Takeaways from the 2018 Legislative Session
The Impact of Challenging Behaviors in the Classroom
2018 MSBA Scholarships
You know how people say the first step is the hardest?

They’re wrong.

If you’re a small to midsize school district with a fully insured health plan, PreferredOne Simplicity® is an easy step you can take to self-insure your health plan.

PreferredOne Simplicity is a bridge between where you are today and where you want to be tomorrow. You get the advantages of a self-insured employee health plan with none of the risk.

Call your broker or PreferredOne at 763.847.4007 to learn more about PreferredOne Simplicity.

PreferredOne Simplicity is a self insured product. Stop loss provided by PreferredOne Insurance Company. Benefits administration provided by PreferredOne Administrative Services. Subject to underwriting guidelines.
# Table of Contents

## 10 | A High-Performance Mindset
2018 Summer Seminar features speakers Cindra Kamphoff and Rick Kaufman
Bruce Lombard

## 16 | Takeaways from the 2018 Legislative Session
Signing of pension legislation among highlights
Kimberley Dunn Lewis

## 21 | The Impact of Challenging Behaviors in the Classroom
Changes include statewide goals, new accountability indicators
Stephanie Graff

## 26 | White Bear Lake Area, Westonka Students Earn 2018 MSBA Scholarship
Teamwork, planning makes for a fulfilling role as a student school board member
Greg Abbott and Bruce Lombard

## 6 | Straight Talk
Kirk Schneidawind, MSBA Executive Director

## 8 | President’s Message
Kathryn Green, MSBA President

## 30 | Ask MSBA
Jeff Olson, MSBA Consultant

## 32 | Vendor Directory
Pierre Productions & Promotions, Inc.

## 36 | Legal Update
Cathy Miller, MSBA Director of Legal and Policy Services

---

### Officers
- **President:** Kathryn Green, Austin
- **Past President:** Deborah Pauly, Jordan

### District Directors
- **District 1:** Heidi Jones, Red Wing
- **District 2:** Linda Leiding, Lake Crystal Wellcome Memorial
- **District 3:** Joanna Lilleberg, Atwater-Cosmos-Grove City
- **District 4:** Cheryl Polzin, Wayzata
- **District 5:** Suzy Gutfuemler, Centennial
- **District 6:** Judy Payne, Mahtomedi
- **District 7:** Melissa Sauser, Farmington
- **District 8:** Zuki Ellis, St. Paul
- **District 9:** Kirby Ekstrom, North Branch Area
- **District 10:** Michael Domini, Crosby-Ironton
- **District 11:** John Berklich, Hibbing
- **District 12:** Jim DeVries, Mahnomen
- **District 13:** Lisa Anderson, Eastern Carver County

### Staff
- **Kirk Schneidawind:** Executive Director
- **Gary Lee:** Deputy Executive Director
- **Kelly Martell:** Executive Assistant
- **Greg Abbott:** Director of Communications and Marketing
- **Denise Dittrich:** Associate Director of Government Relations
- **Denise Drill:** Director of Financial/MSBAIT Services
- **Amy Fullenkamp-Taylor:** Associate Director of Management Services
- **Gail Gilman:** Associate Director of Board Development
- **Sandy Gundlach:** Director of School Board Services
- **Barb Hoffman:** Administrative Assistant to Government Relations/Finance/Meeting Coordinator
- **Sue Hanetschlagier:** Administrative Assistant to Management, Legal and Policy Services/MSBAIT
- **Donn Jenson:** Director of Technology
- **Bill Kautt:** Associate Director of Management Services
- **Grace Kelther:** Director of Government Relations
- **Katie Klanderud:** Director of Board Development
- **Bruce Lombard:** Associate Director of Communications and Marketing
- **Cathy Miller:** Director of Legal and Policy Services
- **Terry Morrow:** Associate Director of Management and Policy Services
- **Sue Munsterman:** Administrative Assistant to Board Development/Communications
- **Jeff Olson:** MSBA Consultant
- **Sandi Ostermann:** Administrative Assistant to Association Services and Finance/Receptionist
- **Tim Roberts:** Production Room Manager
- **Joel Stencel:** Director of Association Finance

The MSBA Journal (USPS 352-220) is published bimonthly by the Minnesota School Boards Association, 1900 West Jefferson Avenue, St. Peter, Minnesota 56082. Telephone 507-934-2450. Call MSBA office for subscription rates. (Opinions expressed in the Journal are those of the writers and do not necessarily represent MSBA policy.)
With over 100 years of combined experience in the field of school law, our attorneys are dedicated to providing customized, cost-effective legal services that fit your needs.

- Creative Problem Solving
- Tenacious Representation
- Goal-Oriented Advice
- Cost-Effective Services
- Timely Work Product

612-436-4300 | 333 South Seventh Street | Suite 2800 | Minneapolis, MN 55402 | www.raslaw.com
J O U N A L  |  M I N N E S O T A  S C H O O L  B O A R D S  A S S O C I A T I O N

J U L Y  2 0 1 8

4................Independence Day (no meetings)

A U G U S T  2 0 1 8

5.............MSBA Board of Directors’ Meeting
5.............MSBA Summer Seminar Early Bird Workshop, Minneapolis
6.............MSBA Summer Seminar, Minneapolis
7.............MSBA Learning to Lead – School Board Basics: Phase I & Leadership Foundations – School Finance and Management: Phase II Combination, Minneapolis
7.............MSBA Charter School Board Training, Minneapolis
7-8..........MDE/ASA Conference
9-10........National Affiliation of Superintendent Searchers Conference, Twin Cities
14..........Primary Election Day (no meetings or activities 6:00 p.m. – 8:00 p.m.)
16..........Minnesota School District Liquid Asset Fund Plus Meeting

S E P T E M B E R  2 0 1 8

3.............Labor Day (no meetings)
4.............First Day School Can Be Held
6.............MSBA Insurance Trust Meeting
11..........MSBA Advocacy Tour (Grand Rapids and Marshall)
12..........MSBA Advocacy Tour (Staples)
13..........MSBA Advocacy Tour (Thief River Falls and St. Paul)
14..........MSBA Building a High-Performance School Board Team: Phase III, Maple Grove
15..........MSBA Representing Your Community Through Policy and Engagement: Phase IV, Maple Grove
18..........MSBA Advocacy Tour (Cloquet and Sartell)
19..........MSBA Advocacy Tour (St. Peter and Willmar)
20..........MSBA Advocacy Tour (Fergus Falls and Rochester)
28..........Last Day for Submitting Legislative Resolutions

Gianna H.

MSBA thanks art teacher Christina Keith and her students at Chaska High School for sharing their art in this issue.

C O V E R  A R T:

Edith S.

Contact MSBA’s Bruce Lombard at blombard@mnmsba.org if you’d like to see your students’ art displayed in a future MSBA Journal magazine.

COVER ART:
Student Representatives are Meaningful Additions to School Boards

By Kirk Schneidawind, MSBA Executive Director

There are a lot of things I like about my job. The one thing I love about my job is honoring our student school board representatives with the MSBA Student School Board Member Scholarship award at their school board meetings. Seeing the pride of the students’ parents and school board members is difficult to put into words.

School boards with student members see the value in hearing the voice of their students and the promise in their contributions. While students do not have an actual voting role, their presence serves as an infusion of energetic vitality that lifts any topic to the relevance of what happens in the classroom.

Currently, 97 of the 332 school districts in Minnesota have students serving on their school boards. Local school districts determine the student selection process and term of service. For instance, in Austin interested students in sophomore social studies classes are asked to submit applications. Following finalist interviews, the top selection is selected to serve during their junior and senior years.

Student school board representatives are treated like elected or appointed board members. In most cases, they receive access to public documents, are invited to advisory committee meetings, and are present at formal board meetings. Generally, student board representatives give a report on activities and issues taking place at school. These student members serve with pride in representing the student body and add a standout voice to the board table. The students’ involvement gives them real-life experience in the development of public policy through the governing process.

Several years ago, the MSBA Board of Directors acknowledged the value of student involvement in the process of the work we do by establishing the two $3,000 scholarships that are awarded each spring to graduating seniors who are serving on their local school board. This year we had a record number of nearly 60 applications, each telling the story of a highly involved, talented student who was inspired by the promise of representing their peers and becoming engaged in the decision-making around public and board policy. They are driven and inspired to make a difference for today’s and tomorrow’s students — possessing many of the same attributes as our school board members.

This year’s recipients are Zachary Riffle of Mound Westonka High School and Ashley Rensted of White Bear Lake Area High School. See Page 26 to learn about this year’s MSBA scholarship recipients.

During the MSBA Leadership Conference in January, we host a breakout session dedicated to the topic of “Students at the Board Table.” This session is highly popular. If yours were a district that is considering adding a student member, attending this session would be a great place to start. Or a call to our office could tap a resource to networking with other districts that have found success in establishing a protocol.

Each school board is made up of individuals who have stepped forward, campaigned, and have been elected by the constituents of their communities. Each school board member brings their experience, motivation, and expertise to
Since 1984, MSDLAF+ has offered competitive investment options to Minnesota schools and related entities. As you proceed through the coming months, please remember that MSDLAF+ provides:

- Unlimited number of accounts and no minimum investment requirement
- Check writing, next day ACH, and same day Fed wires
- Variable and fixed-rate investment options
- Professionally managed portfolio
- A simplified manner of monitoring collateral
- A dedicated client service team

Minnesota Association of School Administrators, Minnesota Association of School Business Officials, and Minnesota School Boards Association serve as the sponsors of MSDLAF+.

This information is for institutional investor use only, not for further distribution to retail investors, and does not represent an offer to sell or a solicitation of an offer to buy or sell any fund or other security. Investors should consider the investment objectives, risks, charges and expenses before investing in any of the Fund’s series. This and other information about the Fund’s series is available in the Fund’s current Information Statement, which should be read carefully before investing. A copy of the Fund’s Information Statement may be obtained by calling 1-888-4-MSDLAF or is available on the Fund’s website at www.msdlaf.org. While the MSDLAF+ Liquid Class and MAX Class seek to maintain a stable net asset value of $1.00 per share and the MSDLAF+ TERM series seeks to achieve a net asset value of $1.00 per share at its stated maturity, it is possible to lose money investing in the Fund. An investment in the Fund is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Shares of the Fund are distributed by PFM Fund Distributors, Inc., member Financial Industry Regulatory Authority (FINRA) (www.finra.org) and Securities Investor Protection Corporation (SIPC) (www.sipc.org). PFM Fund Distributors, Inc. is a wholly owned subsidiary of PFM Asset Management LLC.

For further information contact:

Donn Hanson  
Director  
612.371.3720  
hansond@pfm.com

Carole Loehr  
Senior Managing Consultant  
320.202.1421  
loehrcl@pfm.com

Brian Johnson  
Senior Managing Consultant  
612.371.3750  
johnsonb@pfm.com

Amber Cannegieter  
Key Account Manager  
717.213.3871  
cannegietera@pfm.com

Kirk Schneidawind is the MSBA Executive Director. Contact Kirk at ksneidawind@mnmsba.org.

Objectives: SECURITY • LIQUIDITY • YIELD

Since 1984, MSDLAF+ has offered competitive investment options to Minnesota schools and related entities. As you proceed through the coming months, please remember that MSDLAF+ provides:

- Unlimited number of accounts and no minimum investment requirement
- Check writing, next day ACH, and same day Fed wires
- Variable and fixed-rate investment options
- Professionally managed portfolio
- A simplified manner of monitoring collateral
- A dedicated client service team

Minnesota Association of School Administrators, Minnesota Association of School Business Officials, and Minnesota School Boards Association serve as the sponsors of MSDLAF+.

MSBA Executive Director Kirk Schneidawind — along with MSBA President Kathryn Green and MSBA Board Director Cheryl Polzin — presented Mound Westonka High School student Zachary Riffle with one of the 2018 MSBA Student School Board Member Scholarship awards during a Westonka School Board meeting in May. Ashley Rensted (White Bear Lake Area High School) was the other recipient of this year’s scholarship.
Legislature Did Right on Pension Bill, Wrong on Supplemental Budget Bill

By Kathryn Green, MSBA President

Watching the end of Minnesota’s legislative session this year presented a profound contrast in effective governance. On one hand, we had a unanimous, bipartisan passage of the state’s omnibus pension bill that was signed into law by Gov. Mark Dayton. On the other hand, we again saw what happens to the omnibus supplemental budget bill during a so-called “non-budget year” — grouping massive unrelated state budget initiatives, hundreds of pages of legislative minutiae, cobbled together in the haste of urgency, only to be relegated to the ash bin of a governor’s veto. In that ash heap lays schools, taxes, and local governments — and citizens are left to wonder what to do without the support of a focused vision from their elected state leaders.

The irony of our legislators being able to pass a bill for their personal compensation moments (I exaggerate slightly) following the start of the 2018 session speaks volumes to their commitment to address the needs of their constituents. Self-serving hypocrisy is the visual seen by Minnesotans.

This “non-budget year” omnibus supplemental budget bill leaves plenty of cover for all involved in its creation. Each contributing author can add their words to the bill to address their initiatives. This bill turns into a political vessel, not prone to good governance. There will be so much to like and not like in the bill that its demise is a given — an “it’s not my fault” ringing to the tone deaf.

The difference between the two outcomes is clear. The omnibus pension bill had been in the works for three years. The importance to find a path to sustainability touched all sectors of our economy. Any continued inaction would exponentially increase the financial liability to the state. The Blue Ribbon Panel on Pension Reform studied and made recommendations to the full Minnesota Legislature. The executive directors of the three state public pension funds — the Teachers Retirement Association (TRA), the Public Employees Retirement Association (PERA), and the Minnesota State Retirement System (MSRS), along with the St. Paul Teacher Retirement Fund Association — engaged with their stakeholders to build a consensus, understanding the shared sacrifice to get the funds to a place of sustainability into the future. The Minnesota Office of Management and Budget vetted the plan. Sen. Julie Rosen and Rep. Tim O’Driscoll shepherded the bill through their respective chambers. A comprehensive bill was passed and signed into law that will structure the sustainability of pensions for 511,000 public employees.

Other sectors of our state have needs that are as pressing and deserve the same focused attention of our elected officials. Our schools that are to be provided for constitutionally have once again been relegated to the back burner in the vetoed omnibus supplemental budget bill. For the process of good governance, our legislators have no farther to look than to themselves, to act on and provide for what really matters.

Kathryn Green is MSBA President. Also, she is President of the Public Employees Retirement Association Board of Trustees.
The MSBA Summer Seminar returns Monday, August 6, at the Minneapolis Marriott Northwest in Brooklyn Park. This year’s seminar is themed “A High-Performance Mindset” and will showcase keynote speakers Cindra Kamphoff and Rick Kaufman.

Kamphoff is the Founder and Director of The Center for Sport and Performance Psychology in Mankato. Based on 20 years of research and consulting, Kamphoff will speak on how to gain a high-performance edge while providing practical strategies that work. Having a high-performance mindset will assist school board teams in strengthening teamwork by building trust and respect, getting clear on their purpose, dominating the controllables, and dealing with adversity and setbacks all the while focusing on student achievement.

See Page 12 for additional information about Kamphoff.

Kaufman — Bloomington Public Schools Executive Director of Community Relations and Emergency Management — will present “A High-Performance Mindset: Safe Environments for Student Success” during the seminar’s Closing Session. Threats to school safety make it vital that schools and districts have current plans to prevent, respond to, and recover from emergencies. In the wake of tragic school incidents in Minnesota and across the U.S., we are faced with the challenges of ensuring our students and staff are safe, and schools more secure. Hear some of the best practices to improve school safety and security.

See Page 14 for some of Kaufman’s views on school safety.

Also, Grace Keliher — MSBA’s Director of Government Relations — will offer a political update via “Insights into the 2018 Legislative Session.” Find out what new legislation will mean for your school district and get some thoughts on what the next session might bring for schools.

Fast Track learning

During the afternoon, seminar participants will get to choose three different Fast Track sessions to attend. Each Fast Track session delivers concise information during a 30-minute window. These sessions include:

Q&A with the Commissioner (presented by the Minnesota Department of Education Commissioner Brenda Cassellius): Commissioner Cassellius will update board members on the latest initiatives at the Department of Education and offer time for questions on a variety of public education issues.

Personalized Learning for ALL Students (Eastern Carver County Schools Superintendent Clint Christopher and Board Member Lisa Anderson): Find out how Eastern Carver County Schools is making personalized education a reality for all of their students. See what steps they have taken to roll out full district-wide implementation, highlighting the work of all stakeholders, including the school board, in the process.
Minnesota’s New Tiered Licensure System (MSBA Associate Director of Management Services Bill Kautt and MSBA Associate Director of Management and Policy Services Terry Morrow): Learn about Minnesota’s new tiered licensure system and how it will be implemented in school districts.

Case Law Update (MSBA’s Director of Legal and Policy Services Cathy Miller): Find out what the courts have decided this year that will impact your school district. Plain language summaries of the most important recent cases without legalese, irrelevant details, or endless analysis.

School Board Self-Evaluation (MSBA’s Associate Director of Board Development Gail Gilman): Research shows that high-functioning school boards have a positive impact on student learning and development. MSBA strives to provide exceptional services to boards, with the goal of strengthening school board governance practices. Learn about MSBA’s electronic School Board Self-Evaluation, which will provide data to boards that guides goals-setting for continual board team improvement.

Early Bird Session explores mental health

Members are encouraged to attend an Early Bird Session on the eve of Summer Seminar. “What Can We Say About Youth and Mental Health?” is scheduled from 7 p.m. to 9 p.m. Sunday, August 5, at the Minneapolis Marriott Northwest.

Presented by Angela Dixon (founder of Dixon Training), this facilitated discussion will include multiple aspects of mental health and mental illness in youth. Dixon will focus on current statistics, creating and strengthening community partnerships, and warning signs for school board members, parents, grandparents, and community members.

If You Go

WHAT: MSBA Summer Seminar
WHEN: Monday, August 6, 2018
WHERE: Minneapolis Marriott Northwest, 7025 Northland Drive North, Brooklyn Park

EARLY BIRD SESSION (“What Can We Say About Youth and Mental Health?”):
7 p.m., Sunday, August 5

PHASE I-PHASE II COMBO WORKSHOP:
8 a.m., Tuesday, August 7

REGISTRATION: Advance registration for the Summer Seminar, the Early Bird Session and the Phase I-Phase II Combo ends Monday, July 30.

HOTEL: If you need lodging, please reserve your hotel room at the Minneapolis Marriott Northwest by Monday, July 23, to obtain the special group rate. Ask for the "Minnesota School Boards Association Group Rate."

Visit http://www.mnmsba.org/SummerSeminar to access hotel and event registration information.

Additional learning opportunities

The learning doesn’t stop after the Summer Seminar ends.

If you missed the first part of MSBA’s School Board Workshop Series, here’s your chance to catch up with the Phase I-Phase II Combo from 8 a.m. to 4:30 p.m. Tuesday, August 7, at the Minneapolis Marriott Northwest.

Through a condensed version of both the “Learning to Lead — School Board Basics: Phase I” and “Leadership Foundations — School Finance and Management: Phase II” workshops, attendees will learn about the role of the board, the school district budget, Minnesota’s system of school finance, local levies and policies, laws affecting boards, and more.

The MSBA School Board Workshop Series is the foundation of a school board member’s training in good governance.

And finally, charter school board members can receive the state-required training in finance, governance, and employment all in one day. MSBA’s Charter School Board Training — slated from 8:30 a.m. to 3:30 p.m. Tuesday, August 7, will teach charter board members the basics of working successfully as a board and with their director.

Bruce Lombard is MSBA’s Associate Director of Communications. Contact him at blombard@mnmsba.org.
Dr. Cindra Kamphoff captures the attention of a room as soon as she enters. Her enthusiasm, commitment, and passion for living a mentally strong lifestyle is contagious to those she interacts with. As the Minnesota School Boards Association keynote speaker for the 2018 Summer Seminar, she will be touching on the traits that lead to high performances, as well as strategies to help school board members get into a high-performance mindset.

Cindra believes that with these strategies, individuals and groups can become their ultimate best in achieving high performance, and will develop best practices for teamwork, handling setbacks, and creating successful and respectful board communication.

One of the practices that she will address from her book, “Beyond Grit,” is becoming clear on your purpose. In order to own your purpose, it is important to communicate it, remind yourself of it, and use it to inform your decisions.

When Cindra does keynotes for large groups, she first learns something about the audience she will be addressing. This helps her to pick the practices that are most important to that audience in achieving high performance in their work. When deciding what practices would be most beneficial for school board members, she interviewed members of school boards who talked about the struggles of school board members. “The content might be similar, but the application will be adapted to them,” Kamphoff said.

One of the main goals for this keynote is getting school board members into a mindset where they are working to be the best versions of themselves, showing up, and aiming to be high performers in order to achieve strong school boards. “If you’re able to work together as a board more cohesively, you’re less likely to take things personally, and you are more likely to address your negative thinking.

Another major goal is to master your thoughts. “We are designed to see the predator, or what is wrong and not what is right. If everyone on the board is bringing more positive energy, you will have a high-performing board and you will serve students better,” Kamphoff said.

The inspiration for the core of the keynote at the 2018 Summer Seminar is that when a team is more effective, they will be able to help students succeed. She believes that this starts with working to be a high performer on your team in terms of mental processes, and using those processes in working to help students thrive. “If there is tension or negativity on that team, we’re not helping and serving the students the best we can. School board members play a really important role in our communities and districts, and they have a really powerful presence. When they are all working together on a common purpose, proactively with purpose, they will have a bigger impact,” Kamphoff said.

Kamphoff mentioned that a lot of times you do not know the impact that you make on others, but when you do find out how you have positively impacted
others lives, that makes work fulfilling. “The most powerful thing is when someone says that something made a difference in their life. When people say, this really freed me of the stress, or this made me happier, that is what keeps me going. I know that if people just get one thing to take away from the keynote to implement, that my work is done, and I know that I made the difference I was intended to make,” Kamphoff said.

Through the keynote, Minnesota school board members will gain the ability to work together as a team, a better understanding of how to gain control of negative thoughts, clear understanding of their purpose, more awareness of themselves, and the practices that lead to being their best, and making a difference for students across Minnesota.

Kamphoff is most passionate about her work as a speaker, high-performance coach, and motivator because of her own struggles. As a competitive runner in high school and college, Kamphoff was a very successful athlete. However, she kept on getting in her own way of achieving her best. When it is human nature to see the negative, Kamphoff believes that we need tools to protect ourselves from ourselves.

“I think the world would be a much better place if everybody, every day, was working to use mental skills and tools to help them be the best that they can be. I think the world would be a lot different if people were letting go of negativity more often, working to be on purpose, and working to be grittier; which means having passion and a purpose for your goals. If people were using these practices more often, I think not only would people have better performance, but they would be happier; more passionate about what they are doing; and they would know their purpose. So I’m passionate because of my own struggles, but also because of the impact that I’ve seen these practices have on people,” Kamphoff said.

Kamphoff hopes that people will take what they learn through her keynote back to their families, kids, and school boards, while also being able to implement them in their life and their work. Doing this makes a big difference; because, when you also live it and teach it, that is when these practices have the most impact, she said.

Kamphoff earned her Ph.D. in Sport and Performance Psychology from the University of North Carolina - Greensboro. She is a professor at Minnesota State University, Mankato, and has been doing high-performance work for the past 16 years. She is also the founder and director of the Center for Sport & Performance Psychology. She currently resides in Mankato, Minnesota with her husband and two boys.

Visit http://www.cindrakamphoff.com for more information about Kamphoff and her work. For more information on MSBA Summer Seminar, visit http://www.mnmsba.org/SummerSeminar.

Kristi Manning served an internship with MSBA in spring 2018. She attends Gustavus Adolphus College in St. Peter.
Providing a safe and secure environment for students to learn and staff to work is critical to the success of any school. Creating that environment while balancing the equally important welcoming atmosphere can be a challenge.

The tragic events we’ve come to know as Columbine, Sandy Hook, Parkland, and most recently Sante Fe (Texas), are painful reminders that school violence will continue to make news headlines and stir debate on a range of issues. We’re universally shocked, horrified, and frustrated.

In the wake of these tragedies, schools hear from their stakeholders with a renewed sense of urgency to “do something” to stop the violence. All too often, school leaders rush to launch untested response systems and one-size-fits-all training in an effort to demonstrate responsiveness. Truth is, there is no one product, service, tool, or program that will keep students and staff safe.

Schools are an integral part of their neighborhoods — a microcosm of the environment in which they reside — and therefore are vulnerable to the influences and factors present in the larger community. School safety, therefore, must reflect the community, its values, and the unique needs of students. There is a clear expectation that schools must be a safe place for learning and growing for all children, all the time.

How do schools meet those expectations? Seek first to understand. Engage parents, staff and stakeholders in determining what is best for their schools.

Schools may well be suited to provide support and assistance during a crisis and in its aftermath. They must be equally adept at providing systems for mitigating or preventing incidents through early identification and intervention. Of critical importance are procedures for detecting early warning signs of violence, school-wide screening procedures, mentoring or counseling programs, and threat assessment that enable school staff to identify and provide support to alienated or at-risk youth.

Planning and training

Knowing what to do in a crisis can be the difference between chaos and calm — or even life and death. The midst of a crisis is not the time to figure out who is responsible for the myriad responsive tasks. Knowing what to do should be part of a well-defined crisis response plan, with clear procedures to successfully manage and guide staff to resolving the crisis, minimizing its negative impact, and restoring the teaching and learning environment post-incident.

While most schools have well-intentioned crisis response plans, far too many have incomplete, overly burdensome or cut-and-paste documents that are nothing more than dust collecting bookends on an office shelf. Many lack the best thinking and practices of local agencies that must collaborate and cooperate in an emerging situation.

Truth is, schools and campuses are better prepared to prevent school violence and to respond to school emergencies. Here’s the reality: Bad stuff happens. There is no guarantee that schools will be violence-free. And, while there are no easy solutions, there are intelligent alternatives to reduce the risks to life and property.

The one constant must be a commitment to improve and strengthen all aspects of crisis prevention, preparedness, response and recovery plans.

Rick J. Kaufman, APR, is the executive director of community relations and emergency management for Bloomington Public Schools. He is a nationally respected consultant and trainer on crisis management and communication. He served as the Crisis Response Team lead for the Columbine High School tragedy in 1999, and continues to work with school districts across the country to manage and recover from school violence incidents, including Broward County Public Schools and San Bernardino City Unified Public Schools. Kaufman is the closing speaker at the MSBA Summer Seminar, Monday, August 6.
Congratulations, Lake City!

2018 Ground breaking

Mark Lenz, AIA
(651) 770-4442
www.architectsmla.com

A passion for public law

School Law Group

Our attorneys provide responsive, creative, practical and high-quality legal services to public school districts.

Alex D. Ivan
Greg Madsen
Maggie R. Wallner
Adam C. Wattenbarger
Jenny S. Boulton
Lizzie Brodeen-Kuo
Martha N. Ingram
Brian D. Lehinger
Sofia E. Lykke
Peter G. Mikhail
Doug D. Shaftel
Sarah J. Sonsalla
James M. Strommen

Education Law
Finance and Bond
Construction
Civil Litigation
Real Estate and Business

www.kennedy-graven.com

470 U. S. Bank Plaza, 200 South Sixth Street, Minneapolis, MN 55402
Phone 612.337.9300 • Fax 612.337.9310 • Toll Free 1.800.788.8201
The 2018 legislative session began February 20 with a budget surplus of $329 million. No one could have predicted the school shooting in Parkland, Florida, that happened two weeks prior to session. Because of this tragedy, Gov. Mark Dayton and the Legislature brought a focus on student safety. During the session, more than 50 bills were introduced addressing school safety with funding for school resource officers, building improvements, and mental health. After all the hearings in the various committees, a comprehensive package that encompassed safety and flexibility were rolled into the omnibus supplemental budget bill (Senate File 3656), along with other education policy and funding provisions. Unfortunately, due to the politics of the session, most of the school safety provisions along with other important education initiatives were vetoed.

However, there were some bright spots to highlight.

**Pensions**

The House and Senate unanimously passed the omnibus pension bill (Senate File 2620) this session and Gov. Dayton signed the bill into law. The reform was the culmination of a multifaced three-year process — which MSBA participated in. As you can imagine over the three years, there were several versions of the bill, many committee hearings, two vetoes by Gov. Dayton, and many meetings by the Legislative Commission on Pensions and Retirement (LCPR) and the Teachers Retirement Association (TRA) Board of Trustees — which MSBA has a seat on.

The legislation covers all the major state pension funds: the TRA, the Public Employees Retirement Association (PERA), the Minnesota State Retirement System (MSRS), and the St. Paul Teacher Retirement Fund Association. The bill reforms and stabilizes the pension funds and reflects collaborative work by the various stakeholders.
Highlights of the entire bill are as follows (see graphic on Page 19 for more TRA-related details):

- Benefit reforms, including the end of augmentation, elimination of subsidies in the calculation of early retirement benefits, postponement of the start of post-retirement adjustments (i.e. “COLAs”) until normal retirement age, and the reduction in rate and interest paid on refunds.
- Reduction in COLA increases applied to retiree benefits.
- Public employees, actives and retirees, have contribution increases totaling $6.1 billion.

Specifically related to TRA, the highlights include:

- Increases the TRA employer contribution by 1.25 percent over six years.
- Increases the employee contributions by 0.25 percent in 2024.
- State funding to cover the employer increase through the pension adjustment mechanism.
- Reduces the investment assumed rate of return from 8.5 percent to 7.5 percent.
- Eliminates the automatic COLA triggers and reduces the COLA from 2 percent to 1 percent for five years and then increases the COLA 0.1 percent per year for five years until it reaches 1.5 percent.
- TRA funding ratio from 52 percent to 92 percent over the 30 years.
- $3.4 billion of savings immediately for TRA.

Bonding for School Safety

The bonding bill provides $25 million in grants for safe and secure schools. This new money will not be handled through general obligation bonding, but instead will be a grant program administered by the Minnesota Department of Education. The maximum grant is $500,000 and half of the money must go to school districts outside the 11-county metropolitan area. Grants will be awarded on a first-come, first-served basis. MSBA will share any updates or announcements regarding applications in the MSBA Weekly Advocate and on social media.

Additional provisions for school safety were included in the omnibus supplemental budget bill, but were nullified with the governor’s veto.

Uniform Municipal Contracting Law

A small bill that passed and will be helpful to school districts was House File 3841. MSBA collaborated with the League of Minnesota Cities to raise the competitive bidding threshold from $100,000 to $175,000 to better reflect the current increased construction costs of small projects. The last time the competitive bidding threshold was raised was 10 years ago.

School and Student Safety

School safety became a bipartisan focus for the entire session. The rawness of the events throughout the session — including the school shooting in Houston during the last days of session — was felt everywhere. People, especially students, wanted something done to help ensure safety of students in schools. Gov. Dayton, the House and the Senate stated early on that the safety of staff and students was a
priority. Unfortunately, the veto stamp on the supplemental budget bill (Senate File 3656) ended discussions for this year, but most certainly will be brought back again in 2019.

Special Education
It seems the special education cross-subsidy is an issue that is brought forth every legislative session. This year was no exception. However, the issue gained more momentum, only to be vetoed.

The MSBA Delegate Assembly passed resolutions prior to session urging the Legislature to create a task force to study the special education cross-subsidy and provide a timeline and funding recommendations. In addition, nearly 200 local school boards passed resolutions for the federal government to increase funding and for the state of Minnesota to convene a task force to work on the impacts of the new funding formulas, the projected cross-subsidy, and recommend a timeline to eliminate it.

All branches of the Legislature proposed help for special education in one form or another. The House and Senate introduced bills creating work groups. The House bill proposed a working group consisting of more than 30 stakeholder groups and the Senate bill proposed a legislative study group, which made it in the final bill. The governor proposed increasing special education aid to reduce the cross-subsidy. None of the proposals made it into a final bill.

Though it won’t move forward now, the message was loud and clear — something must be done to ease the cross-subsidy. 

One-time, Per Pupil Funding
Two opportunities were missed this session for one-time, per-pupil aid for all school districts. After a certain veto of the supplemental budget bill, the House and Senate quickly pivoted to create a simpler, streamlined tax and education bill.

Gov. Dayton proposed $126 per student during the final weeks of session to help ease the budgetary burdens of school districts. The bill (House File 947) proposed $50 million or $57.73 per student in one-time money in its final version.

Unfortunately, the 2018 session provided no new funding and, in fact, left the surplus dollars on the table for the next Legislature and governor to deal with. All 134 House seats and the governor’s office are up for election this fall.

MSBA’s 2018 Legislative Summary offers more in-depth detail on what did and what did not pass. You can access the MSBA Legislative Summary at http://www.mnmsba.org/Portals/0/2018-MSBA-LegislativeSummary.pdf. We hope you will continue to follow legislative news and events through the Weekly Advocate (http://www.mnmsba.org/WeeklyAdvocate) as well as join us at one of the Advocacy Tour events in September.

Kimberley Dunn Lewis is MSBA’s Communications Specialist. You may contact Kim at klewis@mnmsba.org.
Cost of living adjustment (COLA) for retirees
- Currently set at 2 percent each January 1
- Next five years: January 1, 2019 to January 1, 2023 = 1 percent
- January 1, 2024 = 1.1 percent
- January 1, 2025 = 1.2 percent
- January 1, 2026 = 1.3 percent
- January 1, 2027 = 1.4 percent
- January 1, 2028 and thereafter = 1.5 percent

COLA eligibility — Beginning July 1, 2024, eligibility for receipt of first COLA would be changed to normal retirement age (age 65-66, depending on date of birth). Exempt: Members who retire under Rule of 90, and members who retire at least age 62 with at least 30 years of service credit.

COLA trigger — The COLA trigger in current law would be eliminated. The trigger would increase the COLA to 2.5 percent if the pension fund is at least 100 percent funded for two consecutive years.

Contribution rates
<table>
<thead>
<tr>
<th></th>
<th>Employer</th>
<th>Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current contribution rate</td>
<td>7.5 percent</td>
<td>7.5 percent</td>
</tr>
<tr>
<td>Beginning July 1, 2018</td>
<td>7.71 percent</td>
<td>7.5 percent</td>
</tr>
<tr>
<td>Beginning July 1, 2019</td>
<td>7.92 percent</td>
<td>7.5 percent</td>
</tr>
<tr>
<td>Beginning July 1, 2020</td>
<td>8.13 percent</td>
<td>7.5 percent</td>
</tr>
<tr>
<td>Beginning July 1, 2021</td>
<td>8.34 percent</td>
<td>7.5 percent</td>
</tr>
<tr>
<td>Beginning July 1, 2022</td>
<td>8.55 percent</td>
<td>7.5 percent</td>
</tr>
<tr>
<td>Beginning July 1, 2023 and after</td>
<td>8.75 percent</td>
<td>7.75 percent</td>
</tr>
</tbody>
</table>

The bill provides state funding for the higher employer contribution through a pension adjustment in the school aid formula.

Early retirement benefits — Augmentation currently in the early retirement reduction factors will be phased out over a five-year period beginning July 1, 2019, and completed by June 30, 2024. Exempt: Members who retire at least age 62 with at least 30 years of service credit.

Deferred benefits — Augmentation on deferred benefits will be reduced to 0 percent beginning June 30, 2019.

Interest payable to members on refunds — Will be reduced from 4 percent to 3 percent, effective June 30, 2018.

Interest due from members, employers on payments and purchases — Reduced from 8.5 percent to 7.5 percent, effective June 30, 2018.

Plan provisions
Investment return assumption — Lowered from 8.5 percent to 7.5 percent.
Amortization period — Amortization date for the unfunded liability is currently set at June 30, 2039, and would be reset to June 30, 2048.
Contribution stabilizer — The mechanism currently in place that provides some authority for the TRA Board to set contribution rates will be eliminated.

Financial and actuarial impact
The changes affecting TRA will immediately reduce liabilities by $2 billion, increase the funded ratio to 75 percent (from 70 percent), and put the plan on a trajectory to be 92 percent funded in 30 years.
ATS&R
PLANNERS / ARCHITECTS / ENGINEERS

Designing spaces to fit new learning models.

Contact Dean S. Beeninga www.atsr.com 800.545.3731

We write the book on Education Law.

Our significant knowledge base and experience makes us well versed in all facets of education law: public employment and employee relations, student matters, school finance, elections, bond counsel services, construction, real estate, school board matters, contracts, discrimination and harassment, data privacy, special education, constitutional issues and more.

Knutson Flynn & Deans P.A.
1155 Centre Pointe Drive, Suite 10
Mendota Heights, MN 55120
651-222-2811 (office) 651-225-0600 (fax) www.kfdmn.com

Achieving Our Clients’ Goals Since 1947
The Every Student Succeeds Act (ESSA) was signed in December 2015 as the nation’s new pre-K through grade 12 federal education law. ESSA reauthorizes the Elementary and Secondary Education Act (ESEA), previously known as No Child Left Behind (NCLB). The law requires states to develop plans that address standards, assessments, school and district accountability, support for struggling schools, support for educators, and ensuring a well-rounded education for all students.

Students, educators, families, and community members were involved in the development of Minnesota’s ESSA plan. Over the course of 20 months, the Minnesota Department of Education (MDE) engaged with stakeholders at nearly 300 meetings and public events throughout the state to educate, listen, and receive critical input from Minnesota citizens. Minnesota submitted the plan to the U.S. Department of Education in September 2017 and received approval in January 2018.

At its heart, ESSA is a civil rights law. It reminds us that every child has a right to an excellent education, regardless of circumstances that are outside of their control like the ZIP code in which they live or their socioeconomic status. With the input of Minnesotans, the state ESSA plan focuses on ensuring equitable opportunities and outcomes for every student and emphasizes meaningful inclusion of all student groups in the system.

The Minnesota State Plan page on the MDE website (https://education.mn.gov/MDE/dse/ESSA/mnstp) provides more information, including an executive summary and the plan in its entirety. If you have any questions related to Minnesota’s State ESSA Plan, feel free to contact mde.essa@state.mn.us.

The Impact of Challenging Behaviors in the Classroom

Changes include statewide goals, new accountability indicators

By Stephanie Graff
Five Changes to Look For

1. Minnesota set new aspirational statewide goals that connect ESSA and World’s Best Workforce.

   The ESSA plan is just one part of Minnesota’s broader approach to help all schools work well for all students. ESSA strategies, programs, and accountability and data systems are in support of district strategic planning efforts under the World’s Best Workforce law.

   New ambitious statewide goals that are focused on tackling opportunity and achievement gaps were set. While local schools and districts are encouraged to engage in strategic, meaningful conversations with school boards and stakeholders in setting academic goals, these state goals can be used as a starting point for these local conversations.

   Minnesota’s statewide goals for academic achievement (see accompanying graphic) require that all students reach a high level of success, but take into account the accelerated improvement that is necessary for some student groups in order to close gaps. While all groups are expected to improve, student groups that are currently achieving at lower levels than their counterparts have the highest expected gains.

2. Two new accountability indicators — progress toward English language proficiency and consistent attendance — present new opportunities.

   On August 30, 2018, MDE will publicly release new accountability results, under the state’s new North Star system, for every school and district in the state. Districts will have preliminary access to the information on August 8, 2018.

   Minnesota’s Statewide Goals for Academic Achievement

   Statewide goals have been established with a clear focus on ensuring excellence and equity for all Minnesota students. The goals outlined below require that all students reach a high level of success, but take into account the accelerated improvement that is necessary for some student groups in order to close gaps. While all groups are expected to improve, student groups that are currently achieving at lower levels than their counterparts have the highest expected gains.

   - **All Grades - Achievement Gap Goals** - By the year 2025:
     - Reach a reading achievement rate of 90 with no student group below 85.
     - Reach a math achievement rate of 90 with no student group below 85.

   - **Grade 3 Reading Achievement Gap Goal** - By the year 2025:
     - Reach a third grade reading achievement rate of 90 with no student group below 85.

   - **Grade 8 Math Achievement Gap Goal** - By the year 2025:
     - Reach an eighth grade math achievement rate of 90 with no student group below 85.

   - **Progress toward English Language Proficiency Goal** - By the year 2025:
     - Reach a goal of 85 percent of students making progress in achieving English language proficiency.

   - **Graduation Rate Goal** - By the year 2020:
     - Reach a four-year graduation rate of 90 percent with no student group below 85 percent.

   - **Consistent Attendance Goal** - By the year 2020:
     - Reach a consistent attendance rate of 95 percent with no group below 90 percent.
All schools and districts receive results on each indicator in the North Star accountability system. While the accountability indicators are a good starting point, they do not tell the whole story of the district or school. It is important to dig into many other types of data and information to get a more complete picture of the students, staff, and community.

A key feature of the North Star system is a three-stage decision process that is used to determine which schools or districts are eligible for support. In general, if there are signs that a school or district is struggling in indicators across all three stages, the school or district will be identified for some level of support.

With a renewed focus on the success of English learners, the North Star system includes the progress English learners are making toward proficiency of the English language at the first stage in the process. This is the first time that all schools and districts that serve enough English learners will be held accountable in this area. In the past, the state’s main accountability system only considered whether English learners were mastering academic content in reading or math. The new system encourages an all-hands-on-deck approach to supporting English language development.

Another new indicator in the system is consistent attendance. A student is considered to be consistently attending school if they attend more than 90 percent of school days enrolled. This is one important indicator of student engagement and school climate, as well as a significant predictor of academic success. This presents new opportunities for schools and districts to investigate and address the underlying reasons for low consistent attendance – whether that be focused on student and family engagement, school climate, students’ social emotional needs, or other causes.

More information on Minnesota’s new school and district accountability system can be found on the MDE website at https://education.mn.gov/MDE/dse/account.
3. The new accountability and support system includes all schools and districts, not just those that receive federal Title I funding.

One main feature of the North Star system is that it helps the state prioritize support for schools and districts that may need it the most. Rather than a top-down, punitive approach to support, the assistance is focused on continuous improvement, delivered on the ground and in partnership with schools and districts, and customized based on local context and circumstances. Staff from the Regional Centers of Excellence, called advocates, collaborate with identified schools to assess local needs, select improvement strategies, and support the development and implementation of plans.

Minnesota’s new system has high expectations for the performance of every student, in every student group, on every accountability indicator for every Minnesota school — not just those receiving Title I funds. The highest level of support through the Regional Centers of Excellence is provided to Comprehensive Support and Improvement (CSI) schools. There are two ways for schools to be eligible for this level of support:

- The school is a public high school — Title I or non-Title I — with graduation rates below 67 percent overall or for any student group. This presents a new opportunity to provide assistance to high schools, as they have historically been left without meaningful support.
- The school is in the lowest performing five percent of Title I schools at the elementary, middle, or high school level.

Schools that are identified as Targeted Support and Improvement (TSI) schools receive mostly local support from their districts and can also participate in professional development opportunities from the Regional Centers of Excellence. Consistent with the state’s focus on equity, schools are identified for targeted support when any student group performs below performance thresholds on multiple indicators. Schools that are low on only the academic indicators — not including consistent attendance — are also eligible for targeted support activities.

Unlike the state’s previous accountability system under the NCLB Waiver, districts are also eligible for support. Identified districts receive ongoing assistance from cross-functional teams that include multiple divisions of MDE as well as representatives from the Regional Centers of Excellence.

4. Districts and stakeholders have an elevated role in supporting school-level improvement efforts.

Another notable shift under ESSA is the emphasis placed on districts actively supporting the development and implementation of school-level improvement plans. The district has a critical role in providing leadership for turnaround and equity, resources, support and accountability, talent management and development, instructional transformation, and community supports and connections. School boards can also play a significant role in understanding barriers and opportunities related to these areas and ensuring policy and resources are enabling school leaders and teachers to implement continuous improvement efforts to better meet student needs.
Consistent with the spirit of the state World's Best Workforce law and at the core of ensuring the work is focused on equity, it is essential that diverse voices are actively involved in the school or district continuous improvement work. Meaningful, authentic, and ongoing engagement with stakeholders, including board members who represent families and communities, will lead to deeper dialogue around student and school needs and strategies that can best meet those needs. This is more likely, in turn, to create sustainability and long-term success of school improvement efforts.

5. **Tribal consultation: building relationships with tribes to provide better opportunities and support for Native students.**

The passage of ESSA provides unique opportunities for states, districts, schools, and tribes to work together to strengthen education for Native students. Timely and meaningful tribal consultation is required for any district or charter that receives a federal Title VI grant that exceeds $40,000, or with a school or district with an enrollment of an American Indian student population of at least 50 percent.

Meaningful tribal consultation, both in process and product, is a foundation that will best support Native students. A key component in working with tribal representatives and supporting Native youth is trust. As such, fostering and developing a mutually respectful relationship with tribes will be beneficial when districts and schools approach consultation.

Consultation is meaningful when it occurs at the earliest possible stage, prior to the development of a program, initiative or policy to ensure that tribal views are respected and included in plans. 

Tribal consultation is most effective when it is understood as a process for continuous input and discussion. Meaningful consultation is based on open communication and coordination that acknowledges all viewpoints and then seeks agreement on how to provide the best supports for Native students.

School board members are encouraged to stay informed on district efforts related to tribal consultation, and MDE developed a Tribal Consultation Guide (accessible at [https://education.mn.gov/MDE/dse/indian](https://education.mn.gov/MDE/dse/indian)) as a resource in support of this important work.

---

Stephanie Graff is the Minnesota Department of Education’s Chief Accountability Officer. Members can direct ESSA-related questions to stephanie.graff@state.mn.us.

---

**Natural Athletic Turf**

**Big news for Title IX**

When all the calculations are done, 4 natural turf fields can be built for the cost of 1 synthetic field. Learn how you can provide equitable opportunities for women and men to participate in sports, even with limited funds.

**New report shows that Natural Turf is a 4:1 win!**

Plaisted Companies is the leading athletic field soil supplier in the Midwest. We’ll help you determine a solution that fits within your criteria.

**Synthetic vs. Natural Turf article at**

[www.PlaistedCompanies.com](http://www.PlaistedCompanies.com)

**Contact:**

Kerry Glader, 763.633.6571

KGlader@plaistedcompanies.com
White Bear Lake Area’s Ashley Rensted and Westonka’s Zachary Riffle were announced as the recipients of the 2018 MSBA Student School Board Member Scholarship. The award comes with a cash prize of $3,000 for both students to use toward their postsecondary education costs.

During her time on the White Bear Lake Area School Board, Rensted participated in the board’s strategic planning process, gave opinions on flex days for students during bad weather, and learned the importance of teamwork on a board that focuses on helping all students succeed.

Here are some of her observations from Rensted’s time on the White Bear Lake Area School Board:

Q. What have you learned from being on the strategic planning committee and what is the usefulness of having that plan in place?

A: The biggest lesson I’ve learned from being on the strategic planning committee is the importance of community. Our team is comprised of 30 people, all from different backgrounds. I believe that this diversity in professions, race, age, gender, and ideology is what helped to create a plan that is so diversified and representative of our whole community. Having these different perspectives was integral in allowing for debate and discussion, and without this, our plan would have failed to meet the needs of our students.

Furthermore, I believe this plan will dramatically change White Bear Lake Area Schools for the better. Our leading
strategy for this process is that each student is the primary agent in their learning, and this will help to change White Bear Lake in a way that really puts the learning into students’ own hands so they can determine what they need in order to be successful. Personally, I have bright hopes as for what this can do for our district, and I am really looking forward to coming back from time to time and seeing what has changed with the implementation of this plan. Beyond this strategy, I see incredible value in our other seven strategies that we have developed. Our plan will be able to help us meet the ever-changing needs of students and staff through plans with an emphasis on mental and social well-being, expanding educational opportunities, and embracing cultural diversity. I really think right now is an incredibly exciting time to be a student in White Bear Lake, and quite frankly, I’m jealous of the students who still have a few more years to go before they graduate!

Q. What is your impression of teamwork on your board? How does it help them function?

A: Teamwork is quite important on the White Bear Lake Area School Board. I think that each board member works cohesively with the others to ensure that they are providing the best possible experiences for all of our students and staff. It can be hard at times to come to agreements on controversial topics, but I think our board does an incredible job of listening to one another, accepting opposing viewpoints and truly thinking with the best interest of students in mind.

They have been a great example for me as to how groups of adults need to work together in order to solve problems and lead people. I have had been incredibly lucky to be able to sit among them and witness their work first hand as well as participate in it. I truly think that our board would not be as effective and productive as they are if they didn’t utilize the value of teamwork to the fullest extent. I am so thankful for the opportunity to learn from them as they lead our community and school district in the pursuit of excellence.

Q. What lessons from being a student board member do you take with you as you move on to college?

A: I think the biggest lesson I’ve learned is that one must always be an advocate for someone. There are always people who want to have a say, but don’t have a voice. As the student liaison, it was my responsibility to be the voice of students, to gather their insight, to listen to them, to talk with them, and then to take this back to the school board and relay this information. Through this role, I have truly seen the value that comes when someone is able to not only represent themselves and their ideas but also the ideas of others. As I leave my position as the student liaison, I hope to continue this work in some way by always remembering to be the advocate and the voice for someone, no matter the size of the role.

Beyond this, I have learned the importance of collaboration with others, and what exciting things can happen when you find something you are passionate about. I think that my experience on the board has really opened my eyes to the world of education as well as how we can best serve students, and I really hope to further develop these passions during my years in college. In order to accomplish this, collaboration is key. Nothing can get done with regards to education by only one person, it takes a team who is willing to work with one another, similar to what I have witnessed with my school board, to accomplish something substantial.

White Bear Lake Area High School student Ashely Rensted received her MSBA Student School Board Member Scholarship award during a White Bear Lake Area School Board meeting on May 14. Rensted is the second White Bear Lake Area student to earn the MSBA scholarship. Maraki Ketema won the award in 2011.
Zachary Riffle

Riffle put together an impressive academic career at Mound Westonka High School. Equally impressive was his heavy involvement in school and community activities — such as the Yes I Can special education program and the Feed My Starving Children program — while holding down a part-time job at the local golf course.

In his scholarship award application essay, Riffle detailed how his time as a student representative on the Westonka School Board helped build his character: “Over the past year, my experience has taught me passion, patience, and perseverance—qualities at the core of my dedication. For me, my position has shown the results of both highs and lows in public service. It has given me the opportunity to witness true failure. It has taught me that leadership has no relation to prosperity, but to failure, because people’s greatest attributes come from their worst of times. My position has shown me that mistakes may be utilized for something greater than our own. My time as a student representative has additionally given me the opportunity to encounter continuous success. It has taught me to remain humble and give recognition where it is deserved most. To me, being a student representative means more than a simple name on a resumé. It is a position where character is built, lessons are taught, and lives are impacted. Never in my life did I imagine the immense impact a nine-month position would make on me and my focus for today, tomorrow, and forever.”

Here are some of Riffle’s other observations from his time on the Westonka School Board:

Q: What are your postsecondary plans and what do you want to be when you “grow up?”

A: I plan to attend the Carlson School of Management at the University of Minnesota. I want to study either Supply Chain Management or Organizational Behavior/Leadership. I want to work in business, helping people and organizations grow and become successful. My dream career is eventually working as a Chief Operating Officer or CEO for a company that gives back to the community.

How do school boards select a student representative?

School boards can choose its own process for selecting a student school board representative.

Former White Bear Lake Superintendent Dr. Michael Lovett provided an example back in 2001. Lovett said the district coordinated its student school board member selection process through its high school principal, who asked teachers to recommend students who showed potential and interest in leadership.

Student nominees then submitted an application for the position. The application posed this key question: “Why do you wish to serve as student representative?”

The high school principal reviewed the applications before interviewing the candidates with a school board member. The high school principal, the superintendent, and the school board completed the process by selecting one school board student representative and one alternative representative.
Management or Management Information Systems. I hope to one day be a politician or businessman — using my resources to make a positive impact.

**Q: What inspired you to join the Westonka School Board as a student representative?**

**A:** I was first interested in being on the school board when a major referendum was passed in our district. Seeing the school board making monumental positive changes inspired me to take action and join.

**Q: What was one of the most challenging issues the school board faced during your tenure?**

**A:** The issue toughest for the board that I have witnessed is most definitely changing the school start time. This comes with numerous challenges and there are plenty of proposals to discuss.

**Q: What was your best moment during your time with the school board?**

**A:** My best moment on the school board would be seeing the gratitude and smiles after my monthly reports about the state of the school and our student government. It is an honor that the school board appreciates my work.

**Q: Could you ever see yourself as a school board member later in life?**

**A:** I would most definitely consider running for the school board in the future!

Greg Abbott is MSBA’s Director of Communications and Marketing. Bruce Lombard is MSBA’s Associate Director of Communications and Marketing. You may contact them at gabbott@mnmsba.org and blombard@mnmsba.org, respectively. Applications for the next MSBA Student School Board Scholarship Program will be available in January 2019. Visit http://www.mnmsba.org/MSBAScholarship for more information.

---

**MSBA STUDENT SCHOOL BOARD MEMBER SCHOLARSHIP RECIPIENTS**

2018: Zachary Riffle (Mound Westonka High School) and Ashley Rensted (White Bear Lake Area High School)

2017: Nathan Hagerott (Caledonia High School) and London Lowmanstone (Hopkins High School)

2016: McKinley Lain (Sauk Rapids-Rice High School) and Taylor Nelson (Woodbury High School)

2015: Amber Bennett (Proctor High School) and Giancarlo Marconi (Austin High School)

2014: Tim Bergeland (Hopkins High School) and Erik Thibault (Duluth East High School)

2013: Stephanie Chavez-Estrada (Richfield High School) and Molly Sandstrom (Chisago Lakes High School)

2012: Michael Gaytko (Waseca High School) and Heather Rolfine (Lewiston-Altura High School)

2011: Marguerite Haggerty (Cannon Falls High School) and Maraki Ketema (White Bear Lake Area High School)

2010: Kai Fei (Duluth East High School) and Tanwaporn Ohl (Cass Lake-Bena High School)

2009: Ethan Lang (Hopkins High School) and Kendra Lynn (Cambridge-Isanti High School)
Why should a school district develop a strategic plan?  
First and foremost, school boards — based on Minnesota Statute 120B.11 — are required to adopt a comprehensive, long-term strategic plan designed to support and improve teaching and learning. Second, school boards are responsible for clarifying the school district’s purpose by developing belief statements, a mission statement, and a vision statement to guide the school district. Finally, school boards convey the school district’s direction by setting clear and well-crafted goals and objectives.

How does a school district benefit from doing this work?  
A good strategic plan builds strong school board and superintendent relationships by clearly stating expectations, helps to align community values with school district operations, drives the school district to a continuous improvement process, provides clarity for the school district’s staff, and enables performance monitoring and evaluation. In the end, strategic planning ensures that the district knows “which way to go” in order to provide high-quality education to the students it serves.

What can MSBA do to help districts in strategic planning?  
First, MSBA will conduct planning and preparation activities designed to provide the school district with the knowledge needed to set the strategic planning model in motion. This phase involves the development of a timeframe for the process, providing a recommendation for the recruitment and selection of a Strategic Planning Committee, identifying methods to gather feedback about the school district, and ensuring that the process meets the requirements of the World’s Best Workforce.

Second, MSBA will provide several methods of gathering stakeholder input on the strengths and opportunities for improvement of the school district.

Third, MSBA will conduct four meetings with the school district’s Strategic Planning Committee. The meetings will provide the committee with the results of stakeholder-related engagement activities, provide a report from the superintendent of schools on the “State of the School District,” and result in the creation of a Strategic Planning Governance Document that is designed around specific goals and objectives reflecting the beliefs, mission, and vision of the school district.

How much does the MSBA Strategic Planning Service cost and how do we get started?  
The base fee for MSBA’s Strategic Planning Services is $4,300 and includes MSBA staff/consultants’ travel and expenses, all materials, and follow-up reporting.

To get started, contact MSBA Consultant Jeff Olson at 800-324-4459 (ext. 121) or jolson@mnmsba.org.
You can join more than 600 of Minnesota's school districts, cities and counties to provide affordable, high quality health insurance to your employees. Seven Minnesota Service Cooperatives have joined together under a new name, Minnesota Healthcare Consortium. **Together we provide the cost savings of being self insured with the financial safety of being in a pool.** Contact your local Minnesota Service Cooperative representative to learn more.

Dan Weir  
Northwest Service Cooperative  
danjw@ebisinc.net

Melissa Wawatne  
Lakes Country Service Cooperative  
melissa.m.wawatne@lcss.org

Doug Deragisch  
SWSC Service Cooperative  
doug.deragisch@swsc.org

Jeanette Mellemoen  
Northeast Service Cooperative  
jmellem@nesc.k12.mn.us

Dan Weir  
Resource Training & Solutions  
danjw@ebisinc.net

Larry IntVeld  
South Central Service Cooperative  
lintveld@comcast.net

Bill Colopoulos  
Southeast Service Cooperative  
bdcolopoulos@ssc.coop

You can join more than 600 of Minnesota's school districts, cities and counties to provide affordable, high quality health insurance to your employees. Seven Minnesota Service Cooperatives have joined together under a new name, Minnesota Healthcare Consortium. **Together we provide the cost savings of being self insured with the financial safety of being in a pool.** Contact your local Minnesota Service Cooperative representative to learn more.
MSBA’s Vendor Directory

MSBA’s Vendor Directory helps connect school districts with the products and services they need. The directory is always at your fingertips. You’ll find it printed in the back of every Journal magazine as well as on the MSBA website at www.mnmsba.org. Most listings in the web version of this directory include a link so you can read instantly to a website or email address. The directory includes everything you need to know to contact a company quickly—phone numbers, fax numbers and addresses—in an easy-to-read format. If you have a service or product you would like included in this directory, please contact Erica Nelson at 763-497-1778 or erica@pierreproductions.com.

ARCHITECTS/ENGINEERS/FACILITY PLANNERS

Architects Rego + Youngquist, Inc. (Paul Youngquist)
7601 Wayzata Blvd., Suite 200
St. Louis Park, MN 55426
952-544-2894, Fax 952-544-0585
www.aryarch.com
pyoungquist@aryarch.com

ATS&R Planners/Architects/Engineers (David Maroney)
8501 Golden Valley Road
Golden Valley, MN 55427
763-545-3731, Fax 763-525-3289
www.atsr.com
dmaroney@atsr.com

Clark Engineering (Sylvia Murray)
12755 Highway 55, Suite 100
Minneapolis, MN 55441
763-545-9196, Fax 763-541-0056
www.clark-eng.com
info@clark-eng.com

Cunningham Group Architecture, Inc. (Judith Hoskens)
201 Main Street SE, Suite 325
Minneapolis, MN 55401
612-379-3400, Fax 612-379-4400
www.cuningham.com
jhoskens@cuningham.com

DLR Group (Christopher Gibbs)
520 Nicollet Mall, Suite 200
Minneapolis, MN 55402
612-977-3500, Fax 612-977-3600
www.dlrgroup.com
cgibbs@dlrgroup.com

EAPC Architects Engineers (Andrew Jordan)
539 Bielenberg Drive, Suite 115
St. Paul, MN 55125
763-225-5050, Fax 612-702-2646
www.eapc.net
andrew.jordan@eapc.net

Hallberg Engineering, Inc. (Richard Lucio)
1750 Commerce Court
White Bear Lake, MN 55110
651-748-1100, Fax 651-748-9370
www.hallbergengineering.com
info@hallbergengineering.com

ICS Consulting, Inc. (Pat Overom)
3890 Pheasant Ridge Drive NE, Suite 180
Blaine, MN 55449
763-354-2670, Fax 763-780-2866
www.ics-consult.com
pato@ics-consult.com

InGensa, Inc. (Jacqueline Coleman)
18215 45th Avenue N, Suite C
Plymouth, MN 55446
952-222-3551, Fax 952-222-9980
www.ingensainc.com
jcoleman@ingensainc.com

JLG Architects (Dan Miller)
322 1st Avenue N, Suite 600
Minneapolis, MN 55401
612-746-4260
www.jlgarchitects.com
marketing@jlgarchitects.com

Kodet Architectural Group, Ltd. (Mike Schellin)
15 Groveland Terrace
Minneapolis, MN 55403
612-377-2737, Fax 612-377-1331
www.kodet.com
arch@kodet.com

Larson Engineering, Inc. (Matt Woodruff)
3524 Labore Road
White Bear Lake, MN 55110
651-481-9120, Fax 651-481-9201
www.larsonengr.com
mwoodruff@larsonengr.com

Lawal Scott Erickson Architects, Inc. (Jennifer Anderson-Tuttle)
100 Portland Ave South, Suite 100
Minneapolis, MN 55401
612-343-1010
www.lse-architects.com
jtuttle@lse-architects.com

MLA Architects (Mark Lenz)
12 Long Lake Road, Suite 17
St. Paul, MN 55115
651-770-4442, Fax 651-770-1997
www.architectsmla.com
mark@architectsmla.com

Nexus Solutions (Michael David)
6885 Sycamore Lane North
Maple Grove, MN 55369
612-747-1003, Fax 612-201-8410
mdavid@nexusolutions.com
www.nexusolutions.com

TSP, Inc. (Von Petersen)
1500 Highway 52 N
Rochester, MN 55901
507-288-8155
www.teamspsc.com
petersenvj@teamspsc.com

Unesco, Inc. (Kevin McGauley)
2125 2nd Street
White Bear Lake, MN 55110
888-514-1971, Fax 952-487-9389
www.unescocorp.com
kevin.mcgaulay@unescocorp.com

Wendel (Jim Wilson)
401 2nd Avenue North, Suite 206
Minneapolis, MN 55401
612-332-1401
www.wendelcompanies.com
jwilson@wendelcompanies.com

Widseth Smith Nolting (Kevin Donnay)
7804 Industrial Park Road
Baxter, MN 56425
218-829-5117, Fax 218-829-2517
www.widsethsmnolting.com
kevin.donnay@wsn.us.com

Wold Architects and Engineers (Vaughn Diers)
332 Minnesota Street, Suite W2000
St. Paul, MN 55101
651-227-7773, Fax 651-223-5646
www.woldae.com
mail@woldae.com

ATHLETIC FIELDS

Plaisted Companies, Inc. (Kerry Glader)
P.O. Box 332
Elk River, MN 55330
763-441-1100, Fax 763-633-1002
www.plaistedcompanies.com
KGlader@plaistedcompanies.com

ATHLETIC SPORTS FLOORS/SURFACING

Fisher Tracks, Inc. (Jordan Fisher)
1192 235th Street
Boone, IA 50036
515-432-3191, Fax 515-432-3193
www.fishertracks.com
jfisher@fishertracks.com

ATTORNEYS

Benson, Kerrane, Storz & Nelson (Ross Hussey)
7760 France Avenue South
Suite #1350
Bloomington, MN 55435
952-466-7574

Booth Law Group LLC (Laura Tubbs Booth)
10520 Wayzata Blvd., Suite 200
Minnetonka, MN 55305
763-253-4155, Fax 763-253-4160
www.boothlawgroup.com
lbooth@boothlawgroup.com

Kennedy & Graven, Chartered (Maggie R. Wallner)
7760 France Avenue South
Minnetonka, MN 55305
612-337-9300, Fax 612-337-9310
www.kennedy-graven.com
contactus@kennedy-graven.com
**MSBA’s Vendor Directory**

### ENERGY SOLUTIONS

The Retrofit Companies, Inc. DBA Retrofit Lighting & Design  
(Jake Andrist)  
1010 Hoffman Drive, Suite A  
Owatonna, MN 55060  
507-414-5087, Fax 651-717-4776  
janbird@retrofitcompanies.com  
www.retrofitcompanies.com

Trane Inc.  
(Amy Dorsett)  
775 Vandalia Street  
St. Paul, MN 55114  
651-728-0820  
www.trane.com  
amy.dorsett@trane.com  
775 Vandalia Street  
www.retrofitcompanies.com

Unesco, Inc.  
(Kevin McGauley)  
2125 2nd Street  
White Bear Lake, MN 55110  
651-697-8522, Fax 651-697-8555  
kevin.mcgaulley@unescocorp.com  
www.UnescoCorp.com

### ENVIRONMENTAL CONSULTANTS

ISG  
(Rod Schumacher)  
115 E. Hickory Street, Suite 300  
Mankato, MN 56001  
507-387-6651  
www.is-grp.com  
rod.schumacher@is-grp.com

The Retrofit Companies, Inc. DBA Retrofit Environmental  
(Jake Andrist)  
1010 Hoffman Drive, Suite A  
Owatonna, MN 55060  
507-414-5087, Fax 651-717-4776  
janbird@retrofitcompanies.com  
www.retrofitcompanies.com

### FINANCIAL MANAGEMENT

Ehlers  
(Greg Crowe)  
3060 Centre Pointe Drive  
Roseville, MN 55113  
651-687-8522, Fax 651-697-8555  
www.ehlers-inc.com  
gcrowe@ehlers-inc.com

### FIRE & SECURITY

Arvig  
150 Second Street SW  
Perham, MN 56573  
888-992-7844  
arvigbusiness.com  
answers@arvig.com

### FOOD SERVICE PRODUCTS & SERVICES

UCare Group Medicare  
(Amy Sundem)  
5570 Smetana Drive  
Minnetonka, MN 55343  
952-945-0505, Fax 952-945-0444  
www.ucare.org

### FLOOR COVERINGS

Hiller Commercial Floors  
(Dave Bahr)  
2909 S Broadway  
Rochester, MN 55904  
507-254-6858 or 888-724-1766  
Fax 507-288-8877  
www.hillercarpet.com/commercial2

dbahr@hillercarpet.com

### HEALTH INSURANCE

PreferredOne  
6105 Golden Hills Drive  
Golden Valley, MN 55416  
763-847-4000, Fax 763-847-4010  
www.preferredone.com

### INSURANCE

EMC Insurance  
(Marcus Traetow)  
11095 Viking Drive, Suite 230  
Eden Prairie, MN 55344  
612-643-4738  
marcus.ktraetow@emcins.com  
www.emcins.com

### LABOR RELATIONS

Kennedy & Graven, Chartered  
(Maggie R. Wallner)  
470 US Bank Plaza, 200 S 6th Street  
Minneapolis, MN 55402  
612-337-9300, Fax 612-337-9310  
www.kennedy-graven.com  
contactus@kennedy-graven.com

Ratwik, Roszak & Maloney, P.A.  
(Margaret Skelton)  
730 2nd Avenue S, Suite 300  
Minneapolis, MN 55402  
612-339-0060, Fax 612-339-0038  
www.ratwiklaw.com  
info@ratwiklaw.com

### PUBLIC FINANCE

Kennedy & Graven, Chartered  
(Maggie R. Wallner)  
470 US Bank Plaza, 200 S 6th Street  
Minneapolis, MN 55402  
612-337-9300, Fax 612-337-9310  
www.kennedy-graven.com  
contactus@kennedy-graven.com

Ratwik, Roszak & Maloney, P.A.  
(Margaret Skelton)  
730 2nd Avenue S, Suite 300  
Minneapolis, MN 55402  
612-339-0060, Fax 612-339-0038  
www.ratwiklaw.com  
info@ratwiklaw.com

### FLOOR COVERINGS

Hiller Commercial Floors  
(Dave Bahr)  
2909 S Broadway  
Rochester, MN 55904  
507-254-6858 or 888-724-1766  
Fax 507-288-8877  
www.hillercarpet.com/commercial2

dbahr@hillercarpet.com

### FOOD SERVICE PRODUCTS & SERVICES

UCare Group Medicare  
(Amy Sundem)  
5570 Smetana Drive  
Minnetonka, MN 55343  
952-945-0505, Fax 952-945-0444  
www.ucare.org

### HEALTH INSURANCE

PreferredOne  
6105 Golden Hills Drive  
Golden Valley, MN 55416  
763-847-4000, Fax 763-847-4010  
www.preferredone.com

### INSURANCE

EMC Insurance  
(Marcus Traetow)  
11095 Viking Drive, Suite 230  
Eden Prairie, MN 55344  
612-643-4738  
marcus.ktraetow@emcins.com  
www.emcins.com

### LABOR RELATIONS

Kennedy & Graven, Chartered  
(Maggie R. Wallner)  
470 US Bank Plaza, 200 S 6th Street  
Minneapolis, MN 55402  
612-337-9300, Fax 612-337-9310  
www.kennedy-graven.com  
contactus@kennedy-graven.com

Ratwik, Roszak & Maloney, P.A.  
(Margaret Skelton)  
730 2nd Avenue S, Suite 300  
Minneapolis, MN 55402  
612-339-0060, Fax 612-339-0038  
www.ratwiklaw.com  
info@ratwiklaw.com

### PUBLIC FINANCE

Kennedy & Graven, Chartered  
(Maggie R. Wallner)  
470 US Bank Plaza, 200 S 6th Street  
Minneapolis, MN 55402  
612-337-9300, Fax 612-337-9310  
www.kennedy-graven.com  
contactus@kennedy-graven.com

Ratwik, Roszak & Maloney, P.A.  
(Margaret Skelton)  
730 2nd Avenue S, Suite 300  
Minneapolis, MN 55402  
612-339-0060, Fax 612-339-0038  
www.ratwiklaw.com  
info@ratwiklaw.com
RECRUITMENT/STAFFING

Teachers On Call
(Sallyanne Stanton)
3001 Metro Drive, #200
Bloomington, MN 55425
800-713-4439, Fax 800-713-3299
www.teachersoncall.com
sstanton@teachersoncall.com

SOFTWARE SYSTEMS

MSBA-Sponsored CP-DBS, LLC d/b/a PaySchools
(Andy Eckles)
12835 E. Arapahoe Road,
Tower II, Suite 500
Centennial, CO 80121
720-208-9854, Fax 866-429-6354
www.payschools.com
andy.eckles@payschools.com

SCHOOL SAFETY

3D Response Systems
6224 Lakeland Avenue North
Brooklyn Park, MN 55428
Fax 888-445-2842
www.3dresponse.com

SECURITY/COMMUNICATIONS SYSTEMS

3D Response Systems
6224 Lakeland Avenue North
Brooklyn Park, MN 55428
Fax 888-445-2842
www.3dresponse.com

TECHNOLOGY

Arvig
150 Second Street SW
Perham, MN 56573
888-992-7844
arvigbusiness.com
answers@arvig.com

Arvig
150 Second Street SW
Perham, MN 56573
888-992-7844
arvigbusiness.com
answers@arvig.com

TRANSPORTATION

Hoglund Bus Company
(Brian Watley)
116 E. Oakwood Drive, PO Box 249
Monticello, MN 55362
763-271-8750, Fax 763-295-4992
www.hoglundbus.com
brian.watley@hoglundbus.com

Superior Transportation Services Inc.
(Joe Schieffert)
PO Box 548
Sleepy Eye, MN 56085
507-217-6343
www.superiortm.com
joe@superiortm.com

Telin Transportation Group
(Dave Mohr)
16290 Kenrick Loop
Lakeville, MN 55044
952-435-9060, Fax 952-435-9066
www.telingroup.com
dmohr@telingroup.com

North Central Bus & Equipment
(Candice Taylor)
2629 Clearwater Road
St. Cloud, MN 56301
320-251-7252
www.northcentralinc.com
candicet@northcentralinc.com

EMC Minneapolis Branch
800-362-4670
minneapolis@emcins.com
www.emcins.com

©Copyright Employers Mutual Casualty Company 2018. All rights reserved.
When I started law school, one of the first things I learned was the concept of the “reasonable person.” Historically, law developed based on what a “reasonable person” would do in similar circumstances.

This school year provided many challenges and some truly head-shaking moments. The horrendous loss from school shootings comes first to mind. The many sexual abuse cases and the courageous “me too” revelations were hard to hear about but, hopefully, will bring changes to the way we interact with each other. The political climate seems more and more an “us versus them” atmosphere with the good of the people represented all too often far down the list of priorities. Some days problems seem bigger and more complicated while solutions are more difficult to find. I haven’t found a law or policy with THE answer, so I wanted to say a few words about the approach to law and policy — and school board work.

Whatever school board members can do to find answers for the many school district problems must start with reasonableness. Part of being a reasonable leader, in my opinion, is being willing to participate in civil discussions, focus on the issues rather than the messengers, and bring a spirit of service and contribution to the whole group and the students — rather than a personal agenda.

While I am an advocate for school board policy, and I firmly believe policy can be a strong and valuable tool for a school board and school district administration, not every problem can be solved with a new policy. School board members cannot spend money the school district does not have. Solutions must be found within the financial constraints the individual school districts face.

The events of the year have made obvious to anyone paying attention that sexual harassment is still a problem in this country. This is true despite laws prohibiting sexual harassment that have been in place for decades and Model Policy 413, which prohibits sexual harassment, available since 1995. Since sexual harassment is illegal and violates school policy, is the answer more legislation and more policies? Maybe the answer is reasonable interpretation and consistent, devoted enforcement of the law and policies already in place.

If the way to stop school shootings existed, all school districts would implement that solution. Human beings have been finding ways to kill each other from the beginning of time. Laws prohibiting killing followed soon after. Yet, somehow, destruction and violence are viewed as strength, and kindness as weakness. What if we, as a society, made kindness the strongest, coolest,
most popular, and absolutely pervasive way of being and doing? Imagining the “reasonable person” the law relies on, wouldn’t that person be kind?

True leaders lead by example. School board members are the leaders of their school districts. Their constituents, including the kids being educated in the schools, are watching and learning about leadership and local government whenever school boards meet. If every school board member went into every meeting determined to treat his or her fellow board members with kindness, courtesy, respect, and tolerance, what a great start that would be toward a civilized society full of reasonable people.

Contact Cathy Miller at cmiller@mnmsba.org.
Ratwik Roszak Maloney

A LAW FIRM DEDICATED TO YOUR NEEDS.
With over 30 years of service to Minnesota schools, Ratwik, Roszak & Maloney focuses on all areas of school law. We bring expertise and service together to best represent your interests.

Labor & Employment
- Employment Law
- Labor Negotiations
- Investigations
- Discrimination Charges
- Harassment Charges

Policy & Governance
- Policy Development
- School Business Affairs
- Student Discipline
- Special Education
- Policy Implementation
- Training & Instruction

Data & More
- Data Privacy
- Open Meeting Laws
- Bond Counsel for Minnesota Schools
- Construction & Land Acquisition

730 2nd Ave. S, #300
Minneapolis, MN 55402
P: 612-339-0060
www.ratwiklaw.com