

EACON

Maynard Edition

Thursday, May 16, 1985

News 263 3761
Classified 263 3217

Thirty Five Cents

Contract offers school officials incentive pay

By Stephen R. Howe

MAYNARD — Some school officials in town will be given a unique incentive to perform meritorious work money.

School Committee Monday approved a two year contract which will allow principals, assistant principals and program directors to earn up to \$2,000 each in incentive pay during the 1985-86 academic year.

Incentive pay may be earned, the contract stipulates, for innovative action in teacher motivation, cost containment, leadership, involvement of parents or the enhancement of student expectations of performance.

The terms of the contract set up a "creative dynamic," which encourages saving money while still providing the best possible product, School Committee chairman Michael Sertance said. It also gives principals more control and responsibility in running their schools, Sertance said.

The contract may make Maynard the first school system in Massachusetts to offer incentive pay to school administrators,

committee members said.

Edward Bachermann an Eastern Massachusetts field representative for the Massachusetts Association of School Committees (MASC), said he did not know of any contract which offered incentive pay to principals. Bachermann assists local school committees with the language and analysis of contracts at their request, he said.

"I haven't seen anything like that (incentive pay) in the contracts I have done. I am unfamiliar with the practice (of incentive pay)," Bachermann said.

The incentive pay will be awarded on recommendations made by School Superintendent Peter Delmonico. The School Committee has the power to grant or deny Delmonico's recommendation, but it can not award more or less money than he recommends. Merit pay awards cannot be contested in court under the terms of the contract.

Delmonico said he thought the contract was a good one because

□ Incentive pay, page 6

Schools scramble to reduce budget

By Stephen R. Howe

The Finance Committee's request that the School Committee trim its budget by 2 1/2 percent one week before Town Meeting sparked a controversy at Monday's School Committee meeting.

Finance Committee chairman Arthur Filz told the School Committee that he has asked each town department to cut its budget by 2 1/2 percent because the town's revenues were not as high as expected, and therefore less money is available to pay expenses.

Filz asked the committee to trim the budget with the understanding that if more money becomes available it could be put back in the budget at a special Town Meeting in September. Filz said he had made similar proposals to other town departments.

Following the suggestion of Filz, Superintendent of Schools Dr. Peter Delmonico recommended that the committee approve a budget of \$4,973,448.

cial shortfall.

"For this year I can live with the budget we have. It is not the budget I would want necessarily but we have to start working for the budgets of the future," Sertance said.

School Committee member Richard Gerroir opposed the reduced budget, saying the school department should not suffer further cuts because the financial shortfall.

"I find it very distressing to be listening this year, to another disaster story from the Finance Committee. I've heard it every year and we have cut our budget every year," Gerroir said.

Gerroir asked the committee to approve the budget of \$5,039,305, ignoring the plea of the Finance Committee. The motion did not pass.

Should the committee not cut the budget by 2 1/2 percent, Filz said he would cut the budget. He added that he would support the School Committee in a bid to get the funds back in September.

As chairman of the Finance



gives her dog Bosco a workout on a balmy Sunday at
(Photo by Laura Lyons)

ent is a priority

g Range
people ap-I said he
want to
d it up."
manage
er popu-cumbent
a chal-
membermargins.
e town a
allow the
limit im-

The affirmative votes on eight other questions will allow the town to take out loans to make various purchases, including a new dump truck, 28 acres of conservation land, traffic signals at routes 117 and 62 and roof repairs for Randall Library.

Rose Colosi was elected library trustee as a write-in candidate. Two trustee seats were open with only incumbent Robert Mong on the ballot. Colosi received 139 votes while Mong received 807.

Another write-in candidate, Herbert Potter, won a three-year seat on the Cemetery Committee. No one had filled out nomination papers for the position.

Other incumbents returned to office with

ND EM IN OD LTH.



A-MUSE-ING — Becky Janda (Thalia), Kristin Kyzivat (Urania) and Carolyn Dunlea (Clio) played three of the nine muses in Emerson School's production of "Pandora" last Thursday. (Photo by Laura Lyons)

Unique school contract offers some officials incentive pay

□ Incentive pay
Continued from page 1
it allowed recognition of principals and administrators for superior performance and because it will allow the School Committee to note the meritorious efforts of administrators in the system.

"I think it is a good idea. It allows for some flexibility and differentiation in pay for people who set high goals for themselves and achieve them," Delmonico said.

Although the merit pay allowances would be based on his recommendation, Delmonico said he believed principals would know when they are performing meritoriously and would not be surprised by his recommendation.

"I don't think it will come as a big surprise to someone at the end of the year if they do not get it or if they do," Delmonico said.

Green Meadow Elementary School Principal Frank Hill, who negotiated the contract along with high school assistant principal James Duggan, said he is pleased with the contract and hopes that merit pay can be expanded to include teachers.

"I'm looking at it as kind of a learning experience. I'd like to see

how it works with us, and then I'd like to see something like this with the teachers," Hill said.

Hill agreed with Demonico that the awards would not come as a surprise and would provide a reward for people who consistently do a good job.

"People that are going to do a good job are going to do a good job anyway," Hill said.

Sentence said the School Committee would also like to see how the merit pay system works with principals before negotiating a similar contract with teachers.

The "creative dynamic" involved in merit pay awards brings sensible business practices to education by providing incentives and financial rewards for innovative and exemplary performance by administrators, Sentence said.

"This (contract) reflects the view of the modern day manager — the modern day principal — who is ultimately responsible for the quality of his product and service," Sentence said.

Being able to offer merit pay allowances demonstrates the "strength and opportunity of a small school district," Sentence said. Because the contract involves only nine adminis-

trators, the school department need only set aside a maximum of \$18,000 (\$2,000 for each administrator) which may or may not be used in the coming school year, Sentence said.

Boston or a similarly large school system probably could not negotiate such a contract, Sentence said.

The incentive pay clause could save the town money because it encourages administrators to explore and pursue money-saving measures, Sentence said.

In the past, school administrators' salaries have been proportionally linked to the salaries of teachers. Next year Maynard teachers are scheduled to receive a negotiated 7 percent raise. Sentence said principals will still be able to receive that increase.

Those included in the contract are: the high school principal; the junior high school principal; two elementary school principals; two assistant principals; a curriculum director; the communication director; and the music director.

Salaries for those positions currently range from \$34,058 for each of the three directors to \$39,381 for the high school principals.

Schools scramble to trim budget

□ Budget cuts
Continued from page 1
and support of the Finance Committee.

The School Committee will need the support of the Finance Committee in the future because salaries, which already take 73 percent of the school budget will be going up and will put more of a strain on the school budget," Sentence said.

In supporting a reduced budget, Sentence said he would "prefer to have the confidence of the Finance Committee for this year and the future."

The School Committee voted to accept the reduced budget by a 3-1 majority, with only Gerrotz opposing the motion.

Sentence also proposed that an "ad hoc committee" comprised of the chairmen of all town boards be formed to meet regularly to gauge the town's financial needs and prepare for them. This committee could be especially important because upcoming salary raises, and a possible loss of federal revenue sharing could have a tremendous impact on the town budget, Sentence said.

"We can put our collective heads together and see if we can anticipate

the problem," Sentence said.

The committee also voted to form a task force on house bill 5959 — the education reform bill — to take advantage of any grants made available through that bill.

"We want to be on the doorstep and see it the day the door opens," Sentence said of the need to be prepared should grant money become available because of the bill.

The board also voted to empower the superintendent to begin a search for a new principal for the Roosevelt Elementary School to replace the retiring Joseph Gramolini.

All departments evaluate budgets

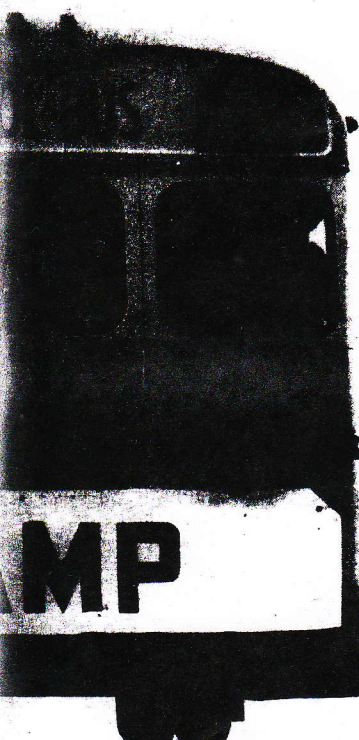
By James M. Potter
MAYNARD — The school department isn't the only one being asked

Filz said the police department, fire department, selectmen and recreation committee are going along with

crease services in town," Filz said.

The FinCom is sponsoring a \$30,000 warrant article to hire an

By P
and I
On
shob
ace
comp
heat
Leag
the s
Po
gruel
the c
end.
meet
exten
Rega
in a t
Ti
found
to be
The
the n
cord
marr
slate
ter's
ance
Ho
count
leagu
prov
6-1,
Lib
cred
equa



MP

end your precious cargo
this year, make sure
and the rigors of the
physical at HealthFirst
inoculations are up to
have any childhood
s, and that all their vital
the way they're

anytime between 8 a.m.
ys or weekends, without
n't cost you a bundle.
g off a whole bunch.
staffed with highly

Opinion

Incentive pay should receive passing marks

The Maynard School Committee took a bold step recently by bargaining for a contract that offers nine officials incentive pay opportunities at a time when all town departments have been asked to trim their budgets.

The school's three principals, two assistant principals and its curriculum, communications and music directors could earn up to \$2,000 more per year based on recommendations made by the superintendent of schools, in accordance with the new two-year contract. Among the criteria to be used: innovative action in teacher motivation, cost containment, leadership, involvement of parents and enhancement of student expectations of performance.

School officials say this contract is unique in Massachusetts and may be one of the first of its kind in the country. It has attracted not only state, but national attention, as evidenced by phone calls received from as far away as Washington, D.C.

The contract has generally received favorable reviews in the academic community, but has met with some negative reaction from residents who think the \$18,000 could be better spent. The nine officials eligible for the incentive pay, after all, earn salaries ranging from \$34,058 to \$39,381.

On the most basic level, it would be easy to argue against the incentive pay clause. Shouldn't school officials be looking for money-saving opportunities and designing motivation programs for teachers, without the inducement of extra money?

Perhaps, but human nature tells us monetary inducements provide most employees with the will to go to extra lengths to perform meritorious service.

If one operates under that premise, the incentive pay clause could theoretically save the schools money in the long run. Officials, in their attempt to earn an extra \$2,000, could be induced to find money-saving opportunities two or three times that amount.

Schools would also benefit from creative learning concepts and other dimensions of the program outlined in the contract.

The superintendent will play a key role in determining the success of this unique concept. If all officials are routinely handed the maximum incentive amount, it no longer becomes incentive pay. Rather, it begins to be thought of as a type of salary increase.

But if the superintendent expects extraordinary performance from his subordinates before awarding them an additional four-figure check, the school system has much to gain and little to lose.

The success of this program will have far-reaching ramifications. With the negative publicity the schools have received in recent months (low student SAT scores, non-compliance with asbestos codes, budget cuts and the like), this program could serve to reverse an unfortunate trend and put the school system on the road to recovery.

Here's to the graduates of '85

Thirteen years seems like a lifetime when you're but 18 and standing on the threshold of a new adventure. Yet the graduating class of 1985 has just completed 13 years of formal schooling, including kindergarten, in what seems to them the twinkling of an eye. Where did those years go?

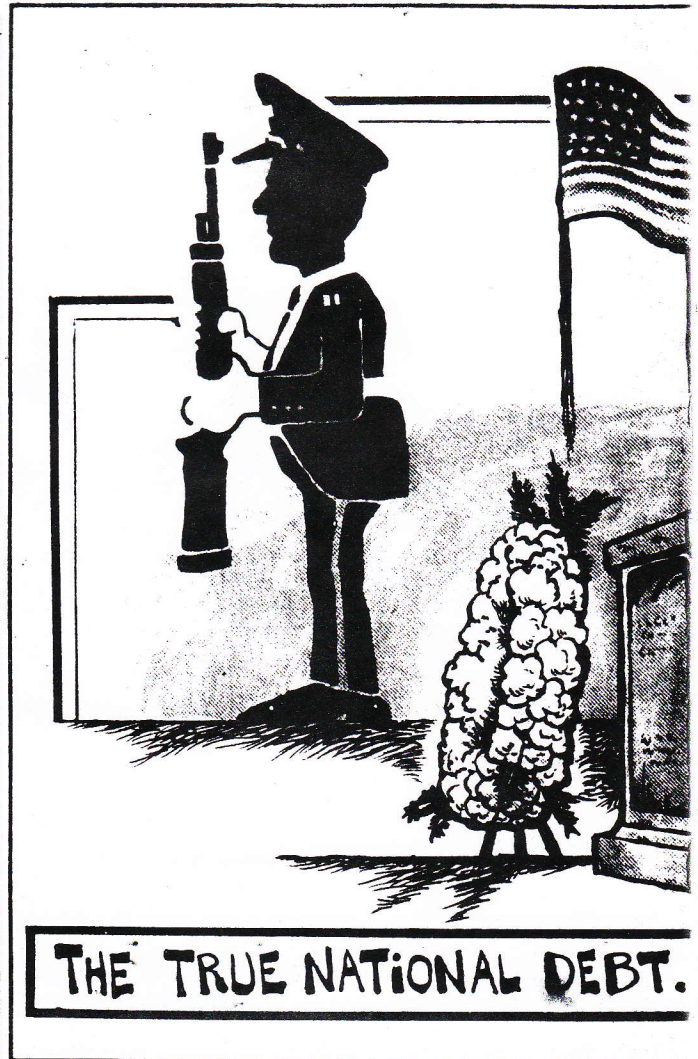
The past four years have been the hardest, academically and socially, yet they have flown by, and now the graduates stand ready not only to accept their diplomas, but to accept the fact that these precious school years are behind them.

As the developing chrysalis has been encased and kept safe in its cocoon before it emerges as a butterfly, so too the students have been protected, nurtured and nourished during this stage of their development. Now it is time to break free of the limited social and educational environment of their home town, and go on to their destiny.

All this year, those same students have geared themselves for this final day, when they will walk together as high school seniors for the last time, towards the platform awaiting them, to the strains of "Pomp and Circumstance." When they leave, it will be as the alumnae and alumni of their alma mater — Maynard High School, Nashoba Regional High School. Seniors no more. Young adults ready to take on the world, and all its responsibilities.

The realization that this phase of their life is over, that they are really and truly leaving behind the sometimes halcyon, oftentimes turbulent days of their youth is at once awesome, sobering, frightening. Something in the graduate cries out: "No! Take me back — it's all gone too fast. Let me be a kid a little while longer."

For many, there are four or more years of schooling ahead. In a dif-



THE TRUE NATIONAL DEBT.

We may be better off w

By Sue Janerico

I think that I've been misplaced in time. I believe I should have been born in the era before there were any machines. I admit I approve of indoor plumbing and I would probably have grown tired of taking my clothes down to a stream and beating them with a rock, but I am hard pressed to keep up with all the state of the art equipment that is considered the ultimate today and then is replaced by something still "better" tomorrow.

Commentary

Maybe a few confessions are now in order. There are a couple of cycles on my washing machine I've never used. I like to buy clothes built to last so the

few I have that have earned the "delicate" label never all get dirty at once; consequently I flip right by the "delicate" speed on my washer. I don't have a calibrated hand when it comes to adjusting the color on my television set so my greens, blues, etc. may not be as color-true as yours. I'm proud that I have mastered the basic controls on my regular oven. Granted, I might feel differently if I still had baby bottles to heat but if I'm so hungry I need to roast a beef in eight and a half minutes, I'll just make myself a tuna sandwich instead. I do get a kick though out of watching my friends enjoy theirs, especially the carousel type where the food can partake of an amusement park-like ride in addition to being perfectly heated.

I vastly though I latter's pr use for pu I still don push the speed or v up with ti you've pu of starting swering m it is the r speaking, put on hol (hold is, i as a come if there i chose ma electric an away, pu own inep sured by typewriting me to me to pus Copy m

Before you know it, M

By William Jordan

more and the rest shopping and East.