



# School Committee Meeting Materials

## **Regular School Committee Meeting**

**November 20, 2017**

**7:00pm**



***Mr. James M. Fleming  
Ms. Deborah Amaral  
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."**

November 16, 2017

**REGULAR SCHOOL COMMITTEE MEETING**

Notice is hereby given that the Salem School Committee will hold a Regular School Committee meeting on Monday, November 20, 2017 at 7:00 p.m. The meeting will be held in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

**AGENDA**

- I. Call of Meeting to Order**
- II. Approval of the Agenda**
- III. Approval of Minutes**
  - a. Deliberation and Vote on the Minutes of the Regular School Committee Meeting held November 6, 2017
- IV. Questions and Comments from the Audience**
- V. Superintendent's Report – Margarita Ruiz**
- VI. Presentation and Reports**

Pillar 4: Strengthening Parent and Community Engagement  
Academic Parent Teacher Teams at the Bates School
- VII. Action Items**
  - a. Deliberation and vote on the ratings for the Superintendent's evaluation for the SY2016-2017
- VIII. Finance Report**
  - a. Approval of Warrants**

November 16, 2017 in the amount of \$438,611.96  
November 22, 2017 in the amount of \$182,727.18
  - b. Budget Transfers**
- IX. Subcommittee Reports**

**Policy Subcommittee**

- a. Deliberation and Vote on the Second Reading of Policy 6406 Voting Method
- b. Deliberation and Vote on the Third Reading of the Recommendation of the Policy Subcommittee on the Revision to Policy 6101: Vision, Mission, and Core Values

**X. School Committee Concerns and Resolutions**

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

Respectfully submitted by:

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Angelica Alayon, Secretary to the  
Salem School Committee



Salem School Committee  
Meeting Minutes  
Monday, November 6, 2017

A regular meeting of the Salem School Committee was held on Monday, November 6, 2017 at 7:08 p.m. in the School Committee Chambers at Collins Middle School, 29 Highland Avenue, Salem, MA.

**Members Present:** Mayor Kimberley Driscoll, Ms. Mary Manning, Mr. Patrick Schultz, Dr. Brendan Walsh, Mr. James Fleming, Ms. Kristine Wilson, and Ms. Deborah Amaral

**Members Absent:** None

**Others Present:** Margarita Ruiz, Superintendent, Margaret Marotta, Assistant Superintendent for Pupil Personnel Services, Kate Carbone, Assistant Superintendent for Teaching and Learning, Kristin Shaver, Business Manager, Jill Conrad, Chief of Systems Strategy, and Kelley Rice, Chief of Communications

**Call to Order**

Mr. Patrick Schultz called the regular meeting of the Salem School Committee to order at 7:08 p.m.

**Approval of the Agenda**

Mr. Fleming moved to approve the agenda as presented. Dr. Walsh seconded the motion. The Motion carried.

**Approval of Minutes**

**Deliberation and Vote on the Minutes of the Regular School Committee meeting held October 16, 2017**

Mr. Fleming motioned to approve the Minutes of the Regular School Committee meeting held on October 16, 2017. Dr. Walsh abstained; he was absent from that meeting. Ms. Amaral seconded the Motion. The Motion carried.

**Questions and Comments From the Audience**

Andrea French, 7 Cleveland Road, invited elementary school-age families to the free (Salem Special Education Parent Advisory Council) SSEPAC Technology workshop event on Monday, November 13, 2017 at the Bates Library at 6pm. Spanish translation services will be provided. Translation services may be addressed by contacting the --- office at (978) 740-1247. Childcare is also available.

**Superintendent Report – Margarita Ruiz**

Superintendent Ruiz reported that all of the 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> grade students would have received their assigned Chrome Books by the end of November. The Collins Middle School is piloting the district's first One to One Initiative as they build on the vision to leverage technology in the classrooms in all content areas. The Collins School leaders have been hosting parent/student meetings on how the devices will be used in school and other expectations. Currently, the Chrome Books are being used only during the school day. Ms. Ruiz stated that they look forward to working with the Policy Subcommittee to create a school policy on this as they look toward expanding the pilot program in the coming school years. She announced that the Department of Elementary and Secondary Education (DESE) approved the Chapter 74 application as they continue to focus on college and career for the students to provide Medical Assisting programs as part of the Career and Technical Education curriculum offered through the Salem High School. Ms. Ruiz reminded School Committee members that the offering was piloted last year. The growth expectancy for qualified Medical Assistants over the next ten

years is 29% and is faster than other industries according to the Bureau of Labor Statistics. They look forward to partnering with the Salem Medical Center. Superintendent Ruiz also reported that the Vision and Action plan to redesign the High School experience took another step forward last week at their first community conversation held at the Salem High School. This is part of the District's vision to ensure that all students are locally engaged, globally connected, and fully prepared. More than 80 teachers, parents, community members, and elected officials came together to discuss ideas, challenges, current practices, and contribute to this process. Ms. Ruiz thanked School Committee members Mary Manning, Kristine Wilson, and Mayor Driscoll for their participation in the event. There was great energy and a high level of engagement. She looks forward to learn of the suggestions and ideas that were brought into the conversation and thanked the Salem High School team for putting everything together. The Massachusetts School Building Authority recently released its 2016 School Survey Report. Salem received the highest possible ranking for all seven of the schools that were part of Statewide Facilities review. Architectural and Engineering experts visited seven of the Salem Schools last fall to assess the general condition of each building. The assessments evaluated several key factors including: building condition, general environment, capacity, technology, security, and maintenance. Superintendent Ruiz acknowledged Paul L'Heureux and the Building and Grounds Personnel for their work and dedication to ensuring school safety and well-maintained buildings. The Superintendent also reported that tomorrow starts the first day of their differentiated, Teacher-led Professional Development model. Ms. Ruiz announced that the Salem schools and district offices would be closed this Friday in honor of the country's past and present military veterans. She thanked them for their services on behalf of the entire district. She congratulated Dr. Brendan Walsh who was named a Massachusetts Association of School Committee Life Time Member for his long career and service to the Massachusetts Association of School Committees (MASC). Ms. Ruiz completed her presentation.

### **Discussion**

Dr. Walsh asked Superintendent Ruiz if, in light of her acknowledgement of Paul L'Heureux, she would provide a written recommendation in file of his work and dedication to ensuring school safety and well-maintained buildings. Ms. Ruiz said she would be happy to do that.

### **Presentations and Reports**

#### **2017 MCAS 2.0 – Student Performance**

Superintendent Ruiz acknowledged and thanked all the school leaders of the Salem Public Schools and members of their senior management team that are present this evening. She is reporting this evening on the collective work of this team. Ms. Ruiz reminded everyone that the scores on MCAS 2.0 for grades 3-8 are a baseline, and not to be compared to previous years. The presentation has multiple measures. She explained beforehand that when talking about the achievement level, the MCAS 2.0, they are talking about the percentage of students that meet or exceed expectations, information which is included in the presentation. In the Achievement level for the Legacy MCAS, achievement level is the percentage of proficient or advanced. The Student Growth Percentile (SGP) is available for all tests. Ms. Ruiz informed and walked members through the 2017 MCAS 2.0 MCAS Data overview presentation, which began with an overview of her last presentation. The presentation consisted of Performance Measures overview, District-Level Data, Sub-Group Performance, School Highlights, and the Strategies Underway. The state changed the term '*low income*' to '*economically disadvantaged*' which is measured through direct reporting (matching those who receive state services directly to the state database). The Science Performance was done with the Legacy MCAS. Ms. Ruiz highlighted the changes put in place this year at the Bowditch School to support learning and increase social-emotional support.

**Discussion on District-Level Data (Salem Public Schools Demographics Over Time)**

Mr. Schultz asked Superintendent Ruiz if low income or economically disadvantaged students are able to take better advantage of the assessments over time. Ms. Ruiz responded that groups of economically disadvantaged students include other risk factors, such as homelessness and trauma, which may affect how they do in school. The economically disadvantaged is a more precise measure, because it is directly certified by the state (matching students directly to the state database) whereas before it was done through applications for free and reduced lunch. Members shared input, feedback, and discussed the topic in greater detail.

**Discussion on the Comparison With State & Urban Districts**

Ms. Manning asked if they might see the listing of the urban districts information used in the Superintendent's comparison with the state. Mr. Schultz said he would like to see a list of the urban district's students and similarities of comparison to the Salem Public Schools. Superintendent Ruiz said it would be provided.

**Discussion on Science Performance (Science CPI (All Grades))**

Members discussed their concern on the trend between 2013-14 through 2016-17 and decline in 2015-16. Superintendent Ruiz and School Committee members agreed there is work in progress for consistency of continuous positive increase. Members shared further insight and feedback. Mayor Driscoll asked what the expectations were if there was going to be a *Next Generation* MCAS for Science. Superintendent Ruiz responded that the expectation would be that all of the assessments would move into the *Next Generation*, including High School. Further discussion on the topic continued.

**Discussion on ELA Grades 3-8 (Achievement Level Assessments)**

Mr. Fleming inquired about the comparisons. Superintendent Ruiz clarified that they are not comparing assessments; they are comparing the size of the gap between Salem and the state average in 2014 compared with the size of the gap in 2017.

**Discussion on Improvement Highlights – Sub-Group Performance**

Superintendent Ruiz said that the Sub-Group Performance comparison is a district comparison. Ms. Amaral asked if there was a comparison to the states' data. Ms. Ruiz said she would be happy to provide that.

**Discussion on Economically Disadvantaged (ED)**

Dr. Walsh said he would like to see a comparison to include all districts. Superintendent Ruiz agreed. Mr. Schultz asked Ms. Ruiz if they have done an analysis on the overlap of the economic disadvantage and ELL. She responded that they have not. Further discussion on the topic ensued.

**Discussion on Percentage of Advanced/Proficient of all Students (% Advanced + Proficient)**

Salem High School took the *Legacy* MCAS test. Mr. Schultz asked Superintendent Ruiz if they have a preliminary assessment as to why the 9% decrease in ELA at the High School. Ms. Ruiz responded that they are looking more closely at the reasons now. It needs a more granular assessment.

**Discussion on Schools Narrowing Gap With the State**

Mr. Schultz inquired more data on the Witchcraft Heights Elementary School. Superintendent Ruiz clarified that the information provided this evening are highlights on the schools that have improved. Ms. Manning thought it important to be informed of the schools that have



maintained a level balance or have dropped. Mayor Driscoll added that more information on the challenges of individual schools may require a separate meeting to consider what some of the benchmarks are and what can be used, for example, to dig deeper into its needs. The Bowditch School also has some challenges. Mr. Schultz said that, in terms of public presentation, challenges should also be highlighted.

### **Discussion on Strategies Underway**

Mr. Fleming asked Superintendent Ruiz if there is a way to compare the Bowditch School to each of the districts and the state, due to its decline, as others may want to know. Ms. Ruiz responded that she would be happy to schedule a Committee of the Whole (COW) meeting for further discussion and follow-up of the school.

### **Final Discussion**

Mr. Schultz summarized the evening's presentation: ELA, MATH, and SCIENCE in grades 3-8, they decreased the gap (significantly in some cases) between the district and state, over three years, improved success and achievement rate of students with disabilities at the Salem High School, and the Salem High School has generally improved. Members agreed to Mr. Schultz's summation. Ms. Manning reiterated the importance of librarian and staffing school libraries with professionals who provide good instructional media to provide directional support to students and teachers. She feels strongly about this and intends to continue on the issue throughout her time as School Committee member. Ms. Amaral said that parents should have received their reports in the mail by now or should be receiving it within the next day or two. She received hers. She thought it was easily readable. Superintendent Ruiz shared that reports to the parents have all been mailed out.

### **Action Item**

### **Deliberation and Vote on the Culinary Arts Class School Field Trip for Salem High School 11<sup>th</sup> – 12<sup>th</sup> Graders to Johnson and Wales College, Providence, RI on December 11, 2017 from 7:30am – 3:00pm**

#### **Discussion**

Correction: The field trip destination is to Providence, Rhode Island. Additional '*New York*' wording needs to be deleted/removed.

Mr. Fleming motioned to approve the request, as amended, for Salem High School 11<sup>th</sup> and 12<sup>th</sup> Graders to Johnson and Wales College in Providence, Rhode Island on December 11, 2017. Ms. Manning seconded the motion. The Motion carried.

### **Finance Report**

#### **a. Approval of Warrants**

October 12, 2017 in the amount of \$83,535.83

November 2, 2017 in the amount of \$720,893.00

November 9, 2017 in the amount of \$92,726.23

Mr. Fleming motioned to approve the three warrants in the amounts stated on the Agenda. Dr. Walsh seconded the motion. The Motion was approved.

#### **b. Budget Transfer Requests**

The School Committee approved the following budget transfers FY18-11 and FY18-12 recommended by the School Business Administrator, Kristin Shaver. She explained that Central Office (Teaching and Learning) has requested that the fund be transferred in order to align the funds with the intended expense as follows:

<b>Account Description/Use</b>	<b>Account Number</b>	<b>Amount From</b>	<b>Amount To</b>
Human Capital Office			
Salaries	13482020-5160	\$4,000	
Contract Services	13482021-5320		\$4,000
Teaching & Learning Department			
Teaching & Learning Stipends	13990160-5150	\$26,584	
Saltonstall – Tutor	13570720-5114		\$10,500
Collins – Instructional Materials	13570921-5514		7,692
Collins – Stipends	13570920-5150		6,400
Collins – Contract Transportation	13570921-5333		1,992

Ms. Amaral moved to approve the budget transfer requests as listed. Ms. Wilson seconded the motion. The motion was approved.

#### Subcommittee Reports

##### **Policy Subcommittee**

##### **Deliberation and Vote on the First Reading of Policy 6406 Voting Method – Tabled from 10/16/17**

##### **Discussion**

Ms. Amaral reported that the Policy Subcommittee met several times on this policy. They met again today. She explained the meaning of the language change in Policy 6406. Members discussed their concerns of the change in policy and shared their feedback.

Ms. Amaral motioned to remove Policy 6406 off the table. Dr. Walsh seconded the motion. The motion to remove Policy 6406 off the table was approved.

Mr. Fleming motioned to amend 4 votes in the hire and dismissal of the Superintendent. Dr. Walsh seconded the motion. The motion carried.

Ms. Manning moved Policy 6406 for First reading. Dr. Walsh seconded the motion. The motion for First Reading on Policy 6406 was approved.

##### **Deliberation and Vote on the Second Reading of the Recommendation of the Policy Subcommittee on the Revision to Policy 6101: Vision, Mission, and Core Values**

Ms. Amaral motioned to approve the Second Reading of the revision of Policy 6101: Vision, Mission, and Core Values. Mr. Fleming seconded the motion. The motion for Second reading of Policy 6101 was approved.

**Deliberation and Vote on the Third and Final Reading of the Recommendation of the Policy Subcommittee on the Revisions to the Following Policies in the 3000-Policy Series:**

- 3406 Expense Reimbursements
- 3502 Building Inspection
- 3503 Buildings and Grounds
- 3504 ~~Emergency Evacuation Drills~~ - left out of First Reading 10/2/17
- 3506 Building Construction and Rehabilitation
- 3602 School Bus Drivers' Responsibilities
- 3603 School Bus Accidents

Dr. Walsh motioned to approve the Third reading of the recommendation of the policy subcommittee on the revisions to the policies in the 3000-Policy series. Ms. Manning seconded the motion. The motion for Third reading of the recommendation of the Policy Subcommittee on the revisions to the 3000-Policy series as listed was approved.

**School Committee Concerns and Resolutions**

Mr. Fleming reported that the Personnel Subcommittee met with the Superintendent and the Business Manager to, as originally posted, revise and revamp the Transportation Office - due to a resignation and the realignment of some of the Personnel Office. There was no necessity for realignment or revamping of that office. They have revamped the duties and will have a better and more efficient operation with the existing personnel. Mr. Fleming also inquired about the status of the Hall of Fame Committee on the issue that was referred to the Superintendent. Mayor Driscoll responded that she spoke with Principal Angeramo. Her understanding is that Principal Angeramo and the athletic director were pulling together a meeting with the Hall of Fame Committee. They were going to review the qualifications in order to move forward for recognition to the Hall of Fame. Mr. Fleming reminded the Mayor that it was two individuals who submitted their applications. Mayor Driscoll confirmed that the Hall of Fame was processing the applications and that it may not be a lengthy process. Dr. Walsh shared that he was at a conference and had a conversation with the Acting Commissioner. He had previously called his office to schedule to meet. They had an odd situation with the Carleton School. They have students who are academically doing 4<sup>th</sup> grade work now but are chronologically 3<sup>rd</sup> grade, because of its Innovation School structure; students have to take the 3<sup>rd</sup> grade MCAS. He wondered if bureaucracy was getting in the way of an innovation when it is used to sponsor innovation in other cases. The Acting Commissioner's conclusion was that there is not much they can do about it. Dr. Walsh commented a personal observation on the test score information that was presented this evening. He wondered if the information meant that the Carlton School reduced the gap in all three areas and stated that this Committee and administration must admit they are not fully funding the things that make that particular model work. He is very much concerned that if it continues in that respect, the model will begin to fail. He is hoping that anyone who watch on television and may or may not occupy one of the School Committee seats will keep that in mind.

**Questions and Comments From the Audience**

There were no questions or comments from the audience.

**Adjournment**

There being no further business to come before the School Committee this evening, Mr. Fleming entertained the motion to adjourn. Ms. Amaral seconded the motion. The meeting was adjourned.

Respectfully submitted by:

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Angelica Alayon, Secretary  
Salem School Committee

**Meeting Materials and Reports**

- School Committee Agenda November 6, 2017
- Minutes of the October 16, 2017 Regular School Committee Meeting
- Salem Public Schools 2017 MCAS Data Overview Presentation
- Salem High School 11<sup>th</sup> and 12<sup>th</sup> Grade Culinary Arts Class Field Trip Request
- Budget Transfers
- Policy 6406 Voting Method
- Policy 6101: Vision, Mission, and Core Values
- Policies in the 3000-Policy Series



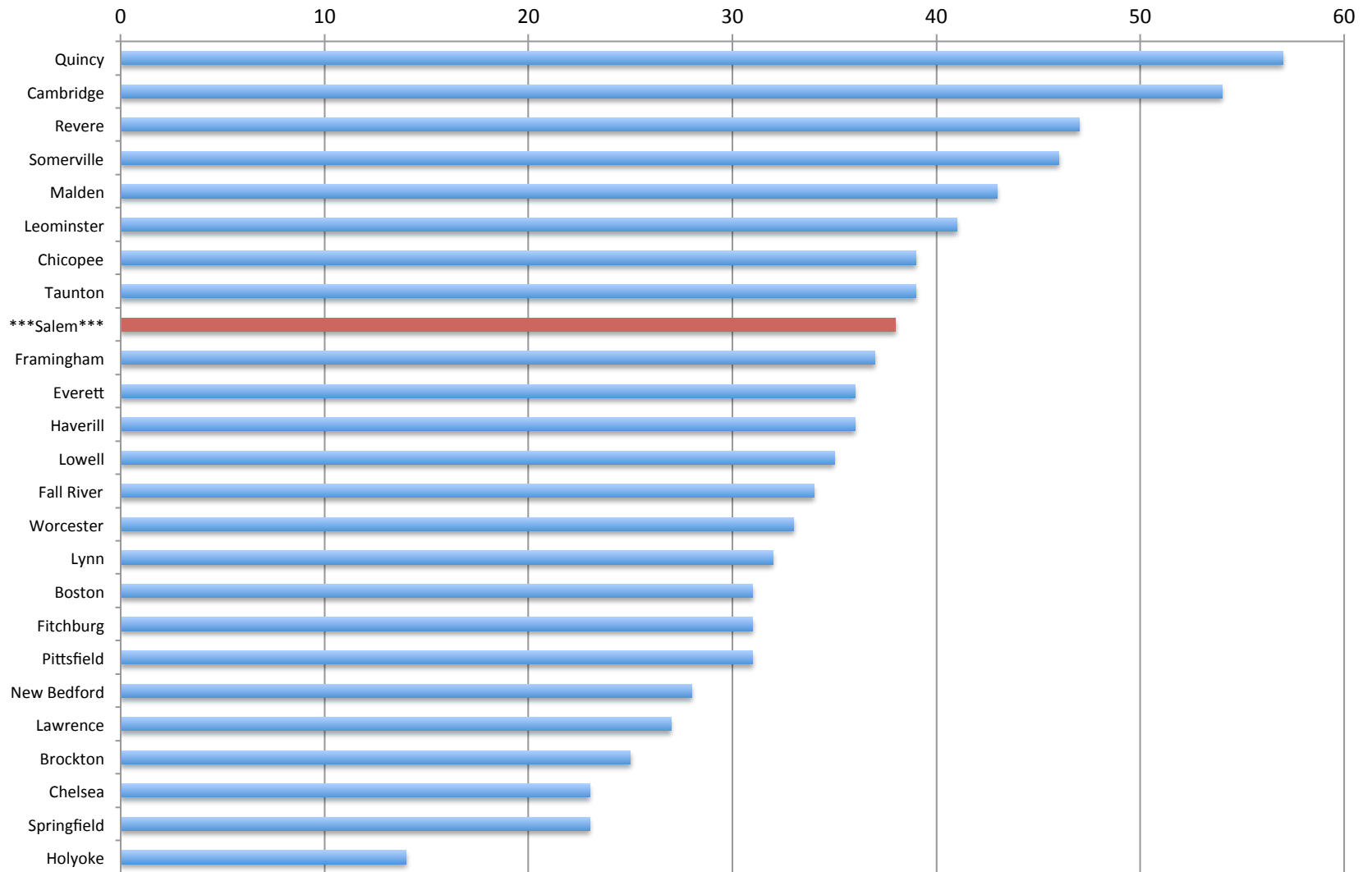


# Superintendent Update

11/20/2017

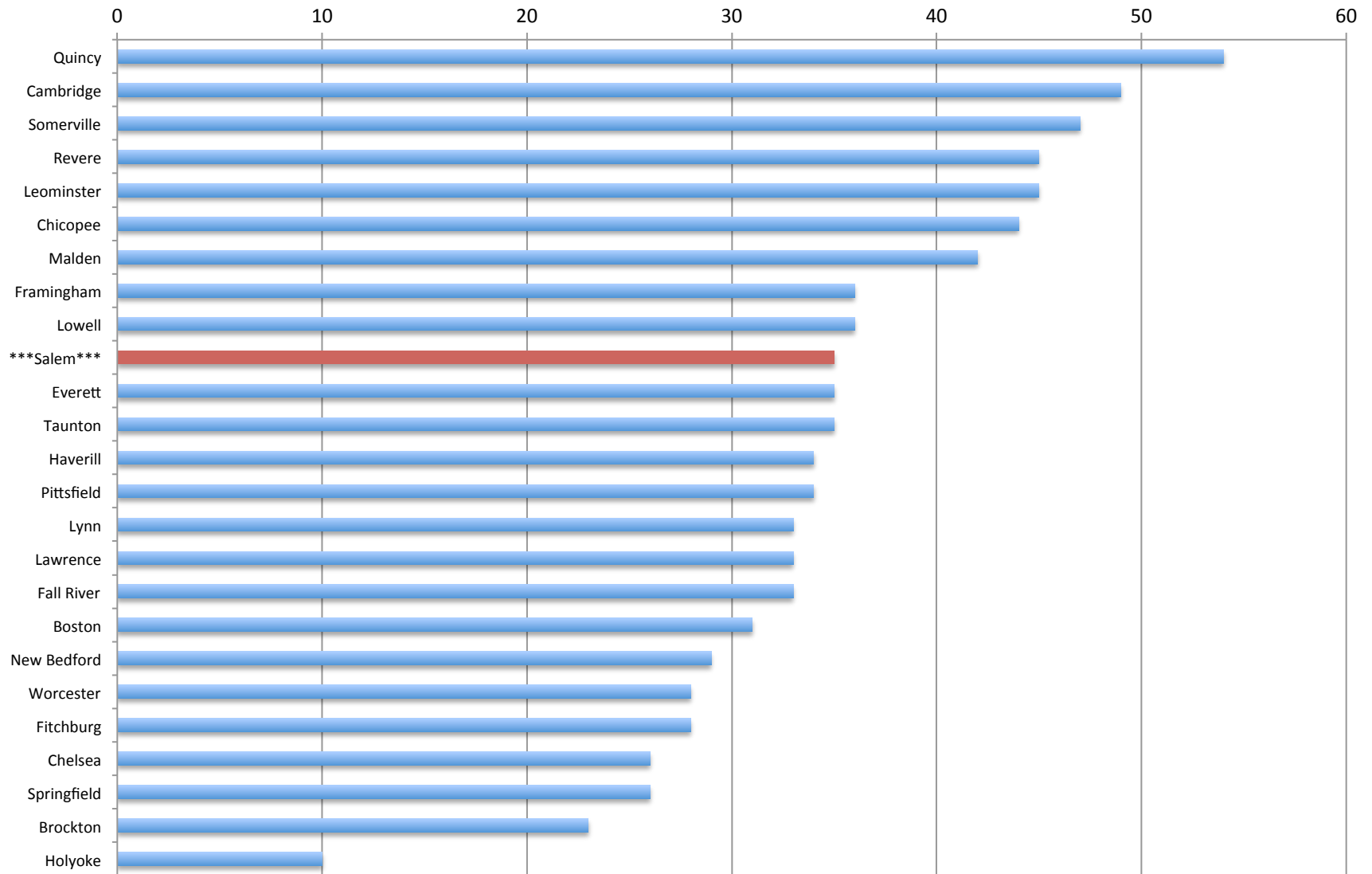
# Urban districts included in comparisons

Boston	Lowell
Brockton	Lynn
Cambridge	Malden
Chelsea	New Bedford
Chicopee	Pittsfield
Everett	Quincy
Fall River	Revere
Fitchburg	Salem
Framingham	Somerville
Haverhill	Springfield
Holyoke	Taunton
Lawrence	Worcester
Leominster	

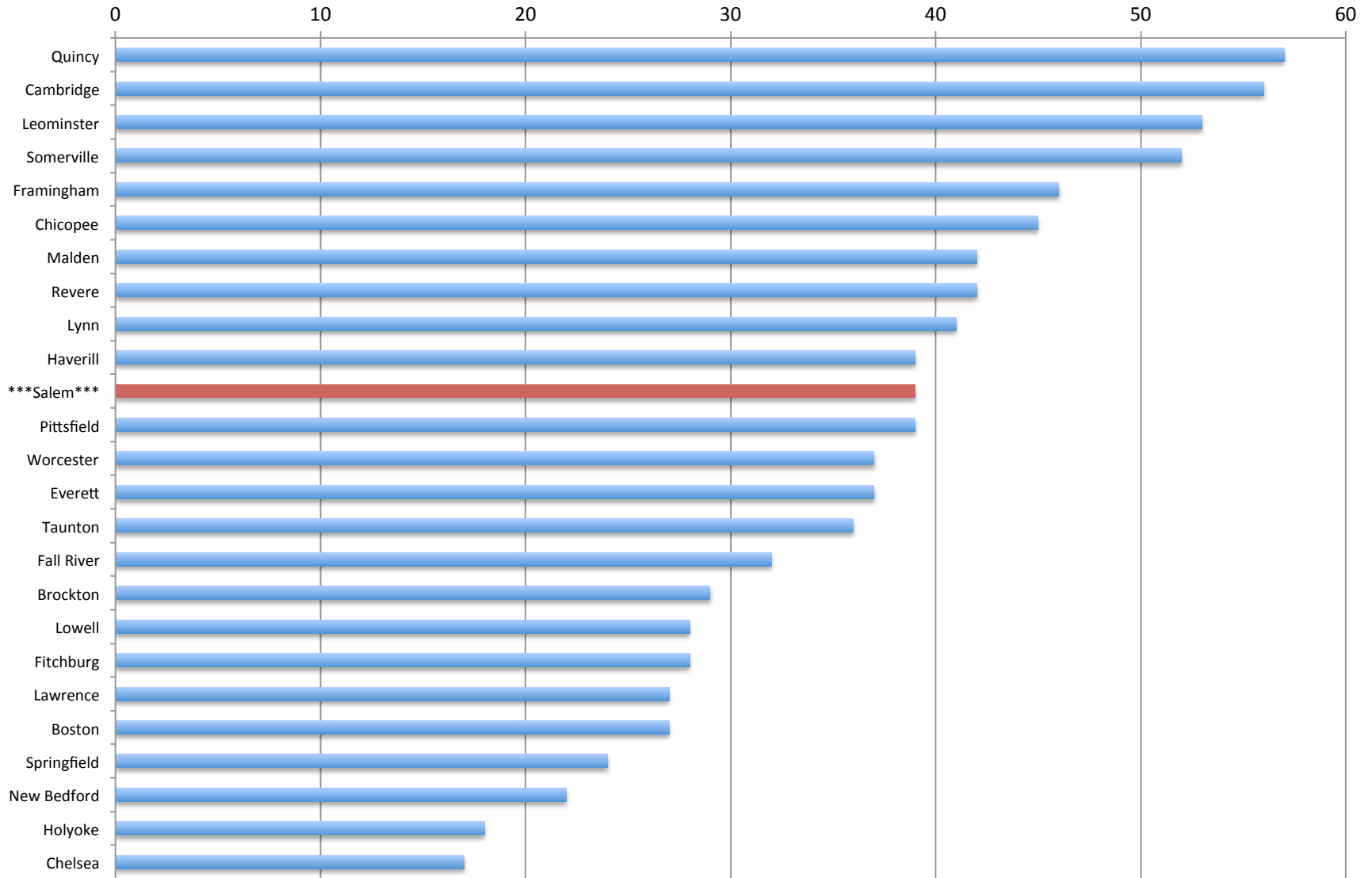
**2017 ELA % Meets or Exceeds Expectations**



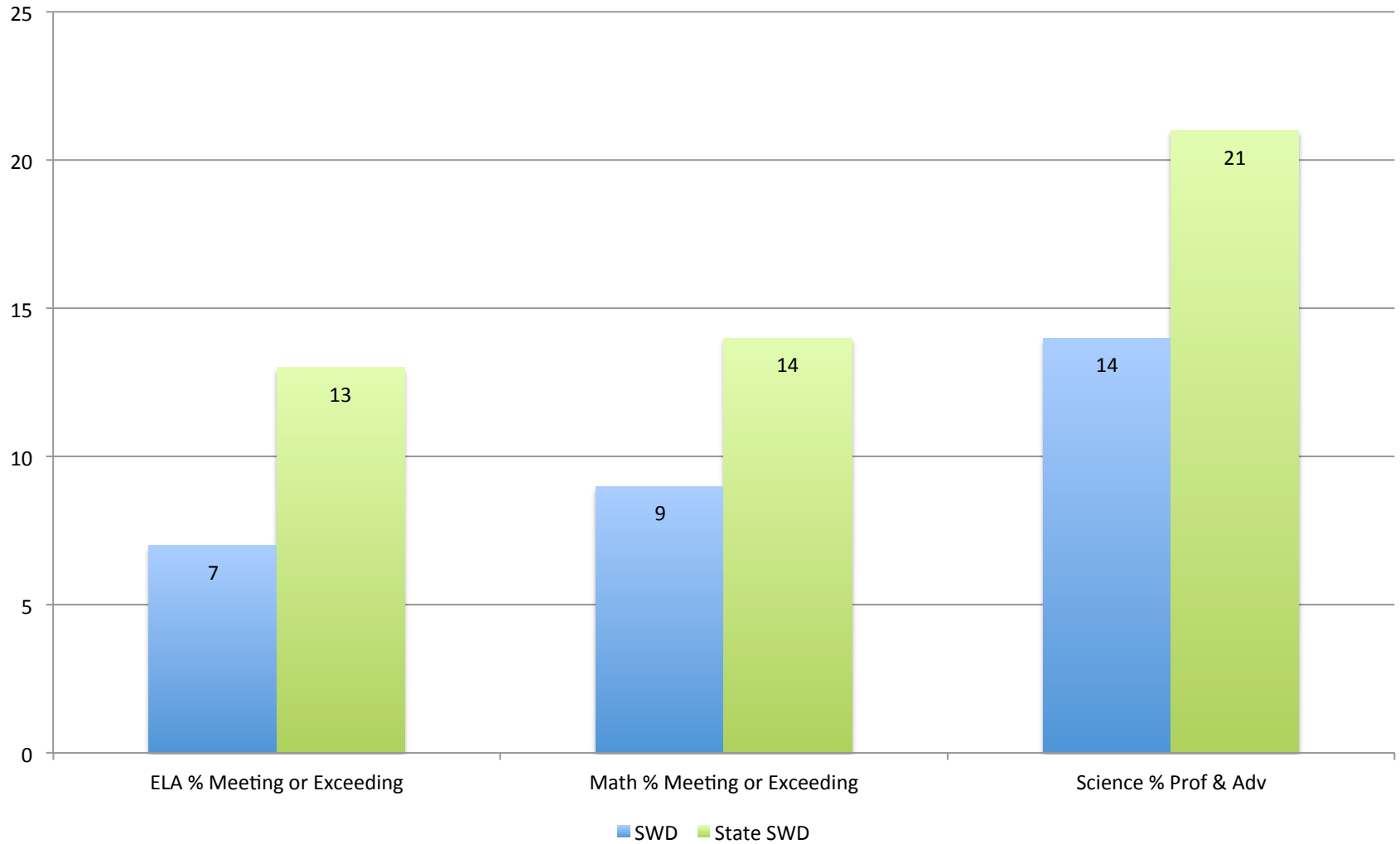
## Math % Meeting or Exceeding Expectations



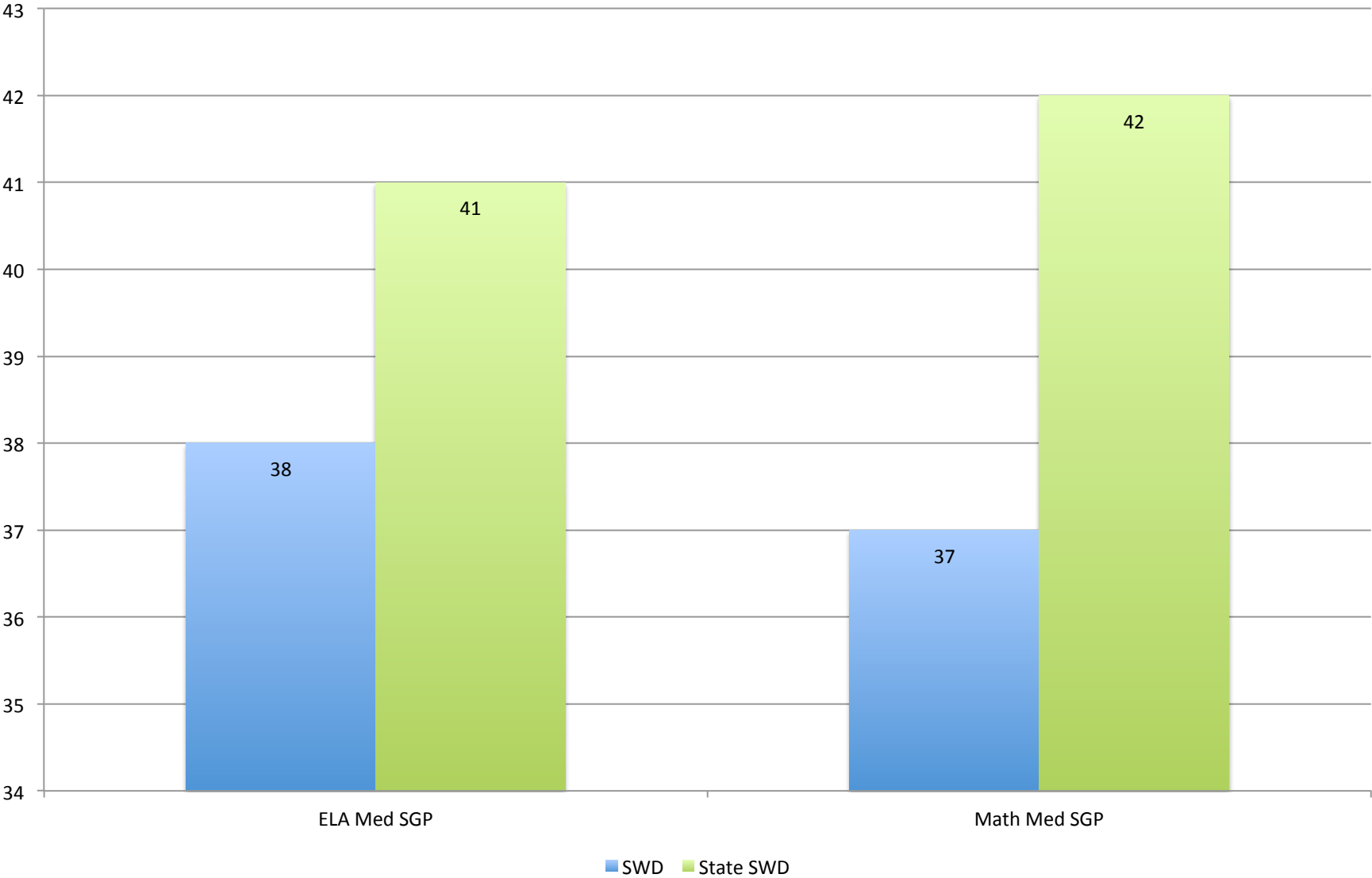
## Science % Prof &amp; Adv



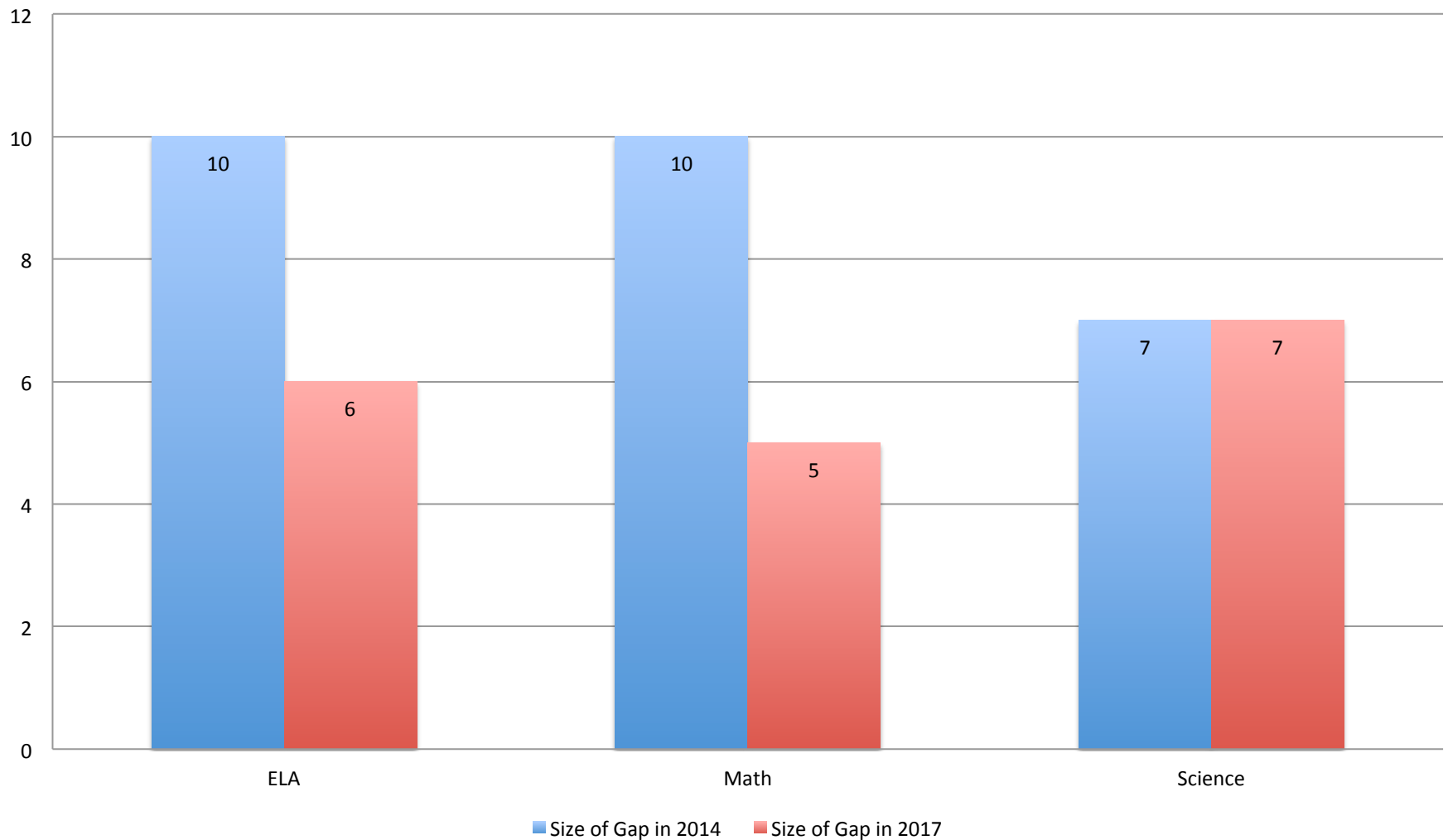
## Gr 3-8 Achievement Comparisons for Students with Disabilities



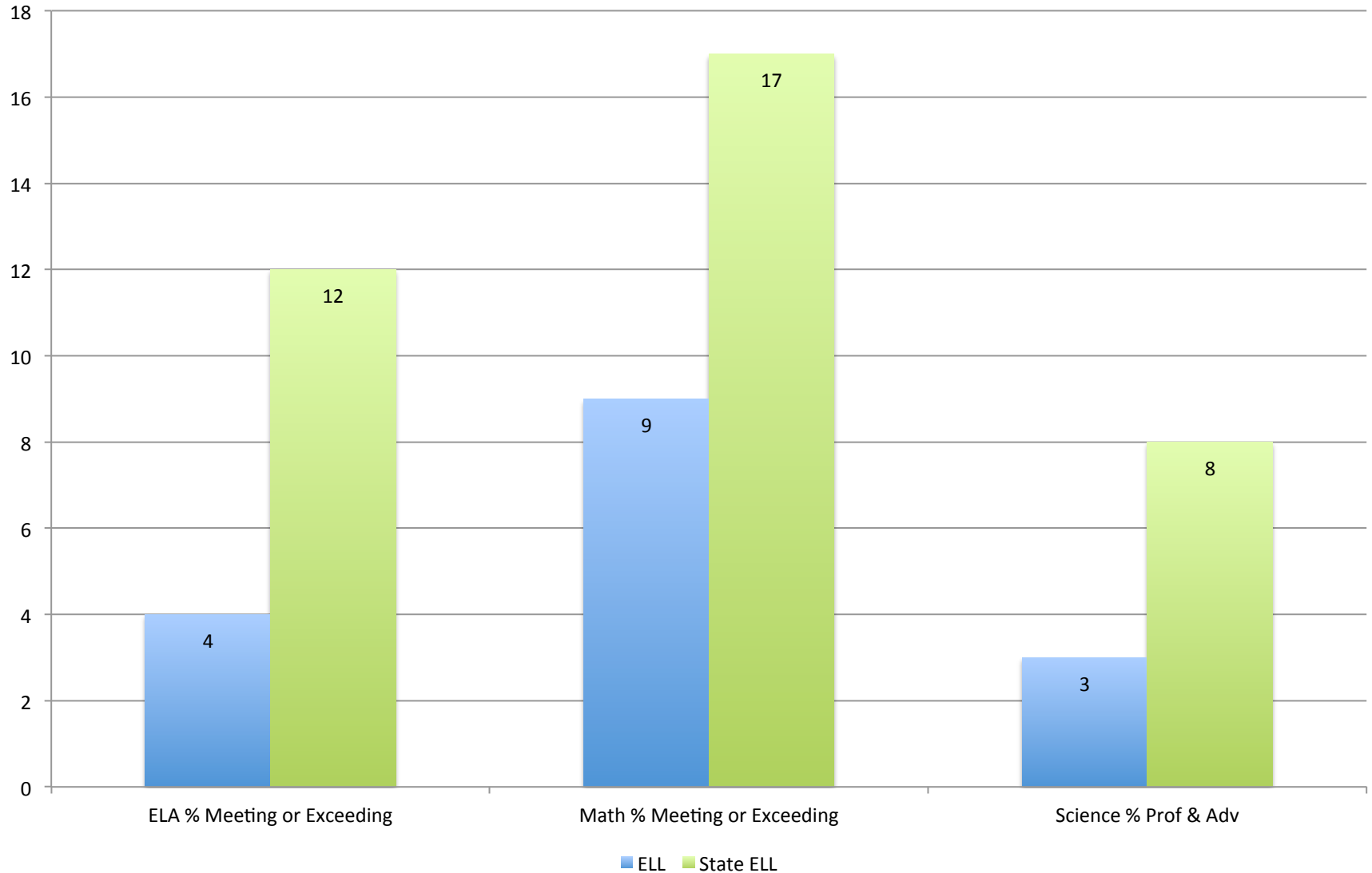
Gr 3-8 Growth Comparisons for Students with Disabilities



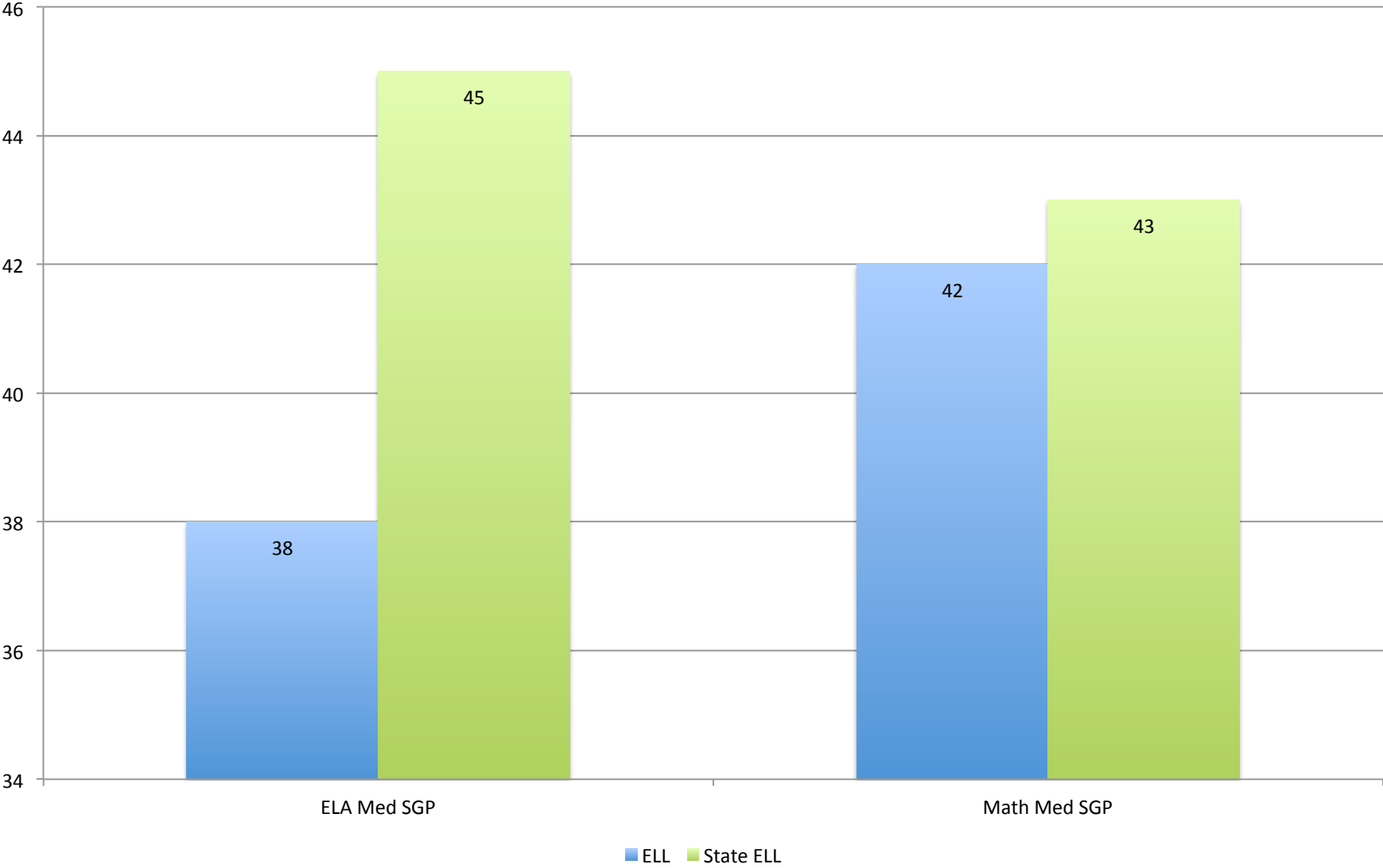
## Size of 2014 v 2017 Achievement Gap w State for Students with Disabilities



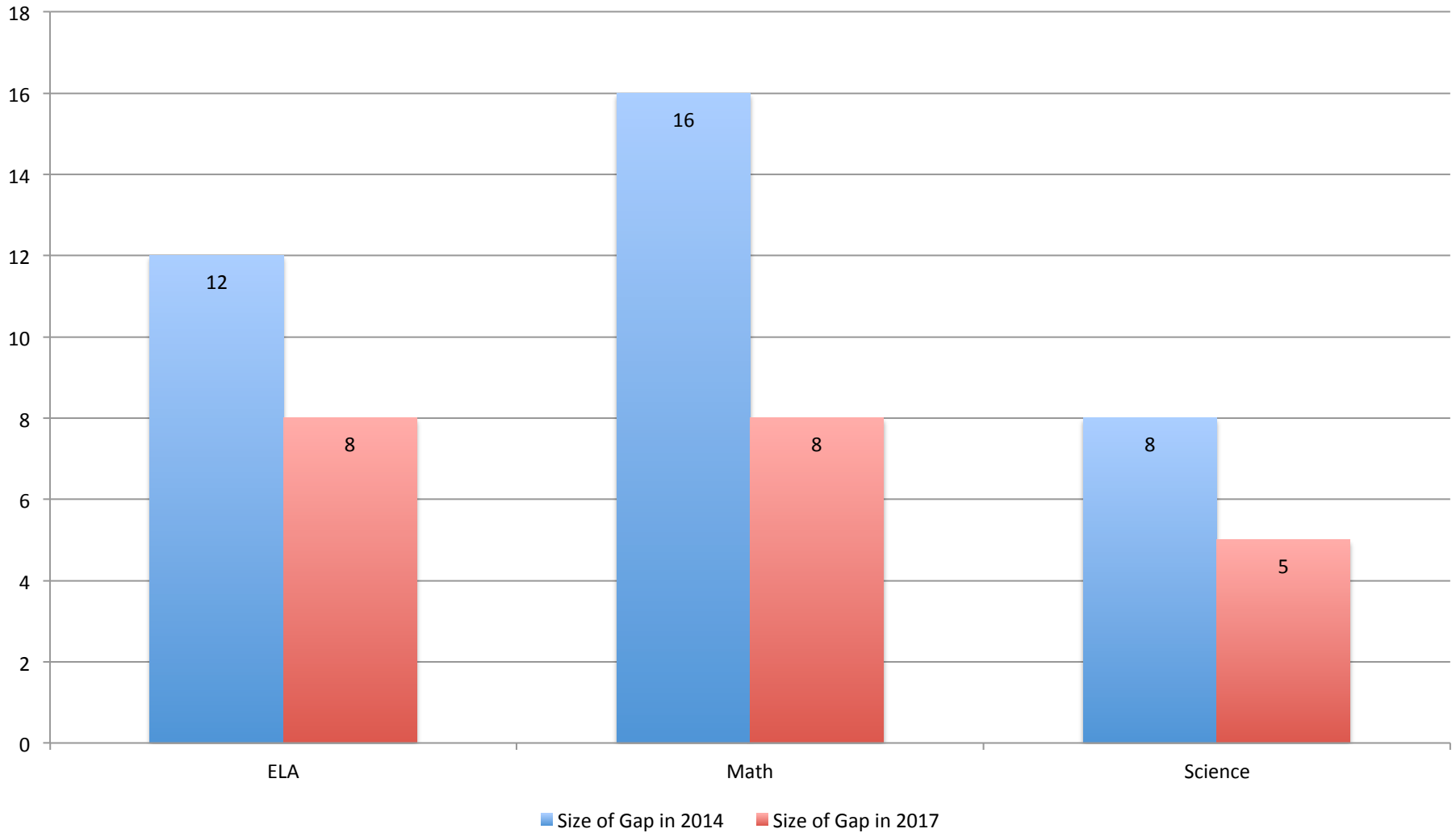
## Gr 3-8 Achievement Comparisons for English Language Learners



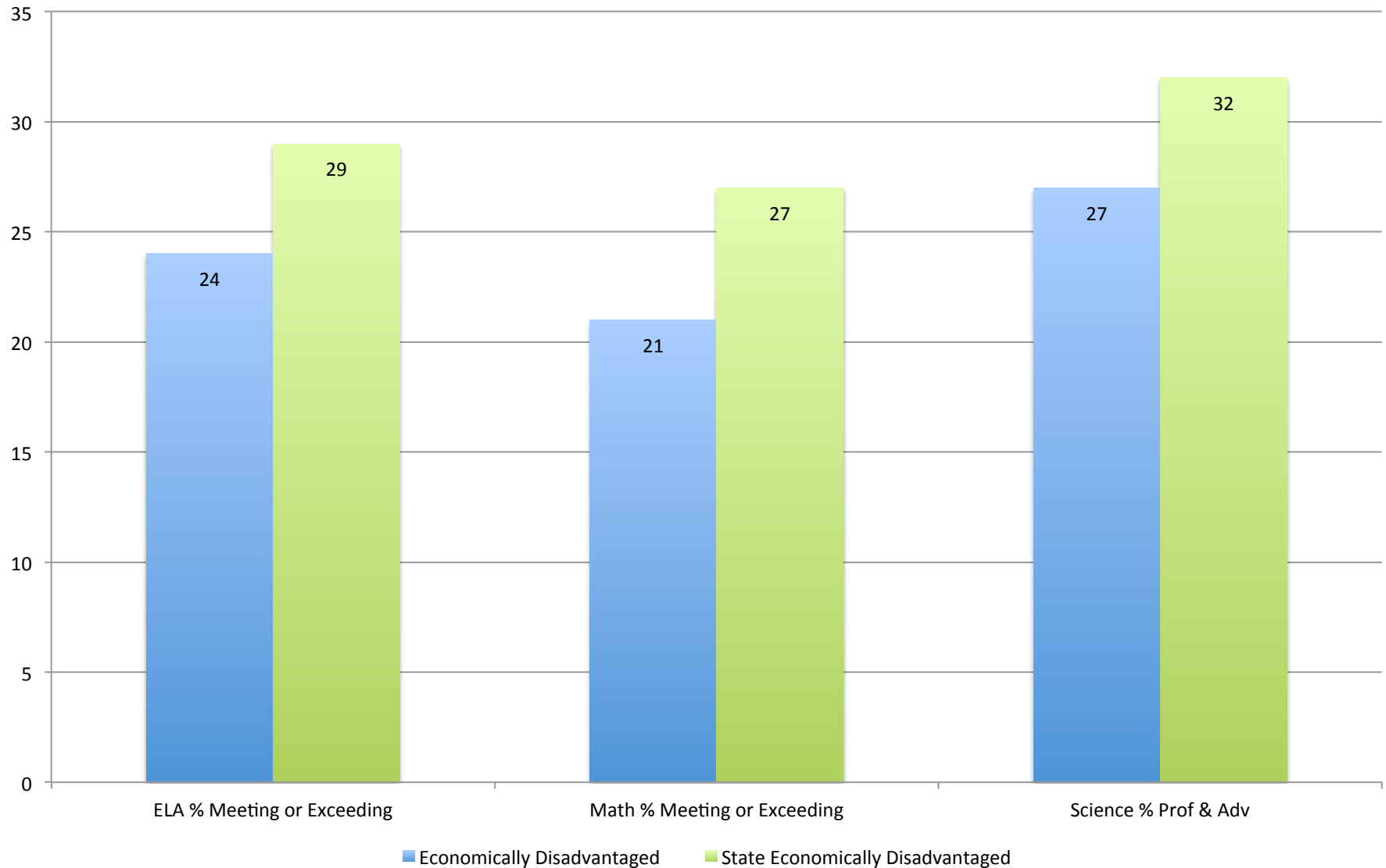
Gr 3-8 Growth Comparisons for English Language Learners



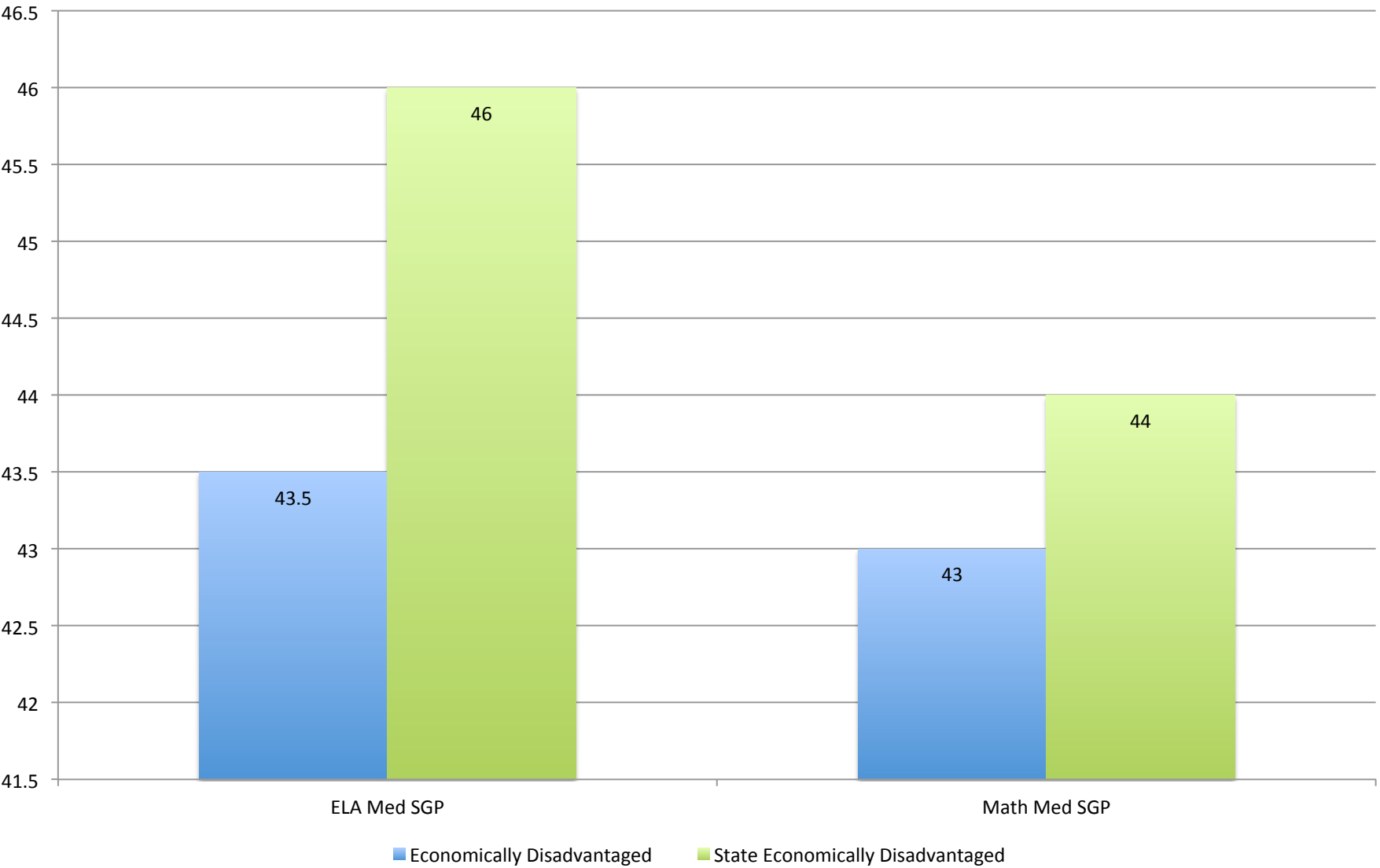
## Size of 2014 v 2017 Achievement Gap w State for English Language Learners



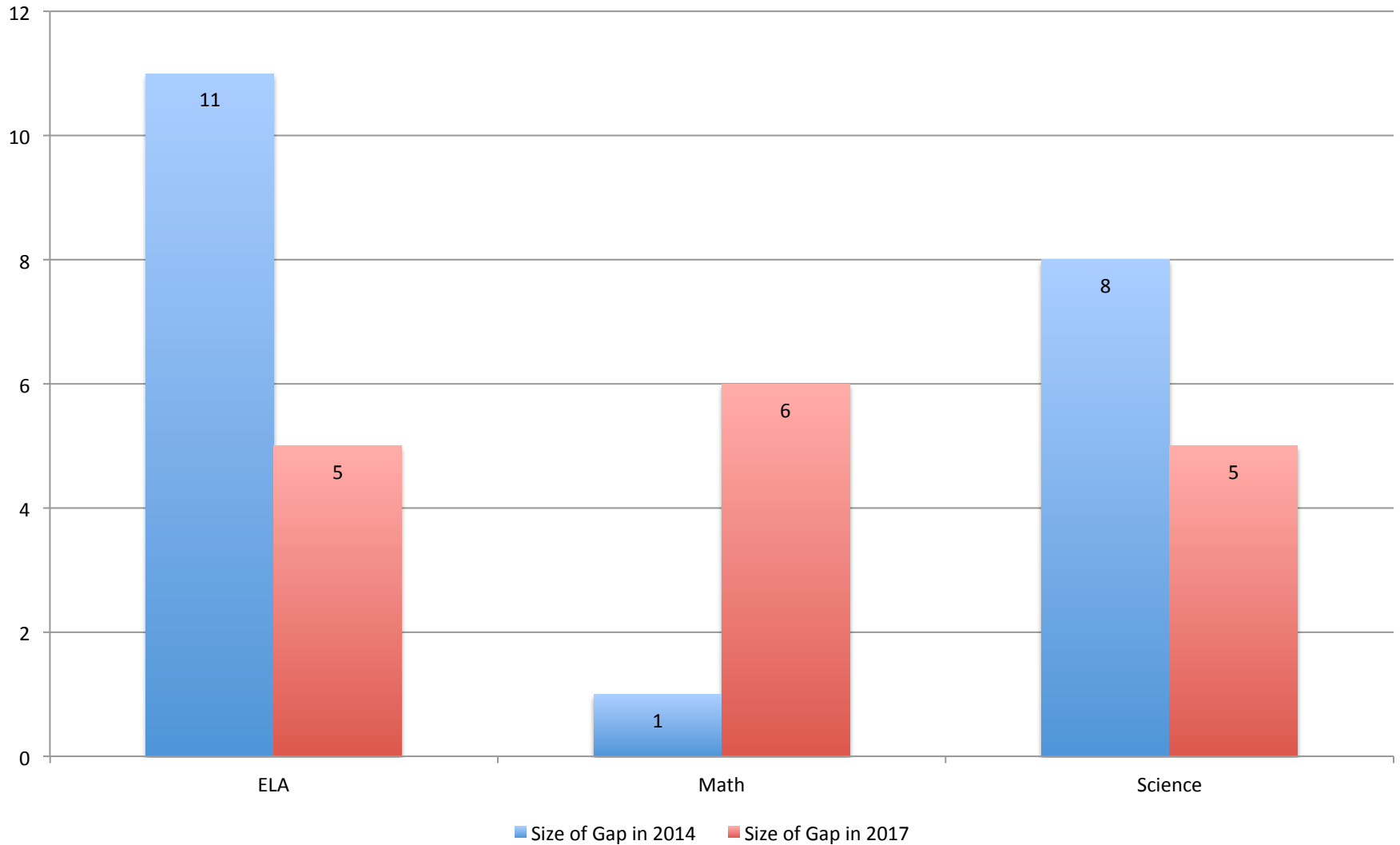


**Gr 3-8 Achievement Comparisons for Economically Disadvantaged**

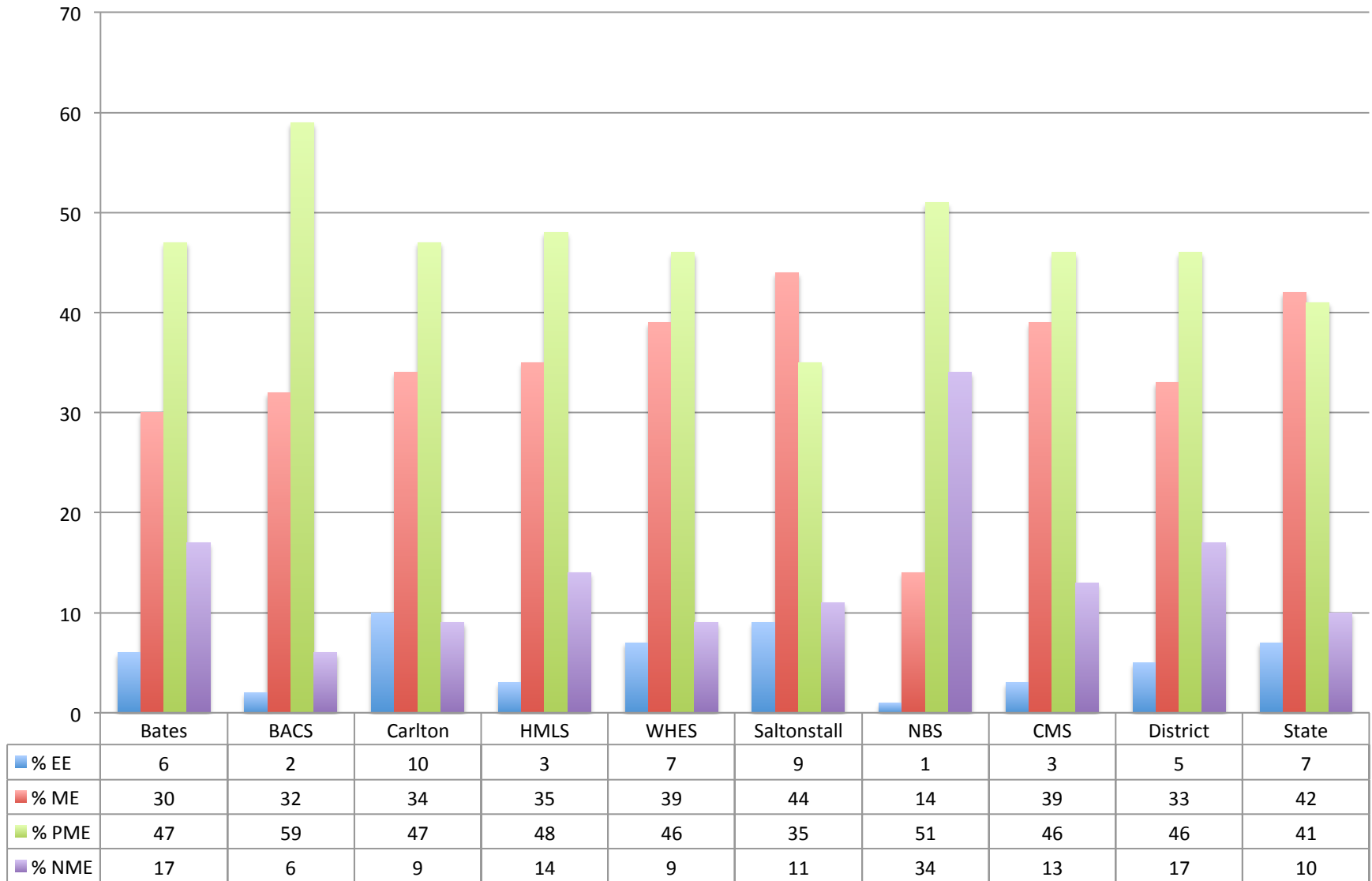
Gr 3-8 Growth Comparisons for Economically Disadvantaged



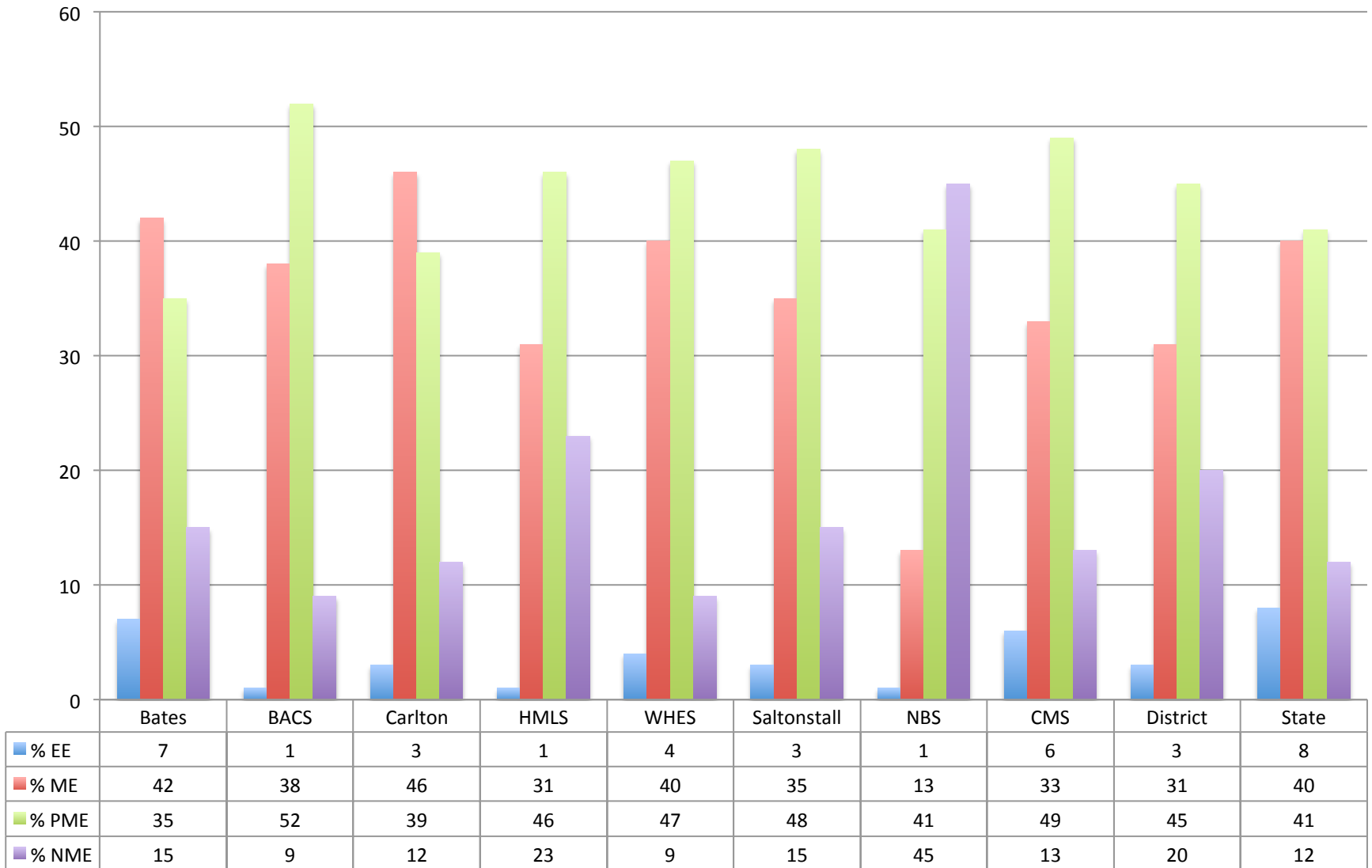
## Size of 2014 v 2017 Achievement Gap w State for Low Income/Econ Disadv



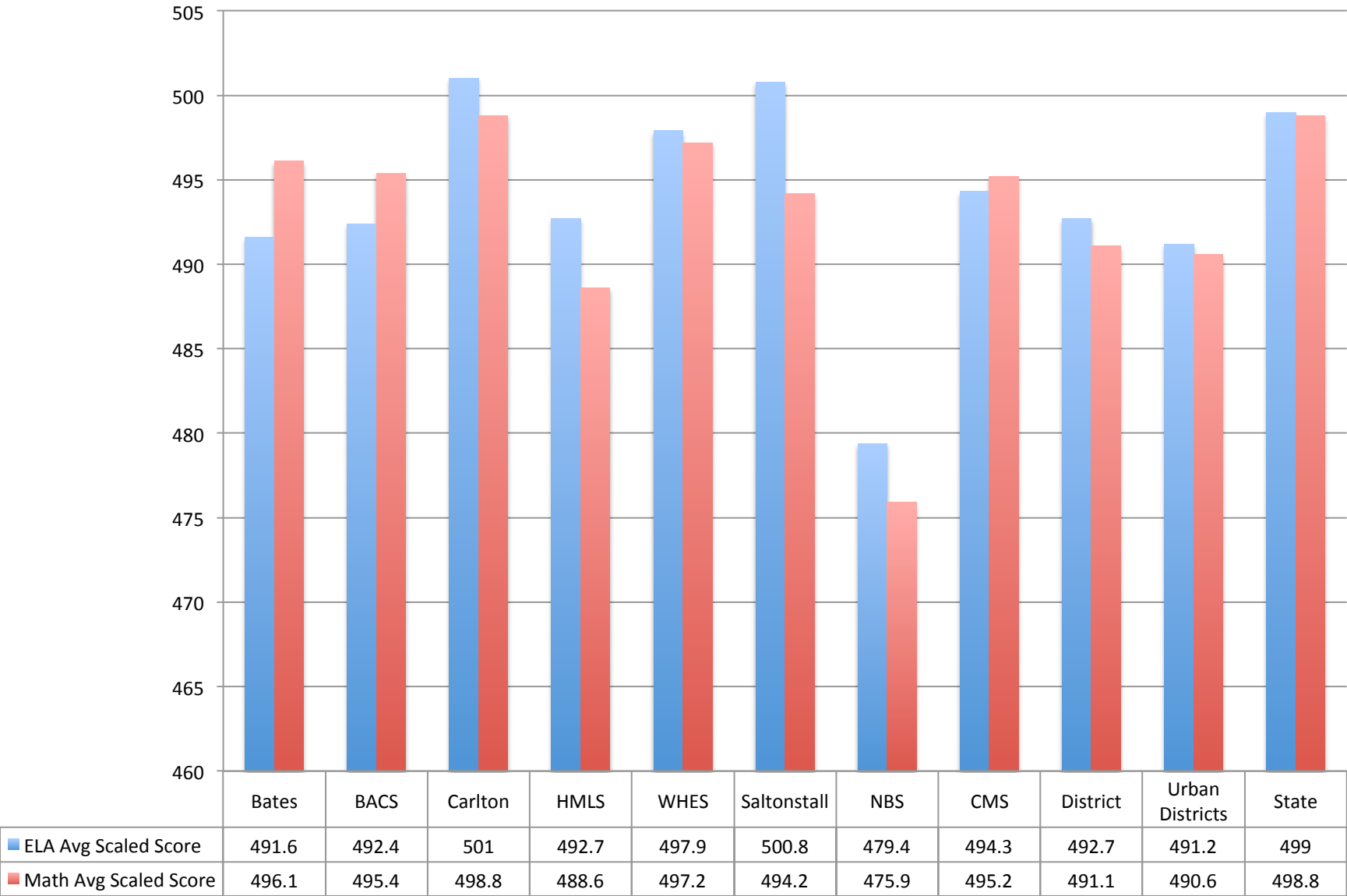
## ELA Achievement Levels by School



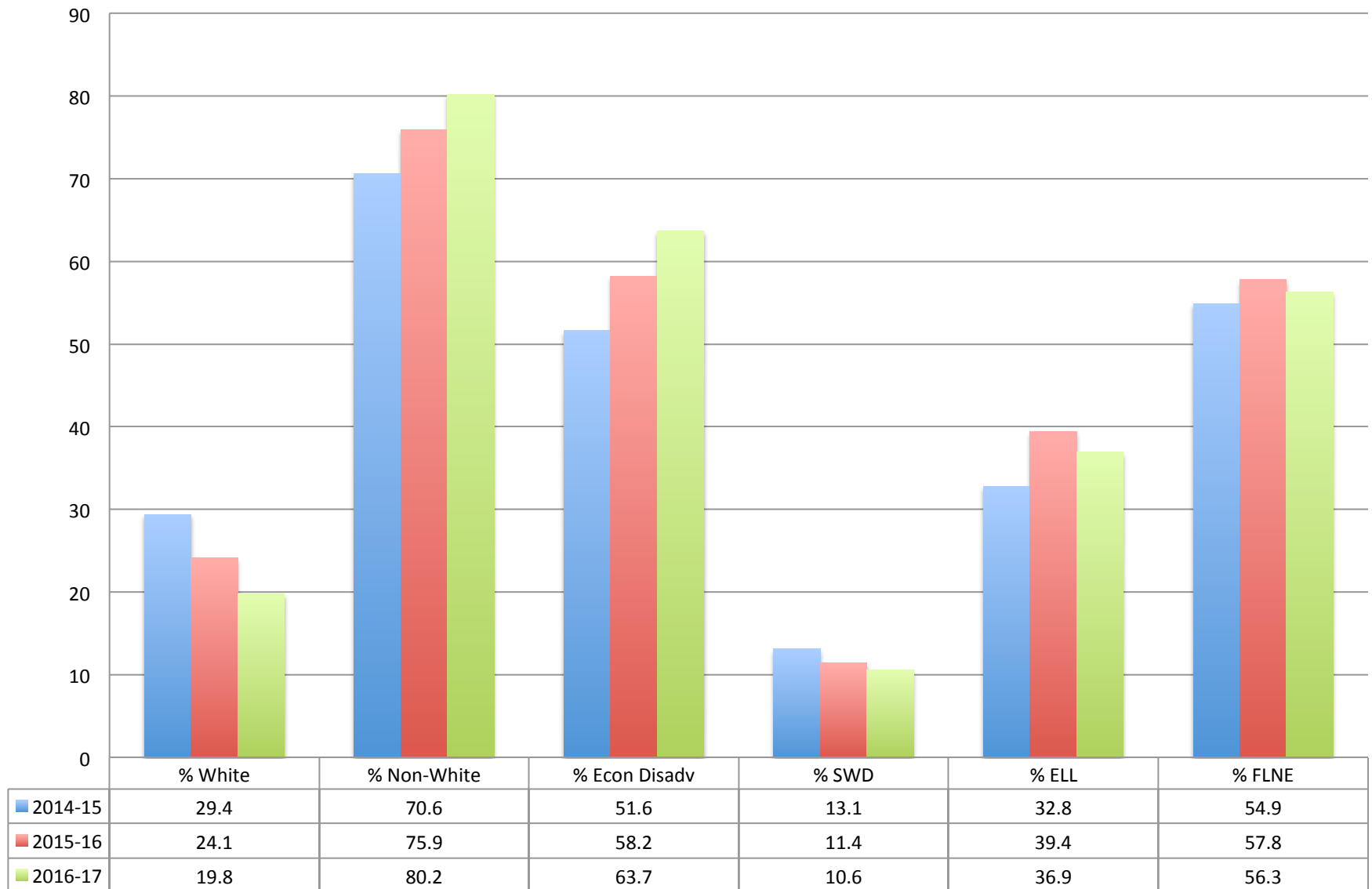
## Math Achievement Levels by School



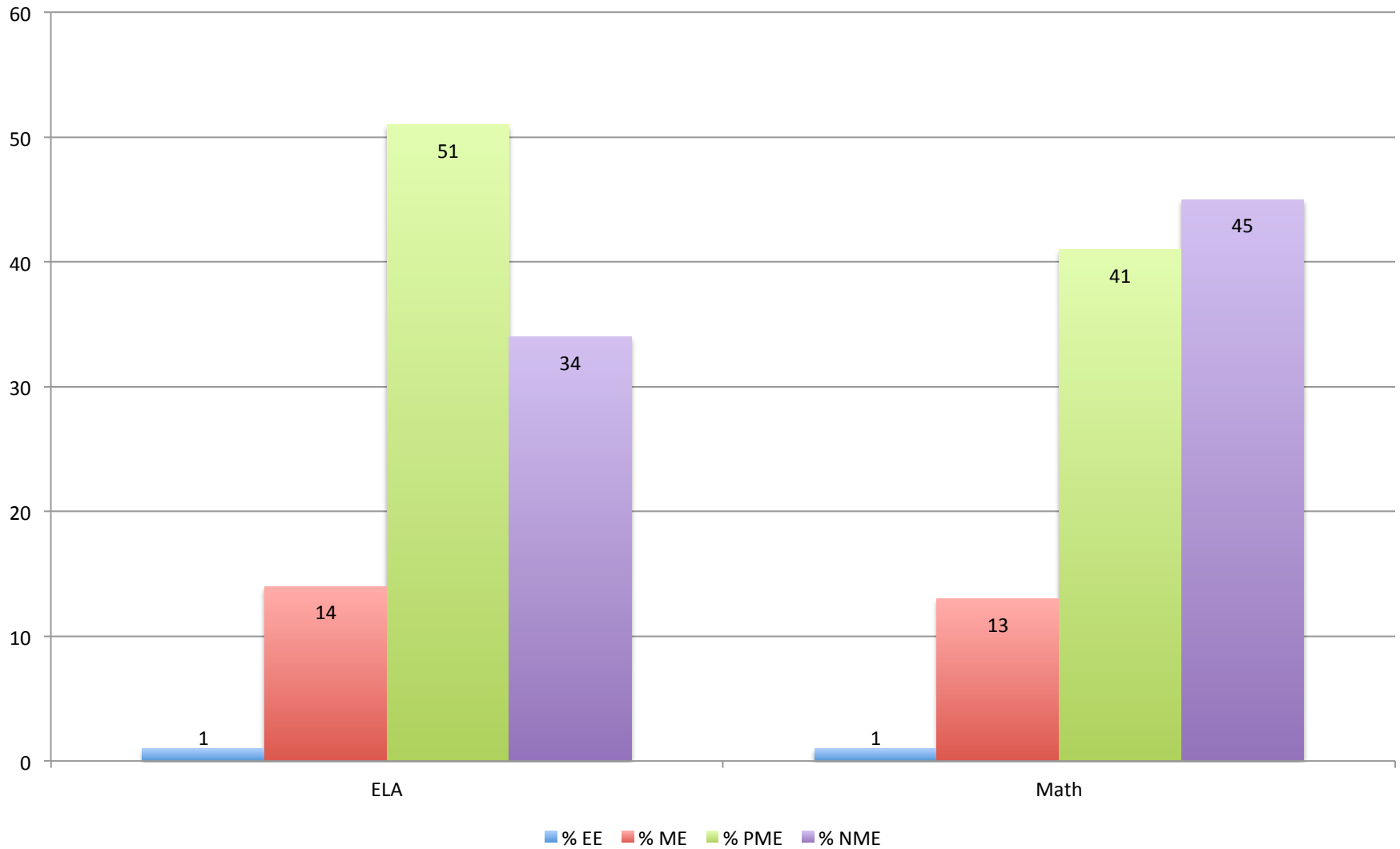
Scaled Score Comparisons



## NBS K-8 Demographics, 2012-17



## NBS 2017 Achievement Levels All Students





*“To push for excellence today without continuing to push for access for less privileged students is to undermine the crucial but incomplete gains that have been made. Equity and excellence cannot be divided.”*

*- Ernest L. Boyer*



SCHOOL COMMITTEE	6000
SCHOOL COMMITTEE MEETINGS	6400
VOTING METHOD	6406

State law provides that:

The committee shall create and maintain accurate minutes of all meetings, including executive sessions, setting forth . . . the decisions made and the actions taken at each meeting, including the record of all votes.

No vote taken at an open session shall be by secret ballot. Any vote taken at an executive session shall be recorded by roll call and entered into the minutes.

Approval of a majority of the School Committee, equal to no less than 4 affirmative votes, is required for third readings of policies, approval of the budget, employment or dismissal of the Superintendent, changes to grade configurations as well as significant changes in school governance that fall within the scope of the School Committee's scope of repsonsibility or school autonomies such as pilot schools, charter schools or innovation schools.

Issues requiring 4 votes may be added to the list above after approval by the Policy subcommittee or a Committee of the Whole and passage by a vote of at least 4 members in favor. The same method will be used to remove issues from the list of specific issues.

A quorum at a meeting may constitute approval for the purpose of routine matters of the committee including but not limited to approving minutes, budget transfers and general items (e.g. field trips, referral of matters to Committee, etc.) and not specifically requiring approval of a majority of the full body as listed above.

Members abstaining or declaring him or herself present understand that they are expressing their willingness to accept the will of the majority of those members actively voting.

In keeping with the law, the Salem School Committee has adopted as its policy the practice of recording every vote taken by the committee. The votes of each member shall be recorded.

Legal Reference: 30A:22

Debbie Amaral 11/17/2017 11:19 AM

**Deleted:** Approval by a supermajority of 5 affirmative votes of the school committee will be required for the employment or dismissal of the Superintendent. -

Debbie Amaral 11/20/2017 2:12 AM

**Deleted:**

Debbie Amaral 11/19/2017 8:33 PM

**Deleted:**

<b>SCHOOL COMMITTEE</b>	<b>6000</b>
<u>SCHOOL COMMITTEE OPERATIONS</u>	6100
VISION, MISSION, AND CORE VALUES	6101

### **VISION STATEMENT**

All students will be locally engaged, globally connected, and fully prepared to thrive in a diverse and changing world.

### **MISSION STATEMENT**

Salem Public Schools is a diverse and welcoming community that promotes the academic, social, emotional, and physical development of each student through the equitable delivery of challenging, relevant, and joyful learning experiences. We empower all students to chart a personalized path to success that includes a commitment to the common good.

### **CORE VALUES**

Our organization's values define what we cherish and how we conduct ourselves every day on behalf of Salem's children. In alphabetical order, they are as follows:

#### **CELEBRATION OF DIFFERENCE**

We celebrate the magnificent diversity of our community and recognize it as one of our greatest sources of strength. As we prepare our children for a diverse world, we must model the value that comes from different cultures, languages, perspectives and experiences. When we recognize and welcome our differences, we discover our common humanity.

#### **COLLABORATION**

Through collaboration we find new sources of energy and strength. SPS encourages and supports collaboration and exchange within our schools and across the district. When children see adults working well together, they learn to work well together—a skill that will benefit them in years to come in any endeavor. Moreover, SPS actively seeks out partnerships with the rich array of organizations that are the hallmark of our community. Everyone wins when the city becomes an extension of our schools and classrooms.

#### **CULTURE OF LEARNING AND INNOVATION**

We live in a world that is changing at a rapid pace, which requires that all of us take responsibility to be continuous learners. Building on what is working well, we closely follow emerging trends, identify and share promising practices, seek outside expertise when necessary, and embrace new approaches that will benefit our children. We are also nimble enough to adapt quickly to changing conditions.

## **EQUITY & ACCESS**

SPS is committed to identifying and eliminating any and all barriers to educational achievement. To this end, we promote policies and practices that are fair and just, and make learning opportunities—in and out of school—fully accessible to all. We commit to ensure *every* student, regardless of background, meets our high standards for achievement, participation, and growth.

## **GROWTH FOR ALL**

In our district, *everyone*—including administrators, teachers, students, staff and parents—has the opportunity to grow and develop new capabilities. It is our job as an organization to create the conditions for human flourishing at all levels. With high expectations come high levels of support.

## **HIGH STANDARDS OF EXCELLENCE FOR ALL**

We expect and achieve the highest standards of excellence. This begins at the district level and extends to the school, classroom and each individual. There is simply no replacement for a job well done, whether it's creating an academically enriching curriculum, mastering a new skill, developing new knowledge, or attending to our physical plant and administrative operations with care.

Approved: