - If the contract expires and the superintendent works into the next school year (for example while still negotiating the terms of the subsequent contract) the district can take the position that the superintendent is an at-will employee without any contractual protection.

- **Pitfalls:**
 - Failing to fully execute the contract (including board secretary signature if necessary).
 - Letting the contract expire.

- **Licensee issues:**
 - It's critical to have the license in place and appropriately renewed.
 - Superintendents from out of state need to work very carefully with the Department of Education in getting waivers in place and credit transfers and to keep the board aware in writing of all license developments.
 - Certain serious disciplinary matters will result in mandatory reporting to the Board of School Administrators.

Model Contract Opening Language

ARTICLE IV DURATION, EXPIRATION, TERMINATION DURING THE TERM, MUTUAL CONSENT, AND CONTINGENCY

Section 1. Duration: This Contract is for a term of _____ years commencing on July 1, 20___, and ending on June 30, 20___. It shall remain in full force and effect unless modified by mutual consent of the School Board and the Superintendent or unless terminated as provided in this Contract.

- *Statutory basis: Pursuant to M.S. 123B.143, Subd. 1., a School Board may enter into a Contract with a Superintendent for a period of time no longer than three (3) years. The Contract must provide that the School Board, at its discretion, may or may not enter into a subsequent Contract. Such a Contract may not be extended during its term. However, during the last three hundred sixty-five (365) days of such a Contract, a School Board may negotiate and enter into a subsequent Contract to take effect upon the expiration of the existing Contract. Such subsequent Contract must be contingent upon the Superintendent completing the terms of the existing Contract.*
- Any change in terms and conditions of the contract (such as shortening its term or changing salary, benefits, or duties) must be in writing and executed by both parties
- As discussed in greater length below, the contract can only be terminated according to the explicit provisions of the contract. This is a critical protection for superintendents.

Model Contract Opening Language

Section 2. Expiration: This Contract shall expire at the end of the term specified in Section 1. above. At the conclusion of its term, neither party shall have any further claim against the other, and the School District's employment of the Superintendent shall cease, unless a subsequent Contract is entered into in accordance with M.S. 123B.143, Subd. 1.

- *No Roll-Over:* Pursuant to M.S. 123B.143, Subd. 1., a School Board may enter into a Contract with a Superintendent for a period of time no longer than three (3) years. The Contract must provide that the School Board, at its discretion, may or may not enter into a subsequent Contract. Such a Contract may not be extended during its term. However, during the last three hundred sixty-five (365) days of such a Contract, a School Board may negotiate and enter into a subsequent Contract to take effect upon the expiration of the existing Contract. Such subsequent Contract must be contingent upon the Superintendent completing the terms of the existing Contract.
- Additional language regarding notice of intent / timing of notice / negotiation requirements / consequences.

Contract Termination Provisions

Section 3. Termination During the Term: The Superintendent's employment may be terminated during the term of this Contract only for cause as defined in M.S. 122A.40, Subd. 9. and Subd. 13., but, except for purposes of describing grounds for discharge, the provisions of M.S. 122A.40 shall not be applicable. If the School Board proposes to terminate the Superintendent during the term of this Contract for cause as described in M.S. 122A.40, Subd. 9. or Subd. 13., it shall notify the Superintendent in writing of the proposed grounds for termination. The Superintendent shall be entitled to a hearing before an arbitrator provided the Superintendent makes such a request in writing to the School Board Chair within fifteen (15) calendar days after receipt of the written notice of the proposed termination. In such event, the parties shall jointly petition the Minnesota Bureau of Mediation Services (BMS) for a list of five (5) arbitrators. The arbitrator shall be selected by the parties through the striking process as provided by BMS rules. The arbitrator shall conduct a hearing under arbitration procedure rules and issue a written decision. The decision of the arbitrator shall be final and binding on the parties, subject to judicial review of arbitration decisions as provided by law. The Superintendent may be suspended with pay pending final determination by the arbitrator. If the Superintendent fails to request a hearing as provided in this section within the fifteen (15)-day calendar period, he/she shall be deemed to have acquiesced to the School Board's proposed action, and the proposed action shall become final on such date as determined by the School Board, and the Superintendent shall have no further claim or recourse.

- The central employment protection: tracking the substantive statutory requirements and creating arbitration rights as the procedure for any attempted termination.
- Substantive rights / procedural rights.
- Timing / separation agreements
 - MN DPA issues
 - MN OML issues
- Severance pay provisions
 - Not built into model contract, but common to more senior contracts
 - Subject to the limitations of Minnesota Stat. 465.722 (6 months for HCE plus accumulated sick, vacation, and health insurance benefits)
 - Needs to be carefully drafted with clear triggering provisions and tax considerations
 - Can be part of a separation agreement subject to public data and recession rules.

Contract Termination Provisions

Section 4. Mutual Consent: This Contract may be terminated at any time by mutual consent of the School Board and the Superintendent.

Section 5. Contingency: If this Contract is a subsequent Contract entered into prior to the completion of an existing Contract, this subsequent Contract is contingent upon the Superintendent completing the terms of the existing Contract.

- “Mutual consent” means separation agreements: statutory requirements of Minn. Stat. § 465.722
 - Public document / public meeting.
 - Rescission requirements for waiver and statutory delay and effective date.
 - Waiver of employment law claims will be required so carefully consider whether the severance outweighs the potential value of a claim.
- Leave scenarios and severance limitation (TRA-complications).
- Buy-out disclosure law.
- Quasi roll-over protection.

Contract Duties Provision

ARTICLE V DUTIES

The Superintendent shall have charge of the administration of the schools under the direction of the School Board. The Superintendent shall be the chief executive officer of the School District; shall direct and assign teachers and other School District employees under the Superintendent's supervision; shall organize, reorganize, and arrange the administrative and supervisory staff, including instruction and business affairs, as best serves the School District subject to the approval of the School Board; shall select all personnel subject to the approval of the School Board; shall, from time to time, suggest policies, regulations, rules, and procedures deemed necessary for the School District; and, in general, perform all duties incident to the office of the Superintendent and such other duties as may be prescribed by the School Board from time to time. The Superintendent shall abide by the policies, regulations, rules, and procedures established by the School Board and the State of Minnesota. The Superintendent shall have the right to attend all School Board meetings and all School Board and citizen committee meetings, serve as an ex-officio member of the School Board and all School Board committees, and provide administrative recommendations on each item of business considered by each of these groups.

- Basic description duties – districts have certain managerial prerogatives, but there are limits.
- Administrative leaves
 - TRA issues in leaves.

Contract Duties Provision

ARTICLE VI DUTY YEAR AND LEAVES OF ABSENCE

Section 1. Basic Work Year: The Superintendent's duty year shall be for the entire twelve (12)-month Contract year, and the Superintendent shall perform duties on those legal holidays on which the School Board is authorized to conduct school if the School Board so determines. The Superintendent shall be on duty during any emergency, natural or unnatural, unless otherwise excused in accordance with School Board administrative policy.

- This is a standard provision. Some superintendent contracts may not be 12-month contracts, for example many interim superintendent contracts, but the statute requires at least a 1-year contract for the regular superintendents.

Contract Benefit Provisions

Section 2. Vacation: The Superintendent shall earn _____ working days of annual paid vacation each Contract year. Unused vacation must be taken within six (6) months after the end of the Contract year in which it is earned. Upon voluntary termination of employment or expiration of the Contract, if not offered a subsequent Contract, the Superintendent shall be entitled to payment for any unused vacation days earned and accrued pursuant to the provisions of this section; however, if the Superintendent is involuntarily terminated, he/ she shall not be entitled to unused earned and accrued vacation days.

- This is standard language, but certainly can be designed differently. There can be full payout, partial payout, different calculations of daily rate, forfeiture provisions, and carryover provisions.
- State statute does not govern this, only best practices and negotiation leverage. Often vacation leave rights of other administrators or staff will affect superintendent's payout.
- Pitfalls:
 - Sloppy draftsmanship on the above critical points as well as triggering provisions.

Contract Benefit Provisions

Section 3. Holidays: The Superintendent shall be entitled to ___ paid holidays as designated by the School Board each Contract year.

- This is standard language.
- The specific holidays should be listed.

Contract Benefit Provisions

Section 4. Sick Leave: The Superintendent shall earn paid sick leave at the rate of _____ day(s) each working month, and earned sick leave may accumulate to a maximum of _____ days. Upon voluntary termination of employment or expiration of the Contract, if not offered a subsequent Contract, the Superintendent shall be entitled to payment for any unused sick leave days earned and accrued pursuant to the provisions of this section; however, if the Superintendent is involuntarily terminated, he/she shall not be entitled to unused earned and accrued sick leave days.

- This is standard language, but certainly can be designed differently. There can be full payout, partial payout, different calculations of daily rate, forfeiture provisions, and carryover provisions.
- State statute does not govern this, only best practices and negotiation leverage. Often sick leave rights of other administrators or staff will affect superintendent's payout.
- Pitfalls:
 - Sloppy draftsmanship on the above critical points as well as triggering provisions.
 - Failure to determine tax consequences and alternative pay-ins of accumulated sick leave to HSA and other deferred compensation accounts.

Contract Benefit Provisions

Section 5. Workers' Compensation: Pursuant to M.S. Chapter 176, the Superintendent injured on the job in the service of the School District and collecting workers' compensation insurance may draw sick leave and receive full salary from the School District, the salary to be reduced by an amount equal to the insurance payments, and only that fraction of the days not covered by insurance will be deducted from accrued sick leave.

Section 6. Bereavement Leave: The Superintendent shall be granted bereavement leave for a death within the Superintendent's immediate family. The time utilized shall be in an amount to be determined after conferring with the School Board Chair. Days utilized *[will or will not]* be deducted from the Superintendent's sick leave. "Immediate family" is defined as the Superintendent's spouse, child, parent, brother, sister, or other relative who was living in the same household as the Superintendent.

- Section 7. Emergency Leave: The Superintendent may be granted paid emergency leave at the discretion of the School Board.
- Section 8. Jury Service: The Superintendent who serves on jury duty shall be granted the day or days necessary as stipulated by the court to discharge this responsibility without any salary deduction or loss of basic leave allowance. The compensation received for jury duty service shall be remitted to the School District.
- **All Standard.**

Contract Benefit Provisions

Section 9. Military Leave: Military leave shall be granted pursuant to applicable law.

Section 10. Disability: If the Superintendent is unable to perform his/her regular duties because of personal illness or disability and has exhausted all accumulated sick leave, the School Board shall provide additional paid sick leave at a salary equal to ___ percent of the Superintendent's regular salary until the expiration of the waiting period for long-term disability insurance.

Section 11. Medical Leave: Pursuant to M.S. 122A.40, Subd. 12., the Superintendent shall have a right to a leave of absence for health reasons.

- Section 12. Insurance Application: A Superintendent on unpaid leave is eligible to continue to participate in group insurance programs if permitted under the insurance policy provisions. The Superintendent shall pay the entire premium for such insurance commencing with the beginning of the leave and shall pay to the School District the monthly premium in advance. In the event the Superintendent is on paid leave from the School District under Section 4. above or supplemented by sick leave pursuant to Section 5. above, the School District will continue insurance contributions as provided in this Contract until sick leave is exhausted. Thereafter, the Superintendent must pay the entire premium for any insurance retained.
- All Standard.

Contract Benefit Provisions

ARTICLE VII INSURANCE

Section 1. Health and Hospitalization and Dental Insurance: The School District shall provide the Superintendent and the Superintendent's dependents with health and hospitalization and dental insurance coverage under the School District's group health and hospitalization and dental insurance plans at the expense of the School District.

[or]

The School District shall provide the Superintendent and the Superintendent's dependents with health and hospitalization insurance coverage under the School District's group health and hospitalization insurance plan. The School District shall contribute the sum of \$_____ per month toward the premium for such insurance. The balance of the premium shall be paid by the Superintendent through payroll deduction. The School District shall also provide the Superintendent and the Superintendent's dependents with dental insurance coverage under the School District's group dental insurance plan. The School District shall contribute the sum of \$ _____ per month toward the premium for such insurance. The balance of the premium shall be paid by the Superintendent through payroll deduction.

- For many benefits, contracts will reference the administrator master agreement or teacher's master agreement, but that must be clearly done and updated.
- Continued insurance coverage can be a severance provision in either the contract agreement or a severance agreement.

Contract Benefits Provisions

Section 2. Life Insurance: The School District shall provide, at its own expense, term life insurance for the Superintendent under the School District's group term life insurance plan in the amount of \$ _____ payable to the Superintendent's named beneficiary(ies).

- According to the Internal Revenue Service rules, the amount of School District premium contribution that pays for life insurance coverage in excess of \$50,000 is considered taxable income, so the School District should be certain that it is reporting that contribution as such, and the Superintendent needs to know why that amount is being reported.
- Continued life insurance can be included in a severance provision if allowed by the plan or policy.

Contract Benefit Provisions

Section 3. Long-Term Disability Insurance: The School District shall provide, at its own expense, long-term disability insurance for the Superintendent under the School District's group long-term disability insurance plan.

- This is a standard provision.

Section 4. Eligibility: The eligibility of the Superintendent and the Superintendent's dependent(s) and beneficiary(ies) for insurance benefits shall be governed by the terms of the insurance policies purchased by the School District pursuant to this article.

Section 5: Severance Pay: Here insert in clear language any severance pay rights upon termination of the contract, see earlier discussion for severance pay issues and limitations.

- An important provision that the model contract omits, although it is a common provision in more senior superintendent contracts as a retention tool.

Contract Indemnification Provisions

Section 5. Claims Against the School District:

The School District's only obligation is to purchase the insurance policies described in this article, and no claim shall be made against the School District as a result of denial of insurance benefits by an insurer if the School District has purchased the policies and paid the premiums described in this article.

- Important indemnification issues – it's a statutory right. This provision has to do with rights against the insurer.

Contract Benefit Provisions

ARTICLE VIII OTHER BENEFITS

Section 1. Tax-Sheltered Annuities: The Superintendent is eligible to participate in a tax-sheltered annuity plan through payroll deduction established pursuant to Section 403(b) of the Internal Revenue Code of 1986, M.S. 123B.02, Subd. 15., School District policy, and as otherwise provided by law.

- Standard provision that Taft's benefit lawyers can advise on specifics.

Contract Benefits Provisions

Section 2. Vehicle: The School District shall compensate the Superintendent for business use of his/her private vehicle at the rate of _____ cents per mile pursuant to M.S. 471.665, Subd. 1.

[or]

The School District shall provide the Superintendent with a monthly allowance of \$ _____ for business use of his/her private vehicle pursuant to M.S. 471.665, Subd. 3.

- Prohibition Against Combination of Options. One of the two options above should be selected, and the other option deleted. Some School Districts have been utilizing a combination of M.S. 471.665, Subd. 1. and Subd. 3. — i.e., in-district travel and out-of-district travel. However, an opinion by the Minnesota Attorney General indicates that using the combination is improper (see Op. Atty. Gen. 11/20/95).
- Prohibition Against Personal Use of School District Vehicle. Two opinions by the Minnesota Attorney General conclude that a School District may not provide a school district-owned vehicle which the Superintendent utilizes for personal use even if the Superintendent pays for such personal use (see Op. Atty. Gen. 161b-12 1/24/89 and Op. Atty. Gen. 395b- 10/24/89).
- Statutory Restrictions on Personal Use of District-Owned Vehicles. M.S. 471.666 prohibits personal use of a vehicle owned, leased by, or loaned to a School District, except for incidental use related to School District business. Such a vehicle may not be used for transportation to or from the residence of the School District employee except for narrow, incidental use related to the School District's business. The effect of this restriction is so limiting that a School District's provision of District-owned, leased, or loaned vehicles for any personal use by the Superintendent is impractical (see M.S. 471.666).

Contract Benefits Provisions

Section 3. Conferences and Meetings: The School District shall pay all legally valid expenses and fees for the Superintendent's attendance at professional conferences and meetings with other educational agencies when such attendance is required, directed, or permitted by the School Board. The Superintendent shall periodically report to the School Board relative to all meetings and conferences attended. The Superintendent shall file itemized expense statements to be processed and approved as provided by School Board policy and law.

- Standard provision language – make sure MASA dues are paid to assure coverage.
- Pitfall: expense reimbursement sloppiness (for example covering other district employee conference expenditures).
- Experiences involving secretaries and business managers.

Contract Salary Provisions

ARTICLE IX SALARY

The Superintendent shall be paid an annual salary of \$_____ for the 20__-20__ Contract year, \$_____ for the 20__- 20__ Contract year, and \$_____ for the 20__- 20__ Contract year. During the term of this Contract, the annual salary may be modified but shall not be reduced. The annual salary shall be paid in ____ equal installments during the Contract year.

[or]

The Superintendent shall be paid an annual salary of \$_____ for the 20__-20__ Contract year. The parties shall endeavor to agree by April 1 of each subsequent year as to the amount of the salary for the following year. During the term of this Contract, the annual salary may be modified but shall not be reduced. The annual salary shall be paid in ____ equal installments during the Contract year.

- School Boards should use only one of the paragraphs above. The first paragraph fixes a salary for more than one year, while the second paragraph fixes the salary for one year and requires mutual agreement for the subsequent year(s). Practices vary from School District to School District.
- No salary cap, but best practices and market norms apply.

Contract Evaluations Provision

ARTICLE X EVALUATE PERFORMANCE

The School Board shall oversee, direct, and evaluate the Superintendent's performance as the School Board sees fit.

- The school board and superintendent should discuss a process for conducting at least an annual evaluation of the superintendent's performance.
- Evaluation issues
 - Under MN DPA
 - Under MN OPML

Other Contract Provisions

ARTICLE XI OTHER PROVISIONS

Section 1. Outside Activities: While the Superintendent shall devote full time and due diligence to the affairs and the activities of the School District, he/she may also serve as a consultant to other school districts or educational agencies, lecture, engage in writing and speaking activities, and engage in other activities if, as solely determined by the School Board, such activities do not impede the Superintendent's ability to perform the duties of the superintendency. However, the Superintendent may not engage in other employment, consultant service, or other activity for which a salary, fee, or honorarium is paid without the prior approval of the School Board.

- Importance of written notice and transparency.

Contract Indemnification Provision

Section 2. Indemnification and Provision of Counsel: In the event that an action is brought or a claim is made against the Superintendent arising out of or in connection with his/her employment and the Superintendent is acting within the scope of employment or official duties, the School District shall defend and indemnify the Superintendent to the extent provided by law. Indemnification, as provided in this section, shall not apply in the case of malfeasance in office or willful or wanton neglect of duty, and the obligation of the School District in this regard shall be subject to the limitations as provided in M.S. Chapter 466.

- Statute applies to claims brought by third parties against superintendent arising from execution of administrative duties. It covers cost of defense and any judgments and should be covered by the district's insurance.
- Indemnification does not cover activities outside the scope of superintendent's duties.
- Important to preserve in any waiver of claims.

Contract Dues Provision

Section 3. Dues: The Superintendent is encouraged to belong to and participate in appropriate professional, educational, economic development, community, and civic organizations when such membership will serve the best interests of the School District. Accordingly, the School District will pay the membership dues for such organizations as are required, directed, or permitted by the School Board. The Superintendent shall present appropriate statements for approval as provided by law.

- Until 2007, School Districts were restricted to paying dues for their superintendents to belong to professional and educational organizations, but the 2007 Minnesota Legislature enacted M.S. 123B.02, Subd. 24., allowing School Districts to pay dues for other organizations if their School Boards deemed such membership to be appropriate.

Contract Medical Examination Provision

Section 4. Medical Examination: The Superintendent shall have a comprehensive medical examination not less than once every ____ years. A summary document from the physician certifying the fitness of the Superintendent to perform the duties of the position shall be provided to the School Board Chair. The cost of said examination not covered by the School District's insurance program shall be paid by the School District.

- Optional.

Other Applicable Contract Provisions

[Section 5. Other Applicable Provisions: In this section, other terms and conditions of employment as agreed on between the parties should be included. Items such as severance pay, payment for unused sick leave, and extended leaves of absence, if provided to the Superintendent, are examples of what could be included. Since superintendents' contracts vary greatly in the manner in which they address such provisions, no attempt has been made to develop specific model Contract language. However, if the parties are considering the inclusion of such provisions, both MSBA and MASA may be able to provide sample language upon request.]

- Very important provision.
- Severance and its provisions need to be spelled out explicitly.
- Retirement benefits need to be spelled out explicitly.
- Since July 31, 1993, severance pay for highly compensated employees has been restricted. A "highly compensated employee" is an employee with estimated annual wages that are greater than sixty percent (60%) of the governor's salary and are equal to, or greater than, eighty percent (80%) of the estimated annual wages of the second highest paid employee of the School District. Severance pay for highly compensated employees is restricted to an amount equivalent to six (6) months of wages. For purposes of this restriction, payments for accumulated vacation and sick leave liquidated to cover the cost of group term insurance may be paid in addition to the six (6) months of severance pay. For exceptions to the six (6)-month restriction, see M.S. 465.722, Subd. 3., which may be found in section "D.5." of "Chapter 3" in the MSBA Service Manual.

Contract “Boilerplate” Provisions

ARTICLE XII SEVERABILITY

The provisions of this Contract shall be severable, and if any such provision or the application of any such provision under any circumstances is held invalid, it shall not affect any other provisions of this Contract or the application of any provision thereof.

- Standard.

Contract Execution

- Signing / Execution Issues.
- Amendments / Supplements / Exhibits.

IN WITNESS WHEREOF, I have subscribed
my signature this ____ day of
_____, 20 __ .

Superintendent

IN WITNESS WHEREOF, we have subscribed
our signatures this ____ day of
_____, 20 __ .

School Board Chair

School Board Clerk

Final Points / Questions