



# School Committee Meeting Materials

## **Regular School Committee Meeting**

**April 4, 2016**

**7:30 pm**

*Mr. James M. Fleming  
Ms. Rachel Hunt  
Ms. Mary A. Manning*



*Mr. Patrick Schultz  
Dr. Brendan R. Walsh  
Ms. Kristine Wilson*

*Mayor Kimberley Driscoll, Chair*

## **MEETING NOTICE**

**March 31, 2016**

### **District Parent Advisory Committee – Co-Posted with the School Committee of the Whole**

Notice is hereby given that a meeting of the Salem Public School District Advisory Council co Posted with the **Salem School Committee will hold a Committee of the Whole will hold a meeting on Monday, April 4, 2016 at 6:00 p.m.** The meeting will be held in the Manning Learning Commons at Collins Middle School, 29 Highland Avenue, Salem, MA.

#### **AGENDA:**

Strategic Planning Update

Working With the Media

- Getting Great Publicity for the Salem Public Schools

**Respectfully submitted by:**

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Eileen M. Sacco, Secretary to the  
Salem School Committee



Salem School Committee  
Minutes of the  
Committee of the Whole  
District Parents Advisory Council Meeting  
March 7, 2016

A meeting of the Salem School Committee of the Whole was held on Monday, March 7, 2016 at 6:00 p.m. The meeting was held in the Mary A. Manning Learning Commons at Collins Middle School, 29 Highland Avenue, Salem, MA.

**Members Present:** Vice Chair, Mr. James Fleming, Ms. Rachel Hunt, Ms. Mary Manning, Mr. Patrick Schultz, and Ms. Kristine Wilson

**Members Absent:** Dr. Brendan Walsh

**Others Present:** Superintendent Margarita Ruiz, Eileen Sacco, and Secretary to the School Committee, Kelley Rice,

**District Parent Advisory Council Meeting #5**

Ms. Ruiz addressed the DPAC and explained that the agenda for this evening will be on the budget process and if there is time she would like to get into the strategic planning process.

Ms. Ruiz reported that before we start she would like to introduce the districts new Chief of Communications, Engagement & Marketing, Ms. Kelley Rice. She noted that Ms. Rice has 20 years of experience and most recently comes to us from the Greater Boston YMCA.

Ms. Rice addressed the group and stated that she is excited about this opportunity in Salem and reported that she is in the process of buying a house in Salem and she is looking forward to joining our community.

**Budget Process**

Ms. Ruiz explained the goals for tonight's meeting are to review:

- The Goals for the Budget Process
- Present the Budget Guidelines
- Understand the Use of Resources at the School and District Level
- Update on Where we are in the budget process
- Discuss next steps in the process

## **2016-17 Budget Planning Process**

Ms. Ruiz explained that the goals for this year's budget planning process are to set and align budget planning to a set of priorities and agreement on budget guidelines. She noted that we know from research that districts that leverage resources to improve results, strategically align their budget to district goals. She also notes that it is important to assess expenditures and how they are furthering goals and we must align our budget process to what we know are effective practices in improving schools.

Ms. Ruiz explained that rather than having principals meet one on one with the Superintendent to review their budget, she put together a cross functional team to have discussion with principals and department heads to see how they are leveraging their most important resources, people, time and money.

Ms. Ruiz explained that this collaborative process builds a mutual understanding of how resources are used and is ongoing with each school and with central office and notes that they are building capacity for smarter budgeting and the cross functional team supports school leaders and ensures compliance.

Ms. Ruiz reviewed the budget guidelines as follows:

1. Focus on the needs of all students. Keep students' needs at the center of all decisions in the budget
2. Prioritize the support of students with the highest needs in the district.
3. Ensure transparency of rationale-aligns with AIO initiatives
4. Increase the alignment between allocation of resources and projected enrollment levels at the schools
5. Invest in initiatives that have proven to be effective in raising student achievement.
6. Invest in expanding the diversity in our staff and increasing the capacity of our staff to meet the needs of diverse student populations in the Salem Public Schools.
7. Invest in infrastructure functions that will support and enhance the academic work done in our schools.

Ms. Ruiz explained that there are other factors to consider when preparing the budget and notes that we have a declining enrollment, noting that it is happening in other districts as well. She reviewed the enrollment of the Salem Public Schools from the 2011-2016 school years and notes that the data does not include the Horace Mann Charter Schools.

Ms. Ruiz explained that a key question they are looking at is are there smarter ways that resources could be deployed within and across schools, across the district to yield better results for a greater number of students. She notes that our schools are

improving but there are still a number of students who are not succeeding to their full capacity.

Ms. Ruiz reviewed the Structural Conditions for School Success as follows:

- Time for Teacher Collaboration – Common Planning Time
- Compliance with Required Student Services – English Language Learners and Students with Disabilities
- Shared Leadership Model – Instructional Leadership Team, IST
- Effective Use of Data and Preventions

Ms. Ruiz explained that they are going through a process to understand the use of resources. She notes that they are looking more deeply at understanding how people, time and money are used to achieve goals and notes that we must look beyond FTE's, but rather how the FTE's are being used toward student learning, noting that deploying the right number of staff with the right skills to get the job done is necessary.

Ms. Ruiz explained that they are looking at the schools and the central office with a focus on the adult to student ratio, class sizes, and core classes vs. electives in the schools and at central office they are looking at strategic investments, direct support at schools and building a capacity for instructional leadership and improvement.

Ms. Ruiz reported that the central office staff are not simply part of the background noise in school improvement. She notes that central office administrators can exercise essential leadership, in partnership with school leaders, in advancing deeper learning for students. She stressed that it is not about school vs. central office; it must be about both. She explains that Central Office has FTE's, services and materials not reported on the budget, but support schools on a regular and predictable basis. She used the example of curriculum development, curriculum platforms, interim assessments, instructional coaches, prep kitchens, transportation, behavior and social emotional support staff, teacher leadership development to support teacher retention and support new teachers. She notes that we want to stop the revolving door on teachers in the district.

Ms. Ruiz explained that as the budget process continues they will be completing the budget collaborative meetings with the schools and central office and will be having a round of meetings with the School Committee Finance Subcommittee with a presentation to the full School Committee at the April 4, 2016 regular meeting.

Ms. Ruiz reviewed the next steps in the process and reported that they will be holding a second round of meetings with school leaders where they will share/discuss management team decisions for the recommended budget. She further explained that they will share the Superintendent's budget priorities and strategic investments for the schools and the district with the SC Finance

Subcommittee with a full presentation of the FY17 Salem Public Schools budget to the School Committee on April 4, 2016.

Mayor Driscoll stated that the School Committee has had discussions about the declining enrollment and states that we don't want to reduce budgets in areas where things are working but we need to be smart and efficient about how we use resources. She notes that we are looking to support key strategies that are working and expand on them if possible.

Ms. Ruiz explained that the declining enrollment is on several levels noting that we tend to lose students at the Kindergarten, 5<sup>th</sup> and 8<sup>th</sup> grade levels. She notes that we had 45 additional seats at the Essex Technical High School this year as well.

Ms. Ruiz reported that she is encouraged by this years kindergarten enrollment numbers noting that there are 37 more students so far this year at the end of round one than there were last year at this time.

Mayor Driscoll noted that Salem Academy Charter School enrollment has grown and notes that school choice is up as well.

Sarah Murphy asked for an explanation of School Choice noting that she thought that students could attend other districts when services needed were not available in their district. Mayor Driscoll explained that School Choice is an option that is allowed by law and School Districts have to decide and School Committees have to vote on the matter of whether accept students for other districts under school choice. She notes that Salem is not a school choice community and explains that we have had discussions about it and while it is very lucrative for some districts Salem has decided that we did not want to start accepting school choice students for budgetary reasons.

Mr. Schultz stated that he would advocate for a conversation on School Choice noting that there could be some benefit to it. He also noted that there is a misguided notion that we would get tough kids from Lynn and he feels that it is unfair for people to feel that accepting students from out of district would damage what we have.

The question was asked if the district is seeing a decline in enrollment across the board or in certain subgroups. Ms. Hunt stated that we have not done an analysis by subgroups. Mayor Driscoll stated that we have also not done exit interviews with families when they leave and she feels that it would be helpful to do that.

Ms. Ballou stated that it seems that there has been a decline of 20% in the last four years and notes that it would be helpful to know what is lacking and how we could attract them back to the district while still trying to figure out how to best serve the students we already have.

Sasrah Murphy asked if there is any analysis of the test scores of the students who leave the district. Ms. Ruiz stated that central office needs to look at more data regarding this. She notes that we have not looked at the data because we have been establishing other foundation work in the district. She notes that they are looking at the Student Assignment Policy to place students equally throughout the district.

Ms. Ruiz stated that the plan is to look deeply at the enrollment patterns and assignment of students and they are hoping to begin a more in depth study of patterns this summer.

Mayor Driscoll stated that we have quantitative data but no qualitative data.

Ms. Wilson stated that the quickest and easiest way to gather information would be to do the exit interviews for students and staff.

Mr. Fleming stated that we need to look at the information that we do have noting that we know test scores on the scholastic profile and we know what subgroups we have.

Sue Ballou stated that her kids did leave the district and suggests that the district should ask for the information in a caring way.

Alex Munevar stated that the district should try and capture the information before the end of the school year and ask if parents intend to return next year.

Mr. Schultz stated that we know that the increase in seats and programs at the Vocational School will round out some of the offerings of the district and will appeal to people who may come back.

Alex Munevar suggested that the district should look at where the students are going noting Hamilton and Marblehead as opposed to Lynn and Revere.

Mayor Driscoll reported that the School Committee has discussed School Choice and noted that they decided that they did not want to offer it based on a budget choice or how we would be affected noting that we want to look at this as a positive thing for the district for a lot of reasons.

Ms. Hunt reported that the Policy Subcommittee has talked about an exit survey and will be looking at that further.

### **Presentation on the FY 16-17 Budget Process**

Ms. Ruiz made a presentation to the DPAC on the FY17 budget process and explained that the goals for this year were to set and align budget planning to a set of priorities. She explained that we know from research that districts that leverage resources to improve results, strategically align their budget to district



goals. She also noted that it is important to assess expenditures and how they are furthering goals. She notes that we must align our budget process to what we know are effective practices in improving schools.

Ms. Ruiz reviewed the budget planning process and noted that the goals for this year was to introduce a collaborative process to build mutual understanding of how resources are used. She noted that budget collaborative workshops are being held with each school and central office. She explains that she workshops build capacity for smarter budgeting, cross functional team supports school leaders and ensures compliance, and allows for a deeper understanding of how schools are leveraging their key resources: people, time, and money to align with out goals.

Ms. Ruiz reviewed the budget guidelines as follows:

1. Focus on the needs of all students. Keep students needs at the center of all decisions in our budget.
2. Prioritize the support of students with the highest need in the district
3. Ensure transparency of rationale-aligns with the AIP initiatives
4. Increase the alignment between allocation of resources and projected enrollment levels in the schools
5. Invest in initiatives that have proven to be effective in raising student achievement.
6. Invest in expanding the diversity in our staff and increasing the capacity of our staff to meet the needs of the diverse student population in the Salem Public Schools
7. Invest in the infrastructure functions that will support and enhance the academic work done in our schools.

Ms. Ruiz reported that another factor to consider is that our enrollment has been declining and reviews the data on that which shows a high of 4,618 students in 2011-12 school year to 3,867 students in this year 2015-16.

Ms. Ruiz reported that the key question they asked was –Are there smarter ways that resources could be deployed within and across the schools to yield better results for a greater number of students. She noted that some of out schools/students have improved on the performance while others in the district have not.

Ms. Ruiz reviewed the Structural Conditions for School Success as follows:

1. Time for Teacher Collaboration (Common Planning Time)
2. Compliance with Required Student Services – (English Language Learners, Students with Disabilities)
3. Shared Leadership Model (ILT, EST, etc.)
4. Effective use of Data and Interventions

Ms. Ruiz explained that understanding the use of resources is important in the process. She explained that the team looked at

- More deeply understanding how resources (people, time and money) are used to achieve goals and
- Must look beyond the number of FTE's, but rather how FTE's are being used toward student learning and deploying the right number of staff with the right skills to get the job done.

Ms. Ruiz explained that at the Schools they are looking at adult to student ratios, class sizes and core classes vs. electives. She also reported that in central office they looked at strategic investments, direct support at schools, building capacity for instructional leadership and improvement.

Ms. Ruiz stated that with regard to Central Office vs. School Investments, Central Office staff are not simply part of the background noise in school improvement. She explains that central office administrators can exercise essential leadership, in partnership with school leaders, in advancing deeper learning for students. She stressed that it is not about school vs. central office and it must be about both. She noted that Central office has FTE's, services and materials not reported on the school budget, but support schools on a regular and predictable basis. She used the examples of curriculum development, curriculum platforms and interim assessments, instructional coaches, prep kitchens, transportation, behavior and social and emotional support staff. She also noted teacher leadership development to support teacher retention, and supporting new teachers, special education and ELL services.

Ms. Ruiz reported that they have completed the Budget Collaborative meetings with the schools and central office and they are beginning to meet with the School Committee Finance Subcommittee and are looking to present the budget to the School Committee at their April 4, 2016 meeting,

Ms. Ruiz reported that the next steps in the process will include a second round of meetings with school leaders to share and discuss management team decisions for the recommended budget. She notes that they will be continuing to meet with the SC Finance Subcommittee to share the Superintendent's priorities and strategic investments for the schools and the district and will be making a formal presentation on the SPS FY17 Budget at the April 4, 2016 School Committee meeting.

Sarah Murphy suggested that the budget process should take place earlier in the year for hiring purposes. Ms. Ruiz reported that they began to build the budget internally earlier this year than has been done in the past and she will be trying hard to move the process up earlier.

Mayor Driscoll reported that one of the directives they gave with regards to the budget was to maintain a Level of Service Budget. She explained that budget challenges and local aid are factors and notes that local aid has dropped over the last two years. She also reported that the School Committee is still negotiating with the Salem Teachers Union and explains that a 2% increase is a million dollars. She notes that costs are going up and local aid is going down.

Mayor Driscoll reported that the good news is that health insurance costs are going up 5% this year.

Tony Aloï stated that safety in our schools is a concern and asked if there are locks on all classroom doors. Mayor Driscoll explained that there are some capital improvements proposed to address that.

### **Next Meeting**

The next DPAC Meeting will be held on Monday, April 4, 2016 at 6:00 p.m. in the Collins IMC. Strategic Planning will be on the agenda.

The meeting was adjourned at 7:20 p.m.

Respectfully Submitted by:

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Eileen M. Sacco, Secretary to  
Salem School Committee

***Mr. James M. Fleming  
Ms. Rachel Hunt  
Ms. Mary A. Manning***



***Mr. Patrick Schultz  
Dr. Brendan R. Walsh  
Ms. Kristine Wilson***

***Mayor Kimberley Driscoll, Chair***

**"Know Your Rights Under the Open Meeting Law, M.G.L. c.30A § 18-25 and City Ordinance Sections 2-2028 through 2-2033."**

**March 31, 2016**

**REGULAR SCHOOL COMMITTEE MEETING**

Notice is hereby given that the **Salem School Committee** will hold a **Regular School Committee meeting Monday, April 4, 2016 at 7:30 p.m.** The meeting will be held in the **School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.**

**REGULAR MEETING  
AGENDA  
Monday, April 4, 2016**

- I. Call of Meeting to Order**
- II. Approval of the Agenda**
- III. Adjourn to Executive Session for the purpose of hearing a Level III Grievance and the School Committee will be returning to open session immediately following**
- IV. Approval of Minutes**
  - a. Deliberation and Vote on the approval of minutes of the DPAC/School Committee Meeting of the Whole held on March 7, 2016**
  - b. Deliberation and vote on the approval of the minutes of the Regular School Committee Meeting held on March 21, 2016**
- V. Questions and Comments from the Audience**
- VI. Action Items**
  - a. Deliberation and Vote on the Second Reading of the following revised policies in the 6000 series – 6100 School Committee Operations**
    - 6103 – Legal Status**
    - 6104 – Member Authority**
    - 6106 – Powers and Duties**
  - b. Deliberation and vote on the Saltonstall School DI of the Tiger Team trip to the Global Competition in Knoxville, TN, May 24-28, 2016**

- c. Deliberation on the vote and approval of the Statement of Interest to be submitted to the Massachusetts School Building Authority for Phase II of the Salem High School Building project.

**VII. Superintendent Report – Margarita Ruiz**

Presentation on the Salem Public Schools FT17 Budget

**VIII. Presentations and Reports**

Update on “By All Means” Initiative through HSGE

Update on Superintendent’s Evaluation Process – Ms. Hunt and Dr. Walsh

**IX. Finance Report**

**a. Approval of Warrants**

March 31, 2016 in the amount of \$83,985.13

**b. Budget Transfer Requests #15 – Curriculum**

**XI. Subcommittee Reports**

**XII. School Committee Concerns and Resolutions**

**XIII. School Committee Meetings**

Special School Committee Meeting Tuesday, April 26, 2016 -7:30 p.m.

**XIV. Questions and Comments from the Audience**

**XV. Adjourn** to Executive Session for the purpose of discussing Collective Bargaining strategies and the School Committee will not be returning to open session this evening if needed

**Respectfully submitted by:**

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Eileen M. Sacco, Secretary to the  
Salem School Committee

Salem School Committee  
Meeting Minutes  
Monday, March 21, 2016

A regular meeting of the Salem School Committee was held on Monday, March 21, 2016 at 7:30 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

**Members Present:** Mayor Kimberley Driscoll, Dr. Brendan Walsh, Ms. Rachel Hunt, Ms. Mary Manning, Mr. Patrick Schultz, and Kristine Wilson

**Members Absent:** Mr. James Fleming

**Others Present:** Ms. Margarita Ruiz, Superintendent, Kate Carbone, Assistant Superintendent, Margaret Marotta, Assistant Superintendent, Philip Littlehale, School Business Manager, Dr. Jill Conrad, Chief of Operations Strategy and Eileen Sacco, Secretary.

**Call to Order**

Mayor Driscoll called the Regular Meeting of the Salem School Committee to order at 7:30 p.m.

**Approval of the Agenda**

Dr. Walsh moved to approve the agenda as presented. Ms. Wilson seconded the motion. The motion carried.

**Approval of Minutes**

The minutes of the School Committee Special meeting held on February 23, 2016 were presented for approval.

Dr. Walsh moved approval. Ms. Hunt seconded the motion. The motion carried.

The minutes of the Regular School Committee Meeting held on March 7, 2016 were presented for approval.

Dr. Walsh moved to approve the minutes of the March 7, 2016 Regular School Committee meeting. Ms. Hunt seconds the motion. The motion carried.

**Questions and Comments from the Audience**

There were no questions or comments from the audience at this time.

**Action Items**

- a. Deliberation on the approval of the third and final reading of the policy on Remote participation by School Committee members at School Committee meetings

Ms. Hunt moved approval. Dr. Walsh seconded the motion. The motion carried.

- b. Deliberation and vote on the First Reading of the revised policies recommended by the Policy Subcommittee from the 6000 series – 6100 School Committee Operations

6103 – Legal Status

6104 – Member Authority

6106 – Powers and Duties of the School Committee

Mayor Driscoll noted that this is the first of three readings of the policies and if members have any questions or revisions to suggest there are two more opportunities to do so.

Ms. Hunt moved approval. Dr. Walsh seconded the motion. The motion carried.

- c. Deliberation and vote on the approval of the Salem High School Science Team request to attend the North Shore Science League Final Meet in Cape Elizabeth, Maine on April 12, 2016.

Dr. Walsh moved approval. Ms. Hunt seconded the motion. The motion carried.

- d. Deliberation and vote on the acceptance of a donation to the Salem Prep from the proceeds of a fundraiser held on behalf of the school in the amount of \$2,000.

Dr. Walsh moved approval of the donation. Ms. Wilson seconded the motion. The motion carried.

### **Superintendent Report – Ms. Margarita Ruiz**

Ms. Ruiz addressed the School Committee and introduced Liza Bento and stated that she would like to formally welcome her to the Salem Public Schools team as the new Director of Human Capital Strategy & School Support. She explained that Liza brings over ten years of progressive human resources experience to this role. Most recently, Liza served as the Director of Leadership Development, the Human Resources function, at The Advocate Group in Wakefield, MA. In this role, Liza led the development and execution of the company's "people strategy." She led the HR Team and managed key functions including recruiting, onboarding, employee relations, compensation, training, performance management, and talent development programs. Previously, Liza was a Vice President, HR Manager of Learning and Development Programs at Boston Private Bank in Boston, MA. Liza is passionate about building talent within the context of strengthening community and culture in organizations.

Liza completed an MBA at Boston College, a Master's of Science in Library Science at Simmons College, and a BA at Trinity College in Hartford, CT. She holds a Senior Professional in Human Resources (SPHR) certification as well as an Associate Certified Coach (ACC) designation from the International Coach Federation.

Ms. Ruiz reported that it is bitter sweet that she is announcing that Salem Public Schools Business Manager Philip Littlehale will be leaving the Salem Public Schools this spring for a career opportunity with the City of Boston. She stated that she would like to publicly thank Mr. Littlehale for all of the great work that he has done for the Salem Public Schools and she wishes him much success in his new position.

Ms. Ruiz reported that the position has been posted online and requested that she be allowed to hire an interim Business Manager until a new Business Manager is hired.

Mayor Driscoll stated that the School Committee has hired an interim Business Manager in the past for the transition.

Dr. Walsh moved to allow the Superintendent to move forward with the hiring of an interim Business Manager. Ms. Manning seconded the motion. The motion carried.

Ms. Ruiz reported that we have several presentations this evening and explained that there will be a presentation on School Safety – ALICE, the AIP Quarterly Report on Student Outcomes and a presentation on Teacher Leadership in the Salem Public Schools.

## **Presentations and Reports**

### **Presentation on the ALICE Program**

Salem Police Department Lt. Dennis King and Jessica Callanan addressed the School Committee and reviewed the progress that has been made on the ALICE Program since they last presented to the School Committee in June.

Lt. King reported that the ALICE program is a response to an active shooter incident in a school. He explained that the program will allow us to build towards providing safety in our schools. He notes that the programs runs in hand with the Homeland Security Program Run Hard and Fight.

Lt. King explained that ALICE stands for Alert, Lockdown, Inform, Conform, and Evacuation. He explains that for the last couple of years they have been working on this and have met collaboratively with the Wilmington Police Department, noting that they are very involved in the program and have held joint training session with them.

Lt. King reported that they have held joint training session with school leadership and staff, obtained the support of the Salem Teachers Union and the School Committee. He notes that they are currently determining ongoing training that will take place. He states that 1,000 ALICE licenses have been purchased and that will allow all Salem Public Schools staff to be trained in ALICE.

Lt. King reported that Mayor Driscoll has requested that Active Shooter Response Training be available to all City employees and they are working with Police Chief Mary Butler on that.

Lt. King introduced Salem High School teacher Jessica Callanan to explain the pilot program that they are planning at the Witchcraft Heights Elementary School.

Ms. Callanan addressed the School Committee and explained that they are planning a pilot program at the Witchcraft Heights Elementary School this spring. She explained that the staff will do extensive online training and they will be reaching out to parents with a Parent Information Night or an online presentation. She explained that the drill will be run so that they can assess and inform the future rollout of the program in the district. She noted that they have visited the Wilmington Public Schools to observe their program.

Assistant Superintendent Margaret Marotta explained that the plan is to roll out the program in all schools this fall. She notes that professional development will be held before school starts for all staff and further notes that they wanted to do a pilot on a small scale before implementing it in all of the schools.

Lt. King reported that the Emergency Operations Committee has been doing a lot of work in the last few months to make the plan easy and simple. He stated that the annex is written and they need teachers, parents and staff on board.

Mayor Driscoll asks if members of the School Committee have any questions regarding the presentation.

Mayor Driscoll stated that she would like to have this be on the agenda for a future meeting of the District Parents Advisory Council and have Lt. King and Ms. Callanan come back and make the presentation for them.

Mayor Driscoll also asked if physical improvements to buildings such as locks and doors are needed for this program. Lt. King reported that those kinds of things need to be identified in the Readiness Survey. He also stated that he has talked with the Director of Technology regarding technology for the program.

Ms. Wilson asked if the doors in all classrooms can be locked from the inside. Ms. Callanan stated that they have not focused on those kinds of things and explains that the intent of the program is to determine and think about the means to barricade the area and what is the best evacuation route if needed.

Lt. King explained that in an enhanced lockdown the staff will need to be conscious of whether the doors open in or out, how they would barricade the door and what tools they have to do so. He also noted that this will build lifelong skills for students to use in situations that many arise in other locations such as malls etc.



Margaret Marotta explained that they will be doing the drills in the spring and asked Lt. King to explain what this will look like for different age groups of students. Lt. King explained that they will be doing drills on evacuation and barricading. He stated that the students will not know that it is an active shooter drill and explains that they will be looking at how the staff handles it, watch evacuation routes, good rally points and provide feedback to staff and administrators. He noted that this is planning and preparing for the adults to act in a situation.

Ms. Manning stated that she is very glad that this is being implemented in the district and recalled that she attended a three day training session a couple of years ago in Danvers. She noted that there is a lot of information to understand and notes that there are various situations to consider and it empowers the teachers to make decisions. She stated that she would be glad to participate in the parent information sessions to offer her support.

### **Salem Public Schools AIP Progress Report**

Ms. Ruiz reported to the School Committee on the student outcomes and progress on the Benchmark Assessment System (BAS) administered to students K-5, iReady administered to students in grades 6-8 and the Galileo Assessment administered to high school students.

The data presented can be found in the School Committee meeting materials at Salem.com.

### **Presentation on Teacher Leadership in the Salem Public Schools**

Assistant Superintendent Kate Carbone addressed the School Committee and stated that they wanted to share with the School Committee the district's vision for teacher leadership and provide a lens into the work of instructional coaches and teacher leaders. She noted that they believe that having strong leaders at all levels is a requisite for success.

Ms. Carbone reviewed the organizational shifts that have taken place in the district since 2012, noting that they introduced the instructional coaching model and restructured the Office of Teaching and Learning in the past couple of years noting that they have built a structure to support teacher leadership and development by eliminating the position of K-8 Math Director and K-8 Literacy Director positions and hiring a Director of Teacher and Leader Development and a Director of Curriculum, Instruction and Assessment.

Ms. Carbone explained that they have shifted Science Integration Specialists to Science Coaches and shifted the Collins Middle School Curriculum Coordinators to Math Coaches that serve the whole district. She also noted that they have launched a teacher leader cadre and have developed a vision for the role and repurposed existing stipends to support this.

Ms. Carbone explained that Teacher Leader Pathways include Mentors, Teacher Leaders, Instructional Coaches and Vanguard Group, noting that they are thoughtfully developing teacher leaders with Leadership Competencies that focus on instructional leadership, facilitating collaboration, observation and feedback, and inspiring others. She further noted that support structures are in place and monthly Science Coach meetings, Literacy Coaches and Math Coach meetings are held, as well as regular meetings with all coaches together.

Amy Richardson addressed the School Committee and explained that specialized training in Eureka Middle School Math training, Writing Institute (Teaching and Learning Alliance) and Science Leadership Development Program with the Museum of Science have been held as well as regular meetings of teacher leaders to support their growth, development and work.

Ms. Richardson explained that Instructional Leadership focus on planning and delivering professional development that models effective standards based classroom instruction. She also noted that they provide teachers with planning structures that result in high quality instruction and serve as pilot teachers in order to try out innovative practices and materials. She further noted that they facilitate collaboration and learn and plan together and analyze and reflect together and provide observation and feedback. She explains that they are present in the classrooms, providing non evaluative feedback and helping to solve problems of practice.

Michelle ?? addressed the School Committee and explained the next steps which include:

1. Re-envisioning the mentor model and role
2. Diversify teacher leader role to include specialists (Art, Music and Physical Education)

3. Partner with principals to fully leverage teacher leaders and expand their role
4. Consider how the K-8 model fits with the high school model.

### **Finance Report – Mr. Philip Littlehale, Business Manager**

#### **Approval of Warrants**

March 3, 2016 in the amount of \$444,947.90

March 10, 2016 in the amount of \$203,078.88

March 17, 2016 in the amount of \$551,958.48

Dr. Walsh moved approval of the warrants in the amounts indicated. Ms. Wilson seconded the motion. The motion carried.

#### **Budget Transfer Request - #14 – Special Education**

Mr. Littlehale reported that the Assistant Superintendent for Pupil Personnel Services is requesting a transfer of \$16,000 from Education Evaluation to Educational Training and Instructional Supplies. He explains that the transfer is requested to move funds to the appropriate line for the needed expenses. He also states that he recommends approval of the transfer.

Date		ORG	OBJ	Description	Amt	Reason
12/16/2015	From	13640161	5313	Education Evaluation	(16,000)	Available Funds
12/16/2015	To	13640161	5317	Educational Training	6,000	Spring Professional Development
12/16/2015	To	13640161	5514	Instructional Supplies	10,000	Testing Supplies & IEP Expenses

Dr. Walsh moved approval. Ms. Wilson seconded the motion. The motion carried.

#### **Subcommittee Reports**

Dr. Walsh reported that the School Committee met in a Committee of the Whole meeting this evening to begin discussions and review of the objectives and timeline for the Superintendent's Evaluation. He stated that the School Committee held a very detailed discussion.

Ms. Hunt explained the process for the Superintendent's Evaluation and notes that she and Dr. Walsh will be leading the evaluation process for the School Committee. She explained that the School Committee will review the Superintendent's goals and review evidence towards progress. She notes that this is the first time that the School Committee is using the formative evaluation template that is provided by the state. She estimated that the timeline for the process would be about two weeks and they will provide feedback to the Superintendent and the School Committee.

#### **School Committee Concerns and Resolutions**

There were no School Committee concerns or resolutions this evening.

#### **Questions and Comments from the Audience Regarding the March 21, 2016 Agenda**

There were no questions or comments from the audience at this time.

### **Adjournment**

There being no further business to come before the School Committee this evening, Dr. Walsh moved that the School Committee adjourn the meeting. Ms. Hunt seconded the motion. The motion carried.

The meeting adjourned at 9:00 p.m.

Respectfully submitted by:

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Eileen M. Sacco, Secretary  
Salem School Committee

### **Meeting Materials and Reports**

Minutes School Committee Meeting of the Whole held on February 23, 2016

Minutes of Regular School Committee Meeting March 7, 2016

School Committee Agenda March 21, 2016

Budget Transfer Request #14

AIP Quarterly Report on Student Outcomes Presentation

#### **Policies Reviewed:**

6407 – Remote Participation at School Committee Meetings

6103 – Legal Status

6104 – Members Authority

6106 – Powers and Duties of the School Committee

Presentation on ALICE

Presentation on Teacher Leadership

Salem Public Schools  
Salem, Massachusetts  
Field Trip Form

**Information**

Name of School: Saltonstall School

Name of Organization/Activity: Destination Imagination - Global Finals

Contact Person: Artie Sullivan

Destination: University of Tennessee, Knoxville, TN

(Attach a detailed itinerary to this form)

Trip Dates:            Date of Departure: 5/23/2016    Date of Return: 5/29/2016

Return to Salem from (if different from destination) \_\_\_\_\_

Number of Students Participating: 6 team members

Total Number of Chaperones: 6 Teachers: \_\_\_\_\_ Parents: 6

**Accommodations**

Hotel/ Facility Name, Address, and Telephone No.: University of Tennessee,  
Knoxville, TN

Previous Stays at Hotel? \_\_\_\_\_ How would you rate this facility? \_\_\_\_\_

Cost of Rooms: Included in Fee Based on Double occupancy Yes

Meals included? YES (If meals are not included please indicate meal plans on itinerary)

Cost per person – \$1,500

\$750 per person, onsite Hotel, Meals, and Registration Fees.

\$750 per person, Travel expenses includes Hotel, Meals in transit.

12 people x \$1,500 each = \$18,000 + \$2,000 contingency = \$20,000 total budget

**Preferred Method of Transportation**

Each of the Families will be driving their respective student in their private vehicle.

**Bus:** \_\_\_\_\_ **Cost:** \_\_\_\_\_

Name of Bus Company: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone #: \_\_\_\_\_

**Airline:** \_\_\_\_\_ **Cost:** \_\_\_\_\_

Name of Airline: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone#: \_\_\_\_\_

**Train:** \_\_\_\_\_

Name of Company: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone #: \_\_\_\_\_

**Total Cost of Trip: \$20,000**\_\_\_\_\_

**Fundraising Planned:** \_various \_\_\_\_\_

**Comments / Additional Information**

Salem Public Schools  
Salem, Massachusetts  
Field Trip Form

Itinerary

Sunday, May 22 -	Travel from Salem, MA to Knoxville, TN, Check-in at Hotel TBD
Monday, May 23 -	Travel from Salem, MA to Knoxville, TN, Check-in at University of Tennessee
Tuesday, May 24 -	Visit Smokey Mountain National Park Program Meeting
Wednesday, May 25 -	Destination Imagination Competition Skills Workshops Opening Ceremonies
Thursday, May 26 -	Destination Imagination Competition NASA – Journey to Mars Innovation Expo
Friday, May 27 -	Destination Imagination Competition US Space and Rocket Center Skills Workshops
Saturday, May 28 -	Destination Imagination Competition Closing Ceremonies
Sunday, May 29 -	Travel – Knoxville, TN to Salem, MA

# Saltonstall School

Mr. Nick Gesualdi, *Interim Principal*  
Mr. Michael Lister, *Assistant Principal*



March 30, 2016

Dear School Committee Members,

Saltonstall School prides itself on providing students with a variety of learning opportunities that engages children to be creative problem solvers. The Destination Imagination program offers students these exact opportunities. Although I have only been at Saltonstall for a short while, I know that the DI connection to Saltonstall runs deep, and that the DI of the Tigers' achievement is a point of pride for our school.

A large number of teams from across Massachusetts competed at the State and Regional competitions for the chance to participate in the Global Finals, making the DI of the Tiger's accomplishment even greater. These young men and women worked exceptionally hard over the past few months in order to be in contention for this, and their hard work paid off. By earning an invitation to Global Finals, the DI of the Tiger team will be able to compete against teams from across the United States.

On behalf of their teachers, peers, and the rest of the Saltonstall community, Best of Luck at Globals!! We will be cheering for you from Salem!

Regards,

Nick Gesualdi  
Interim Principal  
Saltonstall School

[nicholasgesualdi@salemk12.org](mailto:nicholasgesualdi@salemk12.org)  
[michaellister@salemk12.org](mailto:michaellister@salemk12.org)

211 Lafayette Street, Salem, MA 01970  
telephone: (978)-740-1297  
fax: (978)-740-1288



DESTINATION  
IMAGINATION.

# Global Finals 2016

Knoxville, TN / May 25-28, 2016





# REGISTRATION & PAYMENT

Your team had an amazing tournament season and has qualified to compete in the ultimate showcase of creativity at Global Finals 2016! Read below to find out more about registration and payment for the event.



## After the tournament, Affiliate Directors certify teams eligible to attend Global Finals.

Congratulations! You qualified for Global Finals! Your Affiliate Director will certify your team within two weeks after the tournament. You will be receiving emails from [globals@dihq.org](mailto:globals@dihq.org), so make sure you mark us as a safe sender.



## Team Managers receive an email which will direct them to accept or decline their invitation to Globals Finals.

Your Affiliate Director will use the email address you provided when you registered for the Affiliate Tournament. This is the first communication you'll receive about Global Finals registration, and there's a lot of information in it! If you don't see an email from [globals@dihq.org](mailto:globals@dihq.org), check your spam folder.



## Team Managers register online and pay a \$1,500 deposit.

Once the Team Manager has decided which packages are best for them, they must register the team members online and make the \$1,500 deposit. This can be done by going to [GlobalFinals.org](http://GlobalFinals.org) and clicking on the "Register" button. This must be completed within two weeks after your Affiliate Tournament. Team Managers will receive an email confirmation of their registration. If you do not already have an account, go to [ShopDI.org](http://ShopDI.org) to create one.



## Team Managers can make changes to the team's registration and complete payment.

Add ons, cancellations and changes can be made online until May 6, 2016, 11:59 p.m. EDT. Purchase orders or payment in full must be received by May 6, 2016, 11:59 p.m. EDT to be registered for the tournament. Accepted payment forms are check, credit card, money order, wire transfer or purchase order.



## Team Managers are encouraged to make all changes or cancellations before May 6.

If the entire team cancels before May 6 at 11:59 p.m. EDT, Destination Imagination will refund all registration fees except 50% of the \$1,500 deposit (i.e., \$750). Starting May 7, no refunds will be issued for cancelled teams. If the entire team registers after Friday, May 6, there will be an additional \$500 fee. Registration fees, including the additional \$500 fee, must be paid immediately and in full. Please note, registration is contingent on University of Tennessee (UT) advising that the housing will be provided.



## Download and complete online forms and bring them to Global Finals.

All attendees must complete the appropriate consent forms, which are available for download at [GlobalFinals.org](http://GlobalFinals.org). Please complete the forms before leaving for Global Finals. The Team Manager will submit the originals to UT at Registration. We strongly recommend that the Team Manager make a copy of each form to keep with them during the event.





## ON-SITE REGISTRATION

Once you reach campus, your first stop will be TRECS for Registration and Orientation. Only Team Managers or adult representatives from each team will be allowed to enter the Registration Area. (Only one representative per team, please.) The team, parents, supporters and siblings are asked to remain outside, where they can take part in the entertainment, relax a little bit, or join in on the pin trading fun.

University staff will be available for tour questions, directions and general information. This is also where you should go if you need replacement Event Passes, wristbands, etc.

### UPON LEAVING REGISTRATION, YOU SHOULD HAVE:

- ▶ Parking information, a housing assignment, and instructions on where to get keys
- ▶ A cafeteria location and wristbands
- ▶ Event Passes to get you, the team, supporters and spectators into all events
- ▶ Tour and field trip information, and maps on where to find everything
- ▶ A packet containing Global Finals information and seating tickets for Welcoming Ceremony and Closing Celebration
- ▶ Challenge specific information from your International Challenge Masters
- ▶ Information on when and where you are being picked up if you purchased an Airport Transfer

## Registration Hours

Day	Registration Opens	Registration Closes
Monday, May 23	2:00 p.m.	11:00 p.m.
Tuesday, May 24	10:00 a.m.	Midnight
Wednesday, May 25	10:00 a.m.	5:30 p.m.
	9:00 p.m.	Midnight
Thur, May 26	7:30 a.m.	5:00 p.m.
Fri, May 27	7:30 a.m.	5:00 p.m.
Sat, May 28	7:30 a.m.	Noon

### Tuesday arrivals please note:

Tuesday is by far the busiest arrival day, with close to 80% of our teams arriving some time that day. **Please be prepared for long wait times and plan accordingly for any events you may want to attend that evening.** To make the registration process quicker, please have your balance paid in full before you arrive and try to make your rooming list ahead of time. Any on-site changes will significantly increase your time in registration.

## Cancellations and Refunds

### TEAM CANCELLATION AND LATE REGISTRATION

In order for us to provide the the best experience possible, it is very important that all attendees are properly registered by Friday, May 6, 11:59 p.m. EDT. If the entire team cancels before May 6 at 11:59 p.m. EDT, Destination Imagination will refund all registration fees except 50% of the \$1,500 deposit (i.e., \$750). Starting May 7, no refunds will be issued for cancelled teams.

If the entire team registers after Friday, May 6, there will be an additional \$500 fee. Registration fees, including the additional \$500 fee, must be paid immediately and in full. Please note, registration is contingent on University of Tennessee (UT) advising that the housing will be provided. If on-site housing is full, you may be required to select off-site housing.

### INDIVIDUAL CANCELLATION AND LATE REGISTRATION

Changes can be made to individual housing and meal packages until Friday, May 6, 11:59 p.m. EDT. After May 6, individual registration package cancellations will incur a \$100 cancellation fee. Cancellations must be submitted by the Team Manager via e-mail to [globals@dihq.org](mailto:globals@dihq.org) or by fax at 856-324-4371. After May 7, cancellations can only be made in the Registration and Orientation Area at time of check-in at TRECS in Knoxville.

If a Housing and Meals Package is added after Friday, May 6, there will be an additional \$100 fee for that package. **Event Passes, Event Passes with all meals, Event Passes with Lunch, and Day Passes are not refundable after May 6. Refunds, less cancellation fee, will be processed 6 to 8 weeks after the event. Cancellation fees are not transferrable.**

## Team Managers' Tuesday Evening Meeting

**KCC BALLROOMS ABC: TUESDAY, MAY 24, 7:00 TO 9:00 P.M.**

It's extremely important that you (the Team Manager), your co-Team Manager and/or a team representative who is well acquainted with your Team Challenge and with Instant Challenge attend the Team Managers' meeting on Tuesday evening at the Knoxville Convention Center. During the meeting, the layout of your Presentation Site will be discussed. This meeting will also offer you the opportunity to meet Team Managers from other Affiliates and countries. Keep in mind if you are arriving on Tuesday, registration wait times may be long. Please plan accordingly.

## \$ Fundraising

Because many teams have to travel to Knoxville from all parts of the world, getting an early start on fundraising can be extremely helpful. From car washes and spaghetti dinners to crowdfunding online, there are many fundraising options for teams. For more fundraising tips, visit our blog and fundraising page on [GlobalFinals.org](http://GlobalFinals.org).

## Publicity

Using publicity to promote your team is a great way to increase awareness of Destination Imagination Global Finals and to raise funds. Without publicity, the community will not know of the team's advancement to Global Finals and, therefore, will not know that there is a financial need. Contact the publicity person from your school district or ask your parents or Team Manager to contact your newspaper and TV stations. Check out our Publicity page on [GlobalFinals.org](http://GlobalFinals.org) for a sample press release template and more tips on how to engage your community.





## HOUSING & MEAL OPTIONS THAT FIT YOUR TEAM'S NEEDS

From meals to accommodations, we offer a variety of registration packages to fit your team's needs. All Global Finals participants, supporters and spectators are required to have Event Passes and wristbands for all use of meal provisions, all competition areas and special events. An Event Pass will include the individual's name, Team Number and Affiliate, and identify the individual as a team member, Team Manager or spectator. Event Passes are free for children under 4 years of age. Wristbands issued must be worn throughout the event.

### Housing Assignments

Teams will be assigned housing with their Affiliates (state/province/country) based on Affiliate participation. Both residence halls and hotels are used to house Affiliates. You will be able to find out whether your team has been assigned to a residence hall or a hotel approximately one week before Global Finals. If your team registers after the May 6th deadline, you will not be housed with your Affiliate.

Teams requesting hotel housing will not be housed with their Affiliate unless their Affiliate is housed in a hotel. Affiliate housing will encompass all residence hall space and most, if not all, of the downtown hotel properties. Teams that request hotel housing will most likely be assigned to properties outside the downtown area. Because housing prices are based on full occupancy, all group members must purchase the same housing package and arrive on the same day. If you have special need or circumstance that make hotel housing better for your group, you can note this requirement as you register. We can guarantee you a hotel space, but you will not be housed with teams from your Affiliate if they are housed in residence hall space.

### ROOM ASSIGNMENTS

Team Managers will make specific housing assignments in consultation with UT Registration staff when the team arrives at Global Finals. However, it is helpful to plan your rooming list in advance. See the housing section at [GlobalFinals.org](http://GlobalFinals.org) for tips and tools for assigning team members to rooms.

### HOTELS

If your team is assigned to a hotel, please plan to achieve an average occupancy of three people per room (e.g., a team of 6 people would receive 2 rooms to use as they wish, and a team of 9 people would receive 3 rooms). In cases where there are extra paid people, a limited number of roll-away beds are available to increase room occupancy. Breakfast is provided at all hotels, lunch is provided at the event and some dinners will be at the hotel, while others will be served at the event. Check out time for hotels is 11:00 a.m.

### RESIDENCE HALLS

If your team is assigned to a university residence hall, please plan to group your team members in groups of two to four. If your group has more than four people who wish to stay together, roll-away beds are available to increase room occupancy. Check out time for residence halls is 10:00 a.m.

### Family and Friends

For spectators traveling with Global Finals teams but not staying in team housing, we have arranged room blocks at a variety of Knoxville area hotels. Visit the Family and Friends section of [GlobalFinals.org](http://GlobalFinals.org) for complete listings and descriptions of each available hotel property.

## Registration & Meals with Housing

Packages with meals and housing included are the most popular option for teams. Depending on your arrival day, you have three options to choose from.

### Monday Arrival

**\$750 Per Person**

6 nights of housing (Mon-Sat)

16 meals, starting with dinner on Monday and ending with dinner on Saturday

Access to all competition areas, special events, recreation areas and pin trading locations

### Tuesday Arrival

**\$725 Per Person**

5 nights of housing (Tue-Sat)

13 meals, starting with dinner on Tuesday and ending with dinner on Saturday

Access to all competition areas, special events, recreation areas and pin trading locations

### Wednesday Arrival

**\$715 Per Person**

4 nights of housing (Wed-Sat)

10 meals, starting with dinner on Wednesday and ending with dinner on Saturday

Access to all competition areas, special events, recreation areas and pin trading locations

## Registration & Meals without Housing

If you and your team prefer to find your own housing accommodations, you can select from our Events with Meals options.

Please note that off-campus housing may be limited.

### Event Passes with Lunch

**\$3750 Per Team**

Up to 10 Event Passes with lunch for Wednesday, Thursday, Friday and Saturday

Event Passes are valid for team members, Team Managers and spectators

### Event Passes with All Meals

**\$4750 Per Team**

Up to 10 Event Passes with all meals per person for Wednesday dinner through Saturday dinner

Event Passes are valid for team members, Team Managers and spectators

## Spectators & Supporters not Staying with Teams

### Event Pass

**\$75 Per Person**

Access to all competition areas, special events, recreation areas and pin trading locations

Please add an additional \$5 if purchasing on-site

### Event Pass with Lunch

**\$125 Per Person**

Access to all competition areas, special events, recreation areas and pin trading locations

Includes lunch Wednesday-Saturday

Please add an additional \$5 if purchasing on-site

### Event Pass With All Meals

**\$275 Per Person**

Access to all competition areas, special events, recreation areas and pin trading locations

Includes all meals Wednesday-Saturday

Please add an additional \$5 if purchasing on-site

### Day Pass

**\$45 Per Person**

Access to all competition areas, special events, recreation areas and pin trading locations

Valid for one day only

No meals included

## Traveling to Global Finals

### YOUR FIRST STOP

Once you reach Knoxville, your first stop will be TRECS (Tennessee Recreational Center for Students) for Registration and Orientation. Knoxville is accessible from I-40 West and East and I-75 North and South, as well as Highway 129 from the McGhee Tyson Airport. Once you are on one of the above interstates or highways, it is an easy drive to Knoxville and Global Finals Registration at TRECS.

**TRECS (TENNESSEE RECREATIONAL CENTER FOR STUDENTS)**  
**2116 ANDY HOLT BOULEVARD**  
**KNOXVILLE, TENNESSEE 37996**

## Traveling by Car

You will be given a Vehicle Identification Voucher during registration that must be displayed on your vehicle's dash throughout your stay. Parking for residence halls is not necessarily adjacent to each hall, but is nearby. Information about the closest available parking to your assigned residence hall will be available at check-in. Hotel guests may park at their hotel and use the shuttle for trips to campus. If you are staying on campus and participate in a Challenge located off campus, you can ride the shuttle and use the prop delivery system.

Because parking at many Presentation Sites is limited, we encourage you to park your vehicle upon arrival and use our shuttle system during Global Finals. Oversized vehicles and vehicles with anything in tow must fit in one or two standard parking spaces.

## Traveling by Plane

### AIRPORT TRANSFERS

**Airport Transfers must be purchased by May 6. After May 6, you will be responsible for your own transportation to and from the airport.** Destination Imagination, Inc., in cooperation with the University of Tennessee, will make airport transfers available to those purchasing Global Finals Housing and Meal Packages. You may purchase Airport Transfers during your online registration process or through ShopDI.org. **You MUST have your itinerary information to complete your purchase.** If you have any questions regarding your airport transfer purchase, please call our office at 1-888-321-1503 and press 2. Please do not contact us via email.

#### FROM KNOXVILLE AIRPORT

Transfers from Knoxville's McGhee Tyson Airport to Registration and then to your housing locations are available on Monday, Tuesday and Wednesday. Return transfers from your housing location are available on Sunday only. Service is available for all arriving and departing flights.

**Knoxville One-Way Transfer: \$24/person**  
**Knoxville Round-Trip Transfer: \$35/person**

#### FROM ATLANTA AND NASHVILLE

In order to help keep team travel costs low, shuttles are also available from the Atlanta and Nashville airports. These transfers begin on Monday, Tuesday and Wednesday and run on the following schedule at 11 a.m., 2 p.m., 5 p.m., 8 p.m. and 11 p.m. Return service is available on Sunday only and is scheduled at Registration when you arrive at the University of Tennessee. Groups must meet a minimum of 7 per transfer from these airports, but every effort will be made to combine groups to achieve this minimum.

**Nashville One-Way Transfer: \$50/person**    **Atlanta One-Way Transfer: \$70/person**  
**Nashville Round-Trip Transfer: \$70/person**    **Atlanta Round-Trip Transfer: \$99/person**

## Traveling by Bus

### COMPLIMENTARY TRANSFERS TO CAMPUS FOR TEAMS ARRIVING IN KNOXVILLE VIA THE MEGABUS!

The MegaBus stop for all arrivals and departures is located at the Knoxville Transit Center, 301 Church Avenue. Please visit ShopDI.org to reserve your transfer.

## Event Shuttles

Shuttle buses moving from the campus and off-campus Presentation Sites and team hotels will transport you and your teams throughout your stay at Global Finals and will stop at or near every major Presentation Site. All Global Finals guests are encouraged to park their vehicles upon arrival at your Global Finals housing location and take advantage of the event shuttle service, leaving the driving to us.



## Presentation Sites

The Team Challenge Presentation Sites will be spread around the University of Tennessee campus and the Knoxville Convention Center. If your team's props were shipped, they will be delivered to the Prop Storage Area for your Challenge. Teams are encouraged to see as many Team Challenge solutions as possible while at the event. The Instant Challenge sites will be in the Humanities building on the UT campus. Your team's Team Challenge and Instant Challenge Presentations will be scheduled on separate days during the tournament.

## Prop Shipment

You are ultimately responsible for shipment of your team's props. Please pay close attention to these procedures and policies and note the following:

- ▶ Props should be well packed so they can be opened for inspection and then re-packed. Print address information directly on your props. Packages not clearly marked will not be delivered to any Presentation Sites but will be stored at the central storage facility until claimed at the Prop Information Desk at Registration.
- ▶ Each prop shipment box must have the approved Prop Shipment Form attached. This form will be provided upon registering your prop shipment at GlobalFinals.org. Attach the form to each box you are shipping. If you do not complete the prop registration process, your props will not be accepted.
- ▶ Props shipped in advance will be delivered to the Prop Storage Area at your Presentation Site. Props should be packaged to fit through a standard doorway, approximately 30in wide x 76in high (76m x 1.93m). Please check the prop delivery website to see if your props will be able to be delivered to your Presentation Site. If they are packaged in a way that is too large to fit through a standard doorway, your team may be required to disassemble the boxes at a central storage facility when you arrive in Knoxville. After disassembly, our prop delivery system will assist you in delivering your props to the appropriate Presentation Site. Be sure to check with the prop desk at Registration to make sure that your props have been delivered to your Prop Storage Area.
- ▶ Props will be received from May 4–20 from 9:00 a.m. to 4:00 p.m., on Monday through Friday only. Please advise your courier.
- ▶ We are committed to doing everything possible to make sure your props are ready for you when you arrive. You may call 865-974-0263 to inquire about your props or to get additional information.

### AT THE EVENT

Please review these requirements, and be sure to bring tools to open your prop crates and reassemble your props!

- ▶ No package should be left unattended in any location other than the official Prop Storage Areas, sleeping rooms and locked vehicles. Props in vehicles must be secured and out of sight. Unattended props are subject to removal.
- ▶ Props stored in a Prop Storage Area must have a Prop Identification Form attached to each box and are subject to inspection by event personnel at any time. These forms are available at Registration. Prop trucks will not transport props without fully completed Prop Identification Forms.
- ▶ In order to fit into the shipping cartons, some props have to be taken apart. If so, pack the prop parts in appropriate boxes, and reassemble them on the first day after you have arrived. Don't wait, as some of your items may have been damaged in shipping and you may need to give your team time to recover.
- ▶ **Props being discarded must be disassembled and all boxes must be broken down before being placed in recycling or trash receptacles.** Significant efforts will be made at Global Finals to recycle as many of the discarded props and boxes as possible. Cardboard recycling sites are located at Prop Storage Areas and Presentation Sites. Any props left in Prop Storage Areas after the end of tournament Saturday will be discarded or recycled.

### PROP SHUTTLES

There will be a prop pick-up/delivery service available for those purchasing a University Housing/M meal Package. It will operate by reservation only from 8:00 a.m. to 7:00 p.m. Tuesday through Saturday. This service will transport your props between your housing location and the Prop Storage Area at your Presentation Site. If your team is in need of the prop shuttle service, please schedule pick-up and delivery times at Registration when you arrive. (Prop shuttle service cannot be guaranteed unless it is scheduled at Registration.)

### RETURN SHIPMENT OF PROPS

**Teams requesting prop return shipments must make arrangements at Registration prior to the team's departure.** To arrange for pick-up of your props, please complete a Return Shipment Request Form at Registration and leave your fully packed materials in the Presentation Site Prop Storage Area. Freight companies may pick up return shipments on Tuesday, May 31, between 8:00 a.m. and 3:00 p.m. Any props without approved return shipment labels left in the Presentation Sites or Prop Storage Areas after Challenges end Saturday, May 28, or in the storage facility on Wednesday, June 1, will be removed and discarded.

## Prop Shipment Address

Props should be shipped to the following address. Team-contracted freight companies may also pick up props here. If you wish to have UT arrange your return prop shipment, you may do so on-site at TRECS.

**Prop Shipment Address:  
KCEC Attn: UT Conferences  
525 Henley Street  
North Loading Dock, WFP Drive Access  
Knoxville, TN 37902**



## HEALTH & SAFETY INFO

Nothing is more important than the safety of our participants and attendees at Global Finals. Please be sure to review the following health, safety and security tips.

### + Health Service

The University of Tennessee's on-campus Student Health Center, located at 1800 Volunteer Blvd. will provide outpatient medical care from 8:30 a.m. until 4:30 p.m. Tuesday through Friday for those participants ages 14 and older. Those under 14 can visit the first aid station located at the Aquatic Center or go directly to a local hospital for treatment. The Aquatic Center first aid station will have a Paramedic and EMT to assist with medical needs from 4:30 p.m. to Midnight on Tuesday and from 8:30 a.m. to Midnight from Wednesday through Saturday. Basic consultation and simple care is available to participants at no charge. More advanced care may result in charges to the recipient. The UT Medical Center or another hospital of choice will provide after-hours care and perform procedures unavailable on campus.

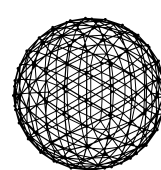
### ★ Safety and Security

Nothing is more important than the safety of your team and the participants at Global Finals. Please review the following items with your team and supporters who are attending Global Finals.

1. Team members, Team Managers and supporters must wear Event Passes while participating in any Global Finals event and while inside any event venue, including residence halls, hotels, cafeterias, Presentation Sites, recreational facilities and all major events.
2. You should always lock your room door, even for quick trips down the hall. Never allow anyone you do not know to enter your room. You can call the front desk of your residence hall or hotel to confirm the identity of anyone at your door who claims to be staff.
3. You should familiarize yourself with blue light emergency stations located around the campus. These stations can be used to summon police.
4. You should report any suspicious person or activity to the nearest law enforcement officer, or call UT Police at (865) 974-3114.
5. Use pedestrian crosswalks and always observe traffic signals and police directions. Do not jaywalk.
6. We suggest that you discourage team members from traveling alone. It is always better to travel in groups, especially at night.
7. You should always dial 911 if you have an emergency. If an emergency occurs in your residence hall or hotel, please notify the front desk immediately after calling 911.
8. Uniformed officers will be present at Challenge venues to ensure site security, and they will be present for Special Events to search packages and check Event Passes.
9. Be sure to complete your "On-Site Event Contact Form," including wireless phone numbers of those attending the event with your group. This will assist us in locating adults with your group should a problem arise.
10. There are specific measures in place to help keep every Global Finals participant safe and secure. The most important security measure involves the Event Passes you will be given when you arrive. These Event Passes and wristbands are required at every event location and function, and they must be worn at all competition areas, recreation areas and special events. Event Passes and wristbands are also required for access to housing areas, meal areas, pin trading locations and entry to the shuttle system.
11. **In the event of an emergency at Global Finals, all Team Managers registered in the emergency system will receive a phone call or text message.** Team Managers sign up by entering their phone numbers online when registering their teams. Please note that signing up for this alert system is free of charge, but wireless carriers may charge users a fee to receive text messages.



# GENERAL CONSENT FORM



DESTINATION  
IMAGINATION

## Global Finals 2016

**This form must be completed for each person who will be over the age of 18 on May 18, 2016. Please photocopy or download additional copies at [GlobalFinals.org](http://GlobalFinals.org).**

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone Number: \_\_\_\_\_ Cell Phone Number: \_\_\_\_\_

☐ Please check here if you are over the age of 18.

**The person listed on this form will be attending Global Finals 2016 at the University of Tennessee and in venues in and around Knoxville, Tennessee.**

As the individual listed above and on behalf of personal representatives and my heirs, I hereby voluntarily agree to release, waive, forever discharge, hold harmless, defend and indemnify Destination Imagination Inc., the University of Tennessee and their agents, officers, boards, volunteers and employees from any and all liability and all claims, actions or losses for bodily injury, property damage, wrongful death, loss of services or otherwise which may arise out of my participation in activities related to the Destination Imagination® Global Finals, including travel to and from the event.

I understand that there are excursions and recreational opportunities at Global Finals 2016. I fully understand and acknowledge that outdoor recreational activities have inherent risks.

\_\_\_\_\_  
Signature of Participant

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Team Name

\_\_\_\_\_  
Affiliate (State/Province/Country)

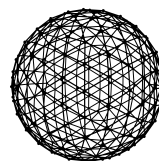
\_\_\_\_\_  
Challenge

\_\_\_\_\_  
Level

\_\_\_\_\_  
Team Number

# ON-SITE EVENT CONTACT FORM

Please complete this form in its entirety prior to arriving at Global Finals. You will be asked to submit this form at Registration so that adults traveling with your team can be more easily contacted should an issue arise with one of the young people in your group. This form will be kept on file with the Parental Consent, Photo and Medical Release Forms.



DESTINATION  
IMAGINATION

## Global Finals 2016

Affiliate (State/Province/Country): \_\_\_\_\_

Team Name: \_\_\_\_\_ Team Number: \_\_\_\_\_

Challenge: \_\_\_\_\_ Level: \_\_\_\_\_

Team Manager Name\*: \_\_\_\_\_ Cell Phone #\*: \_\_\_\_\_

\*Team Manager information above MUST be someone traveling with the team.

### Other Responsible Adults to be Housed with the Team:

Name: \_\_\_\_\_ Cell Phone #: \_\_\_\_\_

Relationship to the Team: \_\_\_\_\_

Name: \_\_\_\_\_ Cell Phone #: \_\_\_\_\_

Relationship to the Team: \_\_\_\_\_

Name: \_\_\_\_\_ Cell Phone #: \_\_\_\_\_

Relationship to the Team: \_\_\_\_\_

Name: \_\_\_\_\_ Cell Phone #: \_\_\_\_\_

Relationship to the Team: \_\_\_\_\_

Name: \_\_\_\_\_ Cell Phone #: \_\_\_\_\_

Relationship to the Team: \_\_\_\_\_

Name: \_\_\_\_\_ Cell Phone #: \_\_\_\_\_

Relationship to the Team: \_\_\_\_\_

# PARENTAL CONSENT & MEDICAL RELEASE FORM



**This form must be completed for each person who will be under the age of 18 on May 18, 2016.**

Team Name: \_\_\_\_\_ Team Number: \_\_\_\_\_ Parent Email: \_\_\_\_\_  
Name: \_\_\_\_\_ Age: \_\_\_\_\_ Gender: \_\_\_\_\_ Date of Birth: \_\_\_\_\_  
Street Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Home Phone #: \_\_\_\_\_ Alternate Phone #: \_\_\_\_\_ Emergency Phone #: \_\_\_\_\_  
Health Insurance Company: \_\_\_\_\_ Policy Number: \_\_\_\_\_

Allergies and Health Concerns:

Is your son or daughter under the care of a physician? ☐ yes ☐ no Please provide pertinent information:

Is your son or daughter taking prescription medication? ☐ yes ☐ no Please list and explain:

Please list any over-the-counter medications you do not wish dispensed to your child.

**The person listed on this form will be attending Global Finals 2016, at the University of Tennessee and in venues in and around Knoxville, Tennessee.**

We (I), the parent(s) or guardian(s), of the individual listed, and on behalf of personal representatives and our (my) heirs, hereby voluntarily agree to release, waive, forever discharge, hold harmless, defend and indemnify Destination Imagination Inc., the University of Tennessee and their agents, officers, boards, volunteers and employees from any and all liability and all claims, actions or losses for bodily injury, property damage, wrongful death, loss of services or otherwise which may arise out of our (my) child's participation in activities related to the Destination Imagination Global Finals, including travel to and from the event.

Furthermore, we (I) are the parent(s) or legal guardian(s) of this participant and hereby grant permission for him/her to participate fully in Global Finals 2016, and hereby give permission to take him/her to a doctor or hospital and authorize medical treatment including, but not limited to, emergency surgery, tests, medications, or X-rays. We (I) will assume all responsibility for all medical bills, if any. I understand that if medical treatment is required, I will be contacted as soon as possible. Should it be necessary for our (my) child to be sent home for medical reasons, disciplinary reasons or otherwise, we (I) hereby assume all costs.

We (I) grant permission for him/her to travel with his/her Destination Imagination team and understand that supervision of our (my) child is the responsibility of the designated Team Manager(s) and other adults traveling with the team serving as chaperones. I fully release, waive, forever discharge, hold harmless defend and indemnify Destination Imagination Inc, the University of Tennessee and their agents, offices, boards, volunteers and employees from any liability or claims resulting from adults and chaperones traveling with my child committing inappropriate actions or their failure to provide appropriate supervision during my child's participation at Global Finals. This includes travel to and from the event. I further attest that I am aware of all adults traveling with my child's group and I approve these adults to serve as chaperones for my child at this event. I understand that at no time during Global Finals does the University of Tennessee or Destination Imagination Inc. take custody nor control of my child. This supervision will involve (but is not limited to) assigning living accommodations, determining daily schedules, selecting optional activities and modes of transportation.

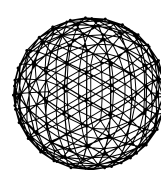
We (I) understand that there are excursions and recreational opportunities at Global Finals 2016. We (I), the parent(s), fully understand and acknowledge that outdoor recreational activities have inherent risks.

We(I) also authorize our (my) child to meet people from across the United States and around the world, to trade pins, have fun, and hopefully make memories that will last a lifetime.

Signature of Parent (Guardian)	Printed Name	Parent Email	Date
--------------------------------	--------------	--------------	------

Signature of Parent (Guardian)	Printed Name	Parent Email	Date
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# GLOBAL FINALS 2016 PHOTO RELEASE FORM



DESTINATION  
IMAGINATION

## Global Finals 2016

**This form must be completed for each person who will be attending Global Finals 2016.**

Name: \_\_\_\_\_ Email: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Home Phone Number: \_\_\_\_\_ Cell Phone Number: \_\_\_\_\_

☐ Please check here if you are over the age of 18.

**The person listed on this form will be attending Global Finals 2016 at the University of Tennessee and in venues in and around Knoxville, Tennessee.**

As the individual listed above and on behalf of personal representatives and my heirs, I agree that Destination Imagination (DI), National Geographic (NG), Disney, 3M and all other DI sponsors attending Destination Imagination® Global Finals 2016 may photograph and record the likeness and activities of my child. I grant the following rights to DI, NG, Disney, 3M, the University of Tennessee and all other participating event sponsors and their authorized licensees: permission to use and re-use, publish and re-publish, and modify or alter images or video recording taken during Global Finals. Use of the images and video for editorial, commercial, trade, advertising, and any other purpose may be done in any medium now existing or subsequently developed, worldwide in perpetuity.

I hereby voluntarily agree to release, waive, forever discharge, hold harmless, defend and indemnify Destination Imagination Inc., NG, Disney, 3M, the University of Tennessee, all event sponsors and their agents, officers, boards, volunteers and employees from any and all liability and all claims, actions or losses for bodily injury, property damage, wrongful death, loss of services or otherwise which may arise out of my participation in activities related to the Global Finals, including travel to and from the event. I also hereby grant permission for Destination Imagination Inc., NG, Disney, 3M and all other event sponsors and their authorized licensees to publish images and recorded videos of me for promotional purposes. I grant this permission freely without reservation.

I waive my right to inspect or approve any editorial text or copy that is used in connection with the images and video and release and discharge Destination Imagination, Inc., NG, Disney, 3M, the University of Tennessee and all other event sponsors and their agents from any and all claims arising out of use of the images and video for the purposes described above, including any claims for libel, invasion of privacy or other tortious act. I also agree not to assert any claims for injunctive relief and/or money damages against anyone relating to the exercise of this permission granted in this Release.

I have read the foregoing. I fully understand its contents and confirm my agreement by signing below. I am over the age of 18 and have legal capacity to sign the Release.

Because subject is a minor, I warrant and represent that I am the parent or legal guardian of the minor.

\_\_\_\_\_  
Signature of Participant

\_\_\_\_\_  
Printed Name

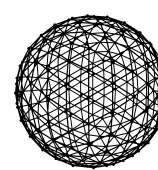
\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Parent or Guardian

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date

# TENNESSEE LAW ON MANDATORY REPORTING OF CHILD ABUSE AND CHILD SEXUAL ABUSE



DESTINATION  
IMAGINATION

## Global Finals 2016

**This form must be completed for each person who will be over the age of 18 on May 18, 2016.  
Please photocopy or download additional copies at [GlobalFinals.org](http://GlobalFinals.org).**

All members of the University and Destination Imagination community are responsible for compliance with Tennessee laws on mandatory reporting of child abuse and child sexual abuse. Please go to the following website to find detailed information from the Tennessee Department of Children's Services on how to identify and report child abuse and child sexual abuse: <http://www.tn.gov/youth/childsafety.htm>.

The following is a summary of key provisions of Tennessee law on mandatory reporting of child abuse and child sexual abuse.

### **Who Must Report**

Tennessee law mandates reporting by any person who has knowledge of physical or mental harm to a child if: (1) the nature of the harm reasonably indicates it was caused by brutality, abuse, or neglect; or (2) on the basis of available information, the harm reasonably appears to have been caused by brutality, abuse, or neglect.

Tennessee law also mandates reporting by any person who knows or has reasonable cause to suspect that a child has been sexually abused, regardless of whether it appears the child has sustained an injury as a result of the abuse.

The Tennessee mandatory reporting laws define a child as a person under 18 years of age.

### **How to Report**

Call 911 if the situation is a life threatening emergency. In other cases, a report of child abuse or child sexual abuse must be made immediately to one of the following four authorities:

- The Tennessee Department of Children's Services (reports can be made by calling the Central Intake Child Abuse Hotline at 1-877-237-0004)
- The sheriff of the county where the child resides
- The chief law enforcement official of the city where the child resides
- A judge having juvenile jurisdiction over the child

**Please note that University police departments are not included in the list of authorities. Reporting to University police, a supervisor, or any other University official or employee does not satisfy an individual's duty to report child abuse or child sexual abuse to one of the authorities listed above.**

### **Criminal Penalties for Failure to Report**

Any person who knowingly fails to make a report of child abuse as required by Tennessee law commits a Class A misdemeanor.

Any person who knowingly and willfully fails to report known or suspected child sexual abuse, or who knowingly and willfully prevents another person from doing so, commits a Class A misdemeanor.

I ACKNOWLEDGE THAT I HAVE READ, UNDERSTAND, AND AGREE TO COMPLY WITH THE REQUIREMENTS OF TENNESSEE LAW DESCRIBED IN THIS DOCUMENT.

Printed Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_



Saltonstall – Destination Imagination  
c/o 17 Moffatt Rd  
Salem, MA 01970  
[artiesul@comcast.net](mailto:artiesul@comcast.net) [kimbersul@comcast.net](mailto:kimbersul@comcast.net)

April, 2016

Dear \_\_\_\_\_:

On Saturday, March 26, a team of 4th and 5th grade students from Saltonstall Elementary School came in first place in their event at the Destination Imagination (DI) state tournament in Worcester. With your help, the team of 5 boys and 1 girl will be on their way to the global competition in Knoxville, Tennessee on May 25-28.

DI teaches 21st century skills and STEM (science, technology, engineering, and math) principles through creative and collaborative problem solving challenges.

"DI of the Tiger," managed by Artie and Kim Sullivan, have been a team since kindergarten. Over the years, they have developed a team chemistry that was evident to both the DI regional and state appraisers of the Improv event in which they competed.

Nicholas and Casey Griffin, Jacob Piña-Harding, Chris Jackson, Annabelle Johnson, Liam Sullivan, and their managers have trained weekly for the past 5 DI seasons in order to reach this goal. Please consider contributing to their tournament fund so they may have the honor of representing Salem, Massachusetts at DI Global Finals.

The team is contacting you to ask for financial assistance to help with the costs of sending our team to Knoxville, TN. The total cost for our trip is \$20,000. A contribution to our cause will go a long way in reaching our Goal!!

To follow the team's progress, visit their Facebook page at:  
<https://www.facebook.com/DIoftheTiger2016>

For more about DI Globals, visit: [www.globalfinals.org](http://www.globalfinals.org)

Thank you

Saltonstall – Destination Imagination  
Nick, Casey, Jacob, Chris, Annabelle and Liam

Resolution to be Submitted to the Massachusetts School Building Authority for Salem High School Statement of Interest

Resolved:

Having convened in an open meeting on April 4, 2016, prior to the closing date, the Salem School Committee, in accordance with its charter, by-laws and ordinances, hereby votes to authorize the Superintendent of Schools to submit to the Massachusetts School Building Authority the Statement of Interest Form that will be submitted to the MSBA by no later than April 8, 2016 for the Salem High School located at 77 Willson Street, Salem, Massachusetts which describes and explains the following deficiencies and the priority category(s) for which an application may be submitted to the Massachusetts School Building Authority in the future.

The following priorities have been included in the Statement of Interest:

No.1: Replacement or renovation of a building which is structurally unsound or otherwise in a condition seriously jeopardizing the health and safety of school children, where no alternative exists.

No.5: Replacement renovation or modernization of school facility systems, such as roofs, windows, boilers, heating and ventilation systems, to increase energy conservation and decrease energy related costs in a school facility.

No.7: Replacement of or addition to obsolete buildings in order to provide a full range of complete programs consistent with state and approved local requirements.

And hereby further specifically acknowledges that by submitting this Statement of Interest Form, the Massachusetts School Building Authority in no way guarantees the acceptance or the approval of an application, the awarding of a grant or any other funding commitment from the Massachusetts School Building Authority, or commits the City/Town/Regional School District to filing an application for funding with the Massachusetts School Building Authority.

SCHOOL COMMITTEE _____	6000
SCHOOL COMMITTEE OPERATIONS _____	6100
LEGAL STATUS _____	6103

According to state law, every city is required to elect a school committee to operate its schools. The Salem School Committee is responsible to the people of the City of Salem and to the Massachusetts Board of [Elementary and Secondary](#) Education for the conduct of the school system.

The powers of the Salem School Committee have been vested in it by the state, and it carries out a state function.

The Salem School Committee shall consist of six [elected](#) members and the mayor, who [is a member ex officio and](#) shall preside as chair.

Legal Reference: City Charter MGL 41:1

[First Reading: March 21, 2016](#)

[Second Reading: April 4, 2016](#)



## SCHOOL COMMITTEE 6000

### SCHOOL COMMITTEE OPERATIONS 6100

#### MEMBER AUTHORITY 6104

As a body created under laws of Massachusetts and by the Salem City Charter, the Salem School Committee ultimately derives its authority from the people of the Commonwealth. The laws state that the School Committee:

- Shall have general charge of all the [Salem Public Schools](#).
- The committee is responsible to the voters of Salem. It exercises its authority subject to the rules and regulations of the Massachusetts Board of [Elementary and Secondary Education](#) and within budgets for expenditures as authorized from time to time by the Mayor and Salem City Council. It must also abide by all state laws that apply generally to city committees.
- The School Committee has authority only when acting as a body. Members as individuals have no authority over school affairs except at the express direction of the committee.
- Each member of the Salem School Committee is an officer of the school system who enters upon the performance of his/her official duties after being sworn to faithful execution of such duties by the Mayor.
- Because all powers of the School Committee lie in its action as a group, individual committee members exercise their authority over system affairs only as they vote on committee actions at official meetings.
- In other instances, an individual member has power only when the committee has delegated authority to him/her.

First Reading: March 21, 2016

Second Reading: April 4, 2016

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SCHOOL COMMITTEE 6000  
SCHOOL COMMITTEE OPERATIONS 6100  
POWERS AND DUTIES 6106

It is the overarching responsibility of the School Committee to develop and oversee the vision and mission of the Salem Public Schools and to continually assess the district's progress toward achievement of such. The specific areas of responsibility of the School Committee include;

Policy:

- Delineate policies consistent with Massachusetts law and the mission and vision of the Salem Public Schools. Periodically review and appraise effectiveness of policies and revise when necessary.

Budget:

- Review and approve an annual budget that supports the mission, vision and goals of the Salem Public Schools; Present said budget to the Salem City Council; and oversee implementation of budget.

Staffing:

- Appoint and annually evaluate the performance of the Superintendent of Schools,
- Appoint and annually evaluate the School Business Manager in partnership with the Superintendent,
- Appoint upon the recommendation of the Superintendent and review the Superintendent's evaluation of Assistant Superintendent(s) and Special Education administrator prior to actions involving contract renewal or dismissal.
- Collectively bargain for the district,
- Delegate to the Superintendent the selection and evaluation and subsequent actions regarding any other positions for which the School Committee may, by law, have employment responsibility.

First Reading: March 21, 2016

Second Reading: April 4, 2016

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# Proposed FY2017 Budget

**Salem Public Schools  
School Committee Meeting  
April 4, 2016**

# **FY2017 Budget Guiding Principles**

- **One School District**
- **Academic Achievement for All Students**
- **Resource Equity Based on Data**

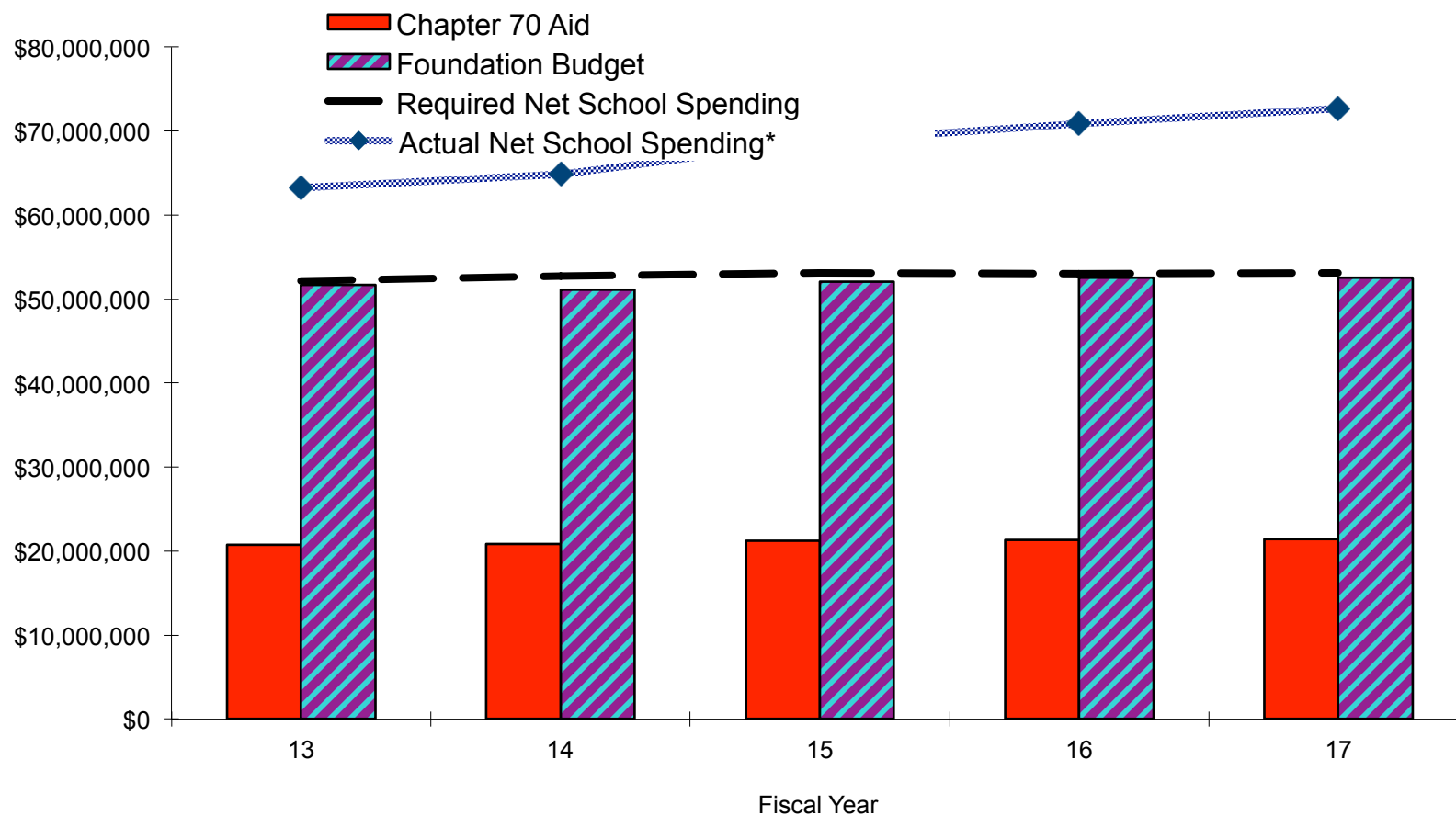
# **FY2017 Budget Development Process**

- **Collaborative – Active Participation by Principals**
- **Shared learning**
- **Transparency – Principals saw full picture**
  - **ELL revenue and expense**
  - **Special Education revenue and expense**

# **FY2017 Proposed Budget Accomplishments**

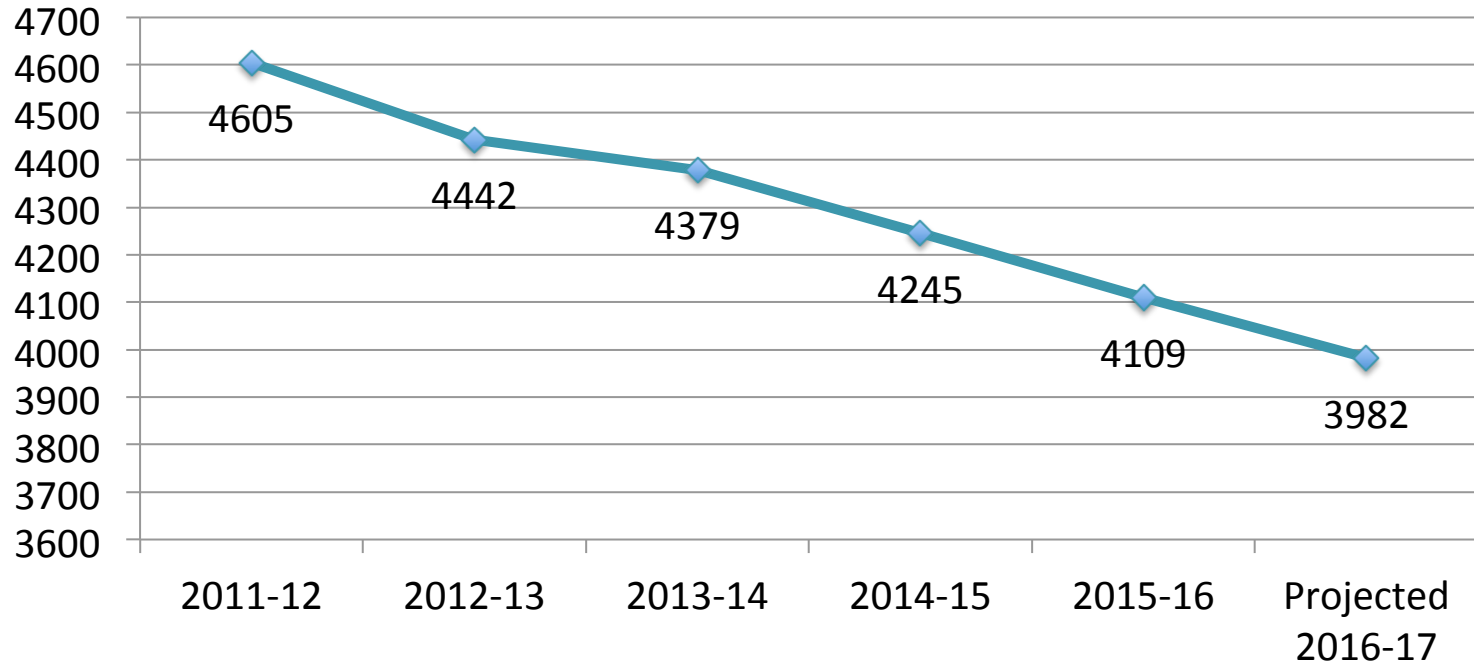
- Focuses resources on sustaining and accelerating academic achievement
- Promotes and expands the teacher leader model
- Addresses key priorities for the school district
- First step toward resource equity based on enrollment, data analysis

# Revenue (State & Local): Ch 70 & City of Salem Trends: FY12-FY17



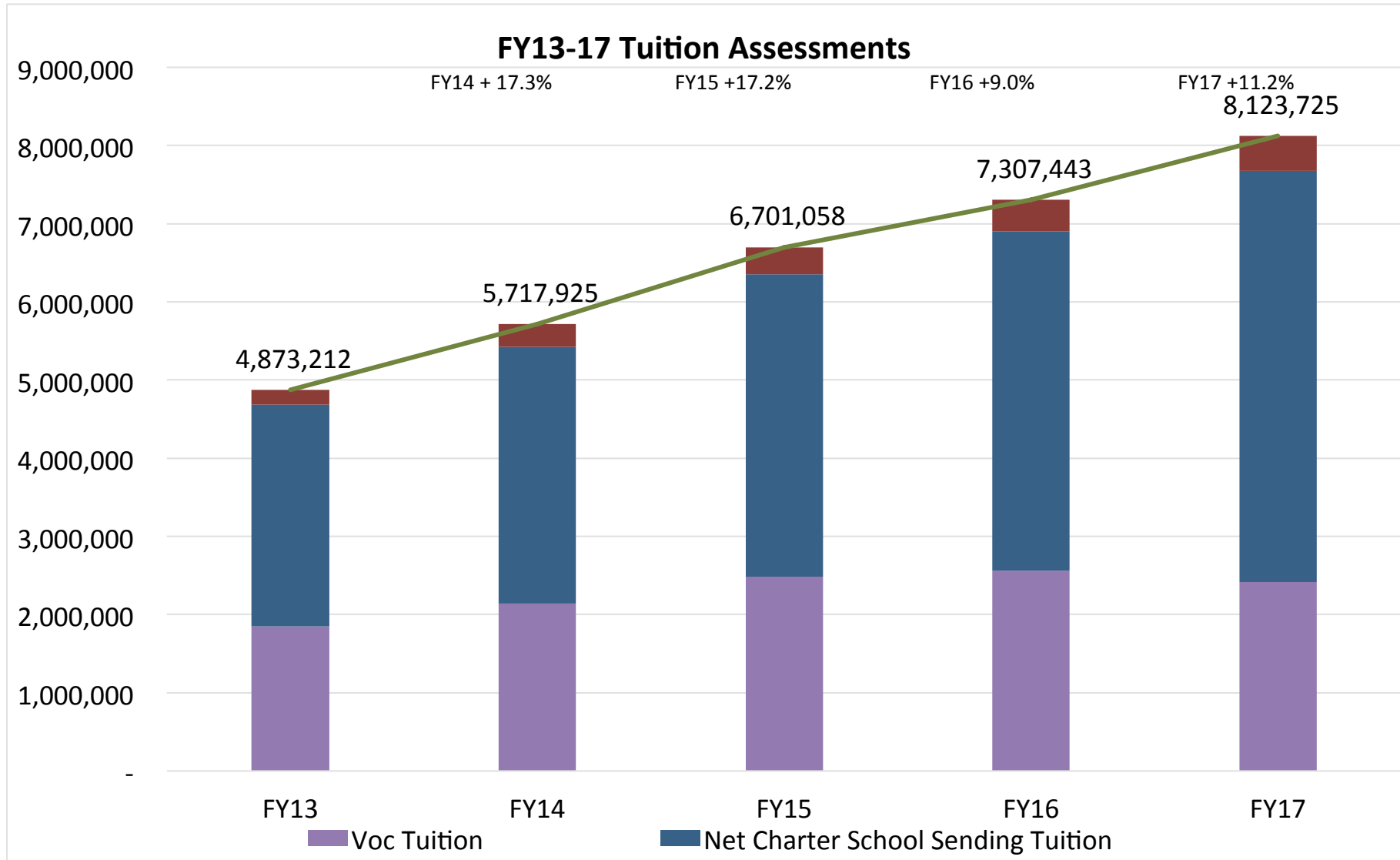
# Enrollment Trends FY12-17

**SPS Enrollment Trends: FY12-Projected FY17  
(All Students)**

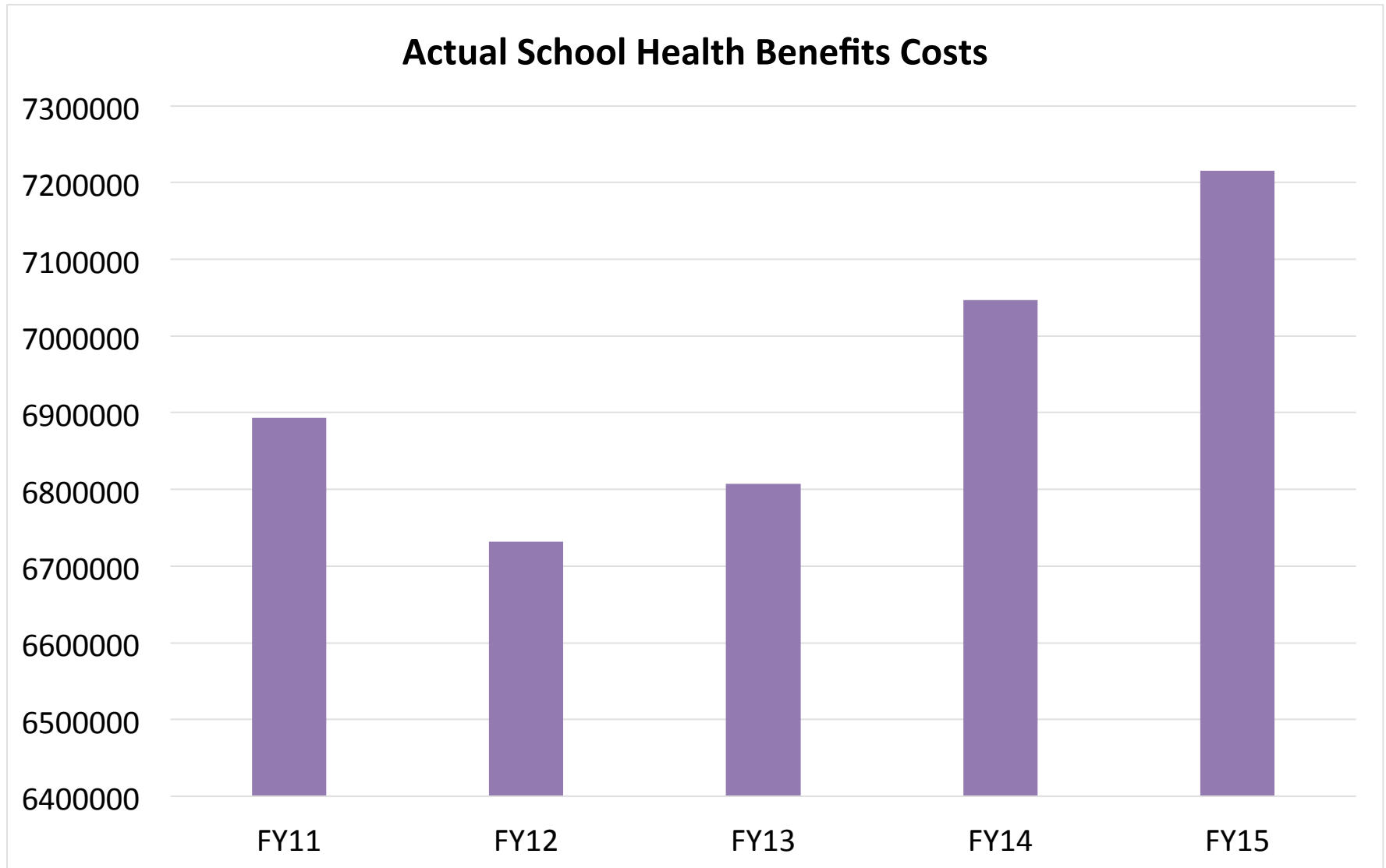




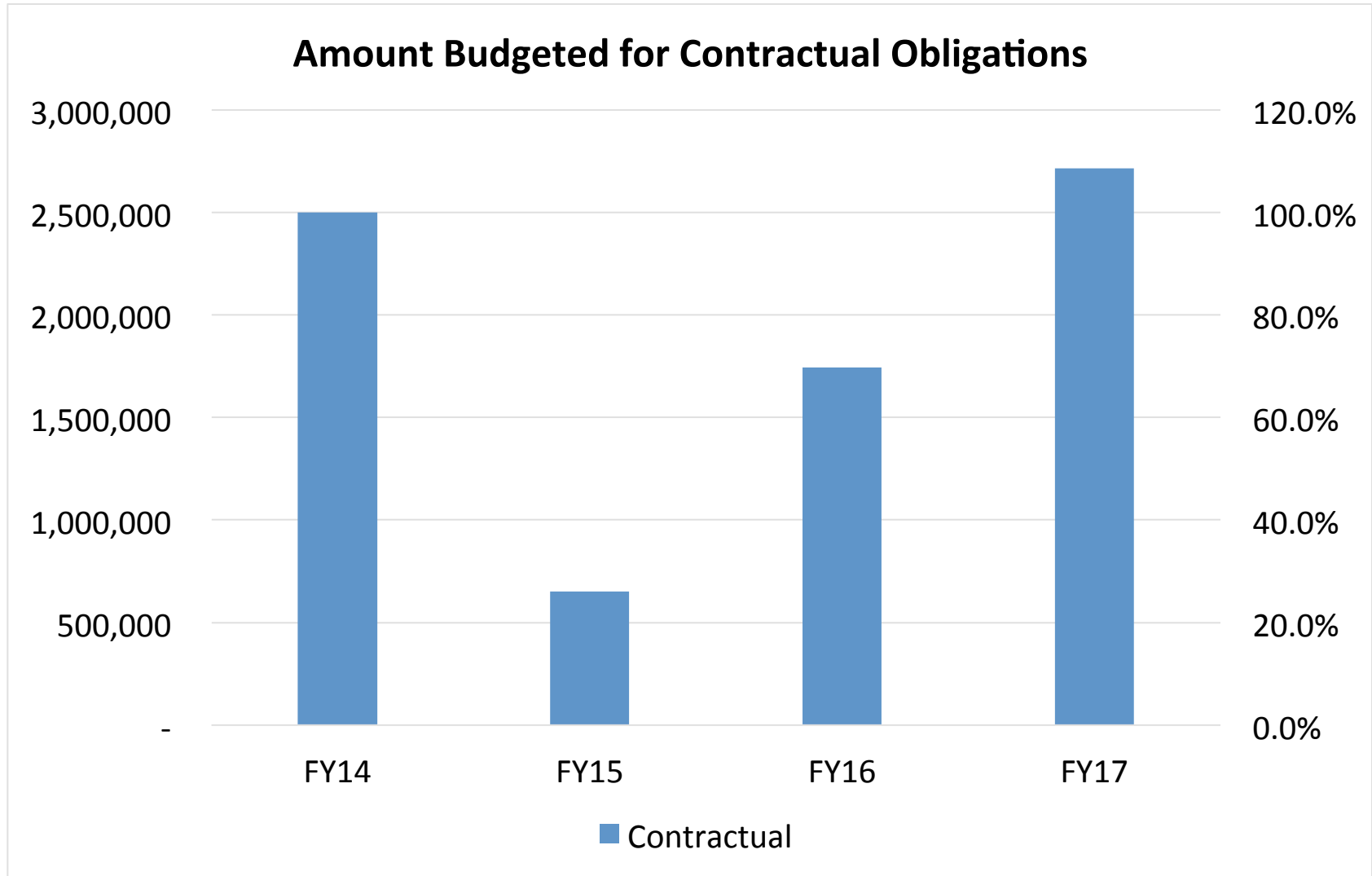
# Fixed Costs: FY13-17 Tuition Assessments



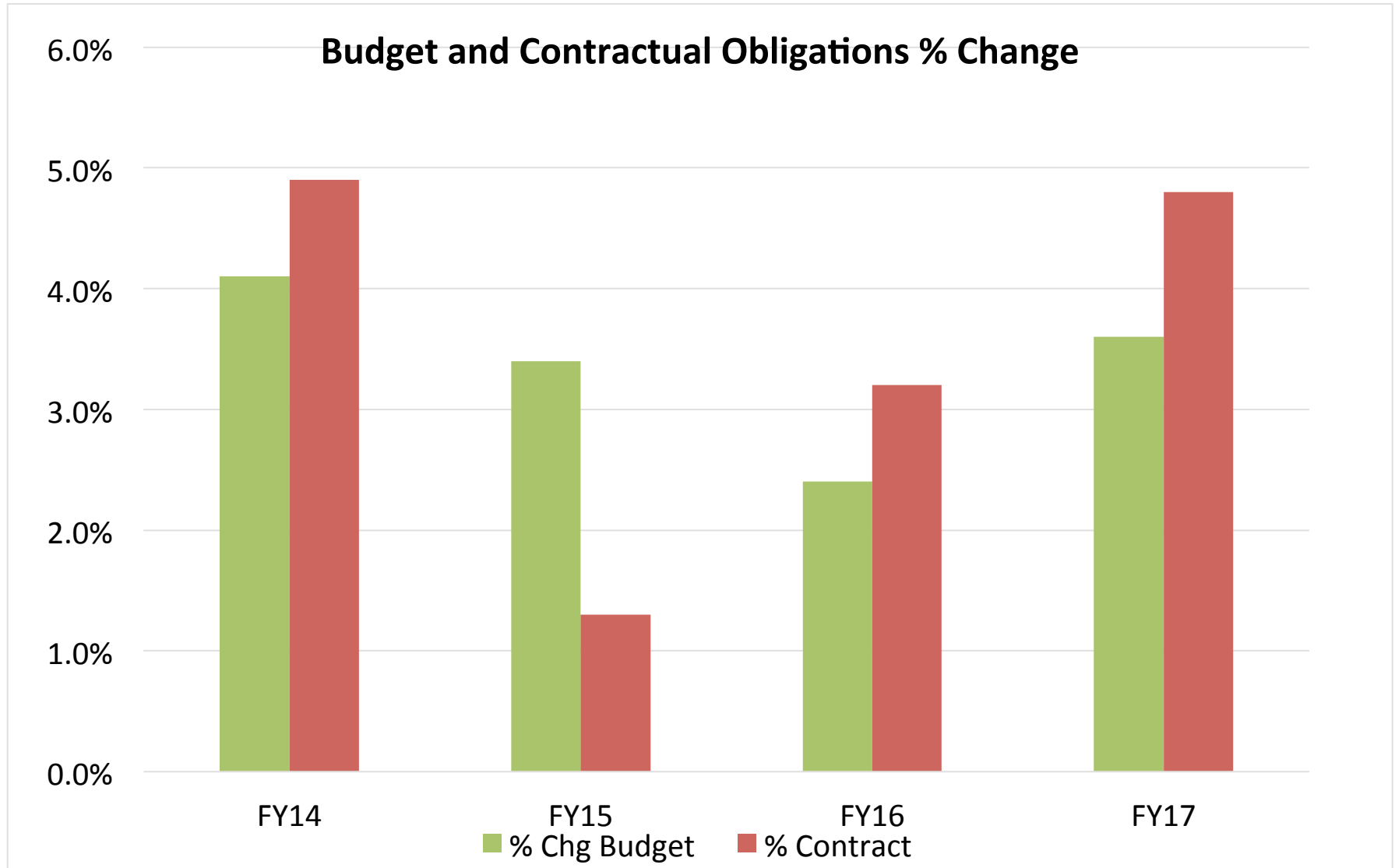
## Fixed Costs: Health Insurance Costs



## Fixed Costs: Contractual Obligations



## Budgeted v Actual: Contractual Obligations % Change



# Projected Budget Gap for FY17

- **Despite increasing investment by the City of Salem, federal and state revenue remains flat or declining**
  - Declining enrollment exacerbates
- **Increasing fixed costs**
  - Tuition
  - Health insurance
  - Contractual obligations
- **Projected Budget Gap of \$1.7m for FY17**

# Overview of Proposed FY17 Budget

Description		Total Amount	% CHG
FY16 Initial Appropriation		56,648,026	
FY16 Supplemental Appropriation		600,000	1.1%
FY17 IT Removal		(718,000)	
FY17 Estimated Increase		1,416,201	2.5%
FY17 Projected Appropriation		57,946,227	3.6%
FY16/FY17 Contractual Agreements		2,714,136	4.8%
FY16 Approved Budget Changes Continue in FY17		(195,000)	-0.3%
FY17 Mandated Operational Costs		200,000	0.4%
FY16 Funded by Dominion Funds		200,000	0.4%
FY17 Proposed Initiatives		(1,620,935)	-2.9%
	Personnel	(769,000)	-1.4%
	Non Personnel	(133,935)	-0.2%
	IT removal	(718,000)	-1.3%
Total		1,298,201	
FY17 Total Projected Budget		57,946,227	3.6%

# FY2017 Proposed Budget Priorities

## District Priorities

- Sustain/Accelerate Student Achievement – AIP Goals
- Prioritize Students with Highest Needs
- Align Enrollment and Resources

# FY2017 – Meeting the \$1.7 M Gap

**\$900,000 in cost savings**

*88% of savings from High School & Central Office*

55% savings at SH

33% savings at CO

Remainder of savings spread across the district

**\$600,000 additional appropriation from city of Salem**

**\$200,000 reduced appropriation to Bentley Academy  
Charter School (BACS)**



# Framework & Priorities that Guided FY17 Budget Decisions

FY17 BUDGET GUIDELINES AND PRIORITIES	<i>Invest in initiatives that are proven to be effective in raising student achievement</i>	<i>Prioritize support of students with the highest need in the district</i>	<i>Increase the alignment between allocation of resources to enrollment trends and school goals</i>	<i>Invest in infrastructure functions that will support and enhance academic work done in our schools</i>
<b>All Schools and Central Office</b>	<ul style="list-style-type: none"> <li>• Maintain structures and programs that are working</li> <li>• Investments in school and district initiatives</li> <li>• Added new positions to align to goals and priorities</li> <li>• Sharing roles and resources across schools and departments where possible</li> </ul>	<ul style="list-style-type: none"> <li>• Shift staff and resources to better serve highest need students within and across the district</li> <li>• Add new positions to better serve highest need students</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce staff to align with shifts in enrollment as well as student need</li> </ul>	<ul style="list-style-type: none"> <li>• Shifts in non-personnel spending to support school-specific priorities</li> <li>• Investments in school-specific initiatives and/or new staff</li> <li>• Modest investments in central office infrastructure and staff offset by internal cost-savings</li> </ul>

# Net Impact on FTE

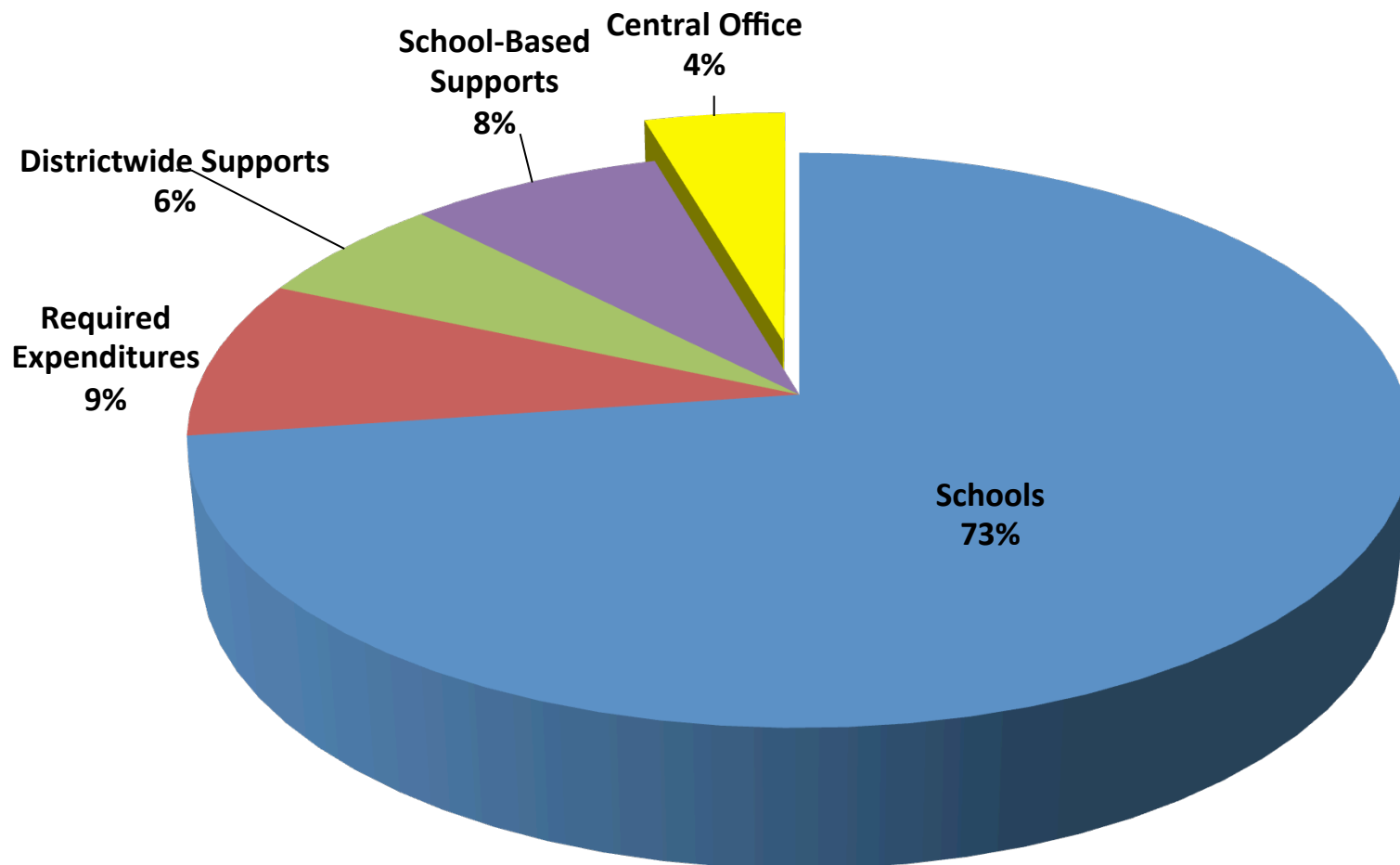
Net FTE Changes	
Elem/K8	-3.1
MS	0
HS	-9.5
District	-3
<b>Total NET</b>	<b>-15.6</b>

*The proposed FY17 Budget will reduce the staff of Salem Public Schools by 15.6 Full-time Equivalent (FTE)*

# Net Impact on FTE-Types of Staff

Staff in Schools (Instructional and Supporting Services)														Staff in Central Office	Total
	Para +	Para -	Teacher +	Teacher -	T&L Instructional Support +	T&L Instructional Support -	Sp. Ed. Teachers & Supports +	Sp.Ed.Teacher & Supports -	ELL +	ELL -	Other School Staff +	Other School Staff -	Central Office +	Central Office -	
Elem/ K8	0.5	0	4.7	-8.4	-1	0	0	-1	1.6	-1	1.5	0	0	0	-3.1
MS							1	-1							0
HS			0.375	-5.5			1	-3	2	-2	2	-4.4			-9.5
District		-8			1		3			-0.5			2	-0.5	-3
TOTAL	0.5	-8	5.075	-13.9	0	0	5	-5	3.6	-3.5	3.5	-4.4	2	-0.5	-15.6
NET	-7.5		-8.2		0		0		0.1		-0.9		1.5		

# Proposed FY17 Budget by Service Area Type



**FY 17 Budget - \$57,946,227**  
**By Type +3.6%**

# **FY2017 Salem High School**

## **Enrollment**

**23% decline in student enrollment from  
2012 to 2016**

**1,231 students > 947 students**

# Salem High Goals for FY17 Budget

- **Maintain momentum of improvement initiatives**
- **Enhance and accelerate achievement of diverse learners**
- **Reduce administration to reflect enrollment**

# Salem High FY17 Proposed Budget

- **Reduces number of Head Teachers**
  - Reduces administrative duties
  - Increases instructional time
  - Reduces overall number of teachers while maintaining Common Core aligned instruction
- **Adjusts Guidance structure to reflect current enrollment**
- **Recognizes improved school culture & positive student behavior – reduced 3 non-teaching positions**

# Salem High FY17 Proposed Budget, Continued

- **Transitions Head Teacher role to Teacher Leader**
- **Adds team of instructional coaches**
  - Literacy Coach to support Common Core alignment
  - STEM Coach to support Common Core alignment
  - Differentiation Coach to support effective lesson planning and instructional strategies to support diverse learners



# **Salem High FY17 Proposed Budget, Continued**

- **Improves service to English Language Learners (ELL) to accelerate English proficiency**
- **Re-instates College Bound course**

# FY2017 Budget Next Steps

- **April 26 Public Hearing**
- **Date of School Committee Vote to be determined**



**By All Means:  
Redesigning Education to Restore  
Opportunity**

**Hosted by the Education Redesign Lab  
at Harvard Graduate School of Education**

**Salem Public Schools  
School Committee Meeting  
April 4, 2016**

# What is By All Means?

- Initiative of Harvard Graduate School of Education Educational Research Lab
- Dedicated to creating systemic, integrated, lasting improvements of services for children
- Focus is on:
  - Personalized Learning
  - Health and social services
  - Out of school time experience

# By All Means

**Salem is one of only 6 cities selected.**

**Other participants:**

- **Oakland, CA**
- **Louisville, KY**
- **Providence, RI**
- **Somerville, MA**
- **Newton, MA**

# By All Means – Benefits for Salem

- Hands-on design process, led by Harvard experts, to help develop solutions for Salem
- Financial support to attend all 5 two-day conferences over 2 years
- On-site consultant in Salem and access to Harvard faculty and staff
- Networking, advice and support from other cities in the initiative

# By All Means - Goals for Salem

- Identify key assets and programs that currently service children in and outside public schools
- Leverage, synthesize and accelerate those efforts
- Use experts to build a sustainable model aimed at closing achievement and opportunity gaps for all Salem children and their families

# By All Means – Children's Cabinet

Kim Driscoll, Mayor, City of Salem

Margarita Ruiz, Superintendent, Salem Public Schools

Kris Wilson, Salem School Committee

Beth Kontos, President, Salem Teachers' Union

Dr. Joseph Cambone, School of Education Dean, SSU

Linda Saris, Executive Director, LEAP for Education

Margaret Brennan, CEO, North Shore Community Health Center

Charity Lezama, Executive Director, Salem YMCA

North Shore Medical Center Representative



# By All Means - Next Steps

- **Internal convening of the Children's Cabinet to take place the first 2 weeks in May**
- **First convening of the consortium of cities at Harvard University on May 17<sup>th</sup> and 18<sup>th</sup> 2016**



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# Memo

To: Salem School Committee

From: Philip A. Littlehale

Date: March 29, 2016

Re: FY16 Budget Transfer Request (15) – ELL

Director of English Language learners Rebecca Westlake is requesting a transfer of \$45,000 from Salaries Full-Time to Instructional Supplies. The transfer is requested to fund the purchase ESL Curriculum. It is an essential aspect of the district's approach to serving ELLs that all ESL teachers have access to Common Core aligned curricula and all ELL students have access to complex texts. The transfer will be for a one-time purchase, as the district has not previously invested in ELL Curricula for all ELLs; just instructional materials for the Newcomer Program at Bentley, three years ago. Funds are available in the Bowditch ESL salary line due to staff turnover and an unfilled position.

The transfer request is summarized as follows:

Date		ORG	OBJ	Description	Amt	Reason
3/29/2016	From	13700520	5111	Salaries-Full Time	(45,000)	Unfilled Position
3/29/2016	To	13702030	5514	Instructional Supplies	45,000	ESL Curriculum

I recommend approval of the transfer.

Thank You.