Lowell Public School Committee

Regular Meeting Agenda

Date: March 4, 2020
Time: 6:30PM
Location: City Council Chamber, 375 Merrimack Street, 2nd Floor, Lowell, MA 01852

1. **SALUTE TO FLAG**

2. **ROLL CALL**

3. **SPECIAL ORDER OF BUSINESS**

   3.1. Spotlight On Excellence: Lowell High School, Department Of Athletics – Boys Indoor Track

   Documents:

   SOE BOYS WINTER TRACK 2020.PDF

4. **MINUTES**

   4.1. Approval Of The Minutes Of The Regularly Scheduled Lowell School Committee Meeting Of Wednesday, February 19, 2020

   Documents:

   LSC MINUTES - FEBRUARY 19, 2020.PDF

5. **PERMISSION TO ENTER**

   5.1. Permission To Enter: March 4, 2020

Documents:

PERMISSION TO ENTER -MARCH 4, 2020.PDF

6. UNFINISHED BUSINESS

6.1. 2020-2021 School Calendar

Documents:

OPTION 1 - 2020-2021 SCHOOL CALENDAR.DOCX.PDF
OPTION 2 - 2020-2021 SCHOOL CALENDAR.DOCX.PDF
OPTION 3 - 2020-2021 SCHOOL CALENDAR.DOCX.PDF

7. MOTIONS

7.1. [By Mayor John Leahy]:

Request the Superintendent provide the committee with an update on IDEA Camp

7.2. [By Mayor John Leahy]:

Request the Superintendent provide the committee with an update on Summer School Programs.

7.3. [By Jackie Doherty}:

Request the Superintendent provide contracts, job descriptions, and other documents requiring school committee review (whether for executive session or open meeting) at least 24 hours before the meeting occurs. Also, the documents being reviewed must have redline edits that specify all changes from previous similar-type documents.

8. SUBCOMMITTEES

8.1. Policy Subcommittee Meeting:

Report and Approval of the Meeting of Wednesday, February 19, 2020 [Jackie Doherty, Chairperson]

Documents:

POLICY SUBCOMMITTEE -FEBRUARY 19, 2020.PDF

8.2. Curriculum & Instruction Subcommittee Meeting

Report of the Meeting of Wednesday, March 4, 2020
[Connie Martin, Chairperson]

8.3. Policy Subcommittee Meeting:

Report of the Meeting of Wednesday, March 4, 2020
[Jackie Doherty, Chairperson]

9. REPORTS OF THE SUPERINTENDENT

9.1. Report From The United Teachers Of Lowell

Documents:

UTL.PDF

9.2. Proposed Budget Hearing Dates For FY20/21

Documents:

MEMO - PROPOSED BUDGET DATES FOR FY21 BUDGET.DOCX.PDF

9.3. Budget Update: Transition To Fair Student Funding

Documents:

TRANSITION TO FAIR STUDENT FUNDING PRESENTATION 2-27-20 FINALA.PDF

9.4. Report On Motions

Documents:

REPORT MOTIONS MARCH 4, 2020.DOCX.PDF

9.4.1. Response To Motion 1. CSO Of 02/19/20 By Andy Descoteaux: Recess

Documents:

2020 02 28 RTM RECESS.DOCX.PDF

10. NEW BUSINESS

10.1. Approval Of Policy On Students Who Become Non-Residents Of Lowell During The School Year

Documents:

DRAFT POLICY LOWELL PUBLIC SCHOOLS SENIORS.DOCX.PDF

11. CONVENTION/CONFERENCE REQUESTS

11.1. In State Overnight Travel Request: Sullivan School

Request permission for Sullivan School students, along with fourteen [14] chaperones to participate in an overnight field trip to the Museum of Science in Boston on Friday, April 3, 2020 through Saturday, April 4, 2020. The trip will be paid by students and staff. There are no costs to the School Department budget. No substitute teacher is needed.

Documents:

SULLIVAN, MUSEUM OF SCIENCE.PDF

11.2. Out Of State And Overnight Travel Request: LHS

Permission for LHS/LPS staff & two students to attend the Next Generation Learning Excursion – Vista Innovation School Site Visit, in Carlsbad, CA on Sunday, March 22, 2020 through Wednesday, March 25, 2020. This trip will be funded by Next Generation Barr Foundation at the cost of $1500 per person for a total cost of $12,000.00. The cost of three substitutes in the amount of $330 will be paid by the Lowell High School Professional Development account.

Documents:

LHS CARLSBAD, CA.PDF

12. PROFESSIONAL PERSONNEL

13. ADJOURNMENT

LOWELL PUBLIC SCHOOLS

Lowell High School
50 Fr. Morrissett Blvd
Lowell, Massachusetts 01852-1050

David M. Lezenski
Director of Athletics &
Physical Education

Tel. (978) 937-8951
Fax (978) 446-7445
Email: dlezenski@lowell.k12.ma.us

To: Ms. Robin Desmond, Chief Academic Officer, Lowell Public Schools

From: Mr. David M. Lezenski, Director of Athletics and Physical Education, Lowell Public Schools

Cc: Ms. Marianne Busteed, Head of School, Lowell High School

Re: Spotlight on Excellence: Lowell High School, Department of Athletics – Boys Indoor Track

Date: February 26, 2020

The Lowell High School Department of Athletics is proud to announce the Boys Indoor Track Program is being recognized for their outstanding achievements during the 2019 – 2020 Winter Season.

Our Spotlight on Excellence recipients are as follows:

- ***Lowell High School Boys Indoor Track Program***

  Merrimack Valley Champions, MIAA State Champions, MIAA All State Champions

  The Lowell High School Boys Indoor Track Program once again had a stellar season finishing the regular season undefeated and with over 100 student-athletes. Eighteen of the seniors are continuing their education at the college level. The Boys Track Program has won the MIAA All State Championship for the previous two seasons and this is the third MIAA All State Championship in school history.

LOWELL SCHOOL COMMITTEE

REGULAR MEETING MINUTES

Date: February 19, 2020
Time: 6:30PM
Location: City Council Chamber, 375 Merrimack Street, 2nd Floor, Lowell, MA 01852

1. SALUTE TO FLAG

2. ROLL CALL

On a roll call at 6:37 p.m., all members were present, namely: Mr. Hoey, Mayor Leahy, Ms. Martin, Ms. Clark, Mr. Descoteaux, Mr. Dillon and Ms. Doherty.

3. SPECIAL ORDER OF BUSINESS

3.1. Spotlight on Excellence – Wang School Performance of Frozen Junior

Susan Uvanni, 232 Nesmith Street, Lowell MA registered and spoke on this agenda item.

The Spotlight on Excellence featured the Wang School Performance of Frozen Junior under the direction of Tricia Neary. The cast sang "Leg it Go" for the Committee and received a standing ovation from everyone in the chamber.

4. MINUTES

4.1. Approval of the Minutes of the Regularly Scheduled Lowell School Committee Meeting of Wednesday, February 5, 2020

Ms. Martin made a motion to approve and place on file the minutes from the Regularly Scheduled Lowell School Committee Meeting of Wednesday, February 5, 2020 and the Special Meeting of the Lowell School Committee of Wednesday, February 5, 2020; seconded by Mr. Hoey. 7 yeas APPROVED

4.2. Approval of the Minutes of the Special Meeting of the Lowell School Committee of Wednesday, February 5, 2020

Ms. Martin made a motion to approve and place on file the minutes from the Regularly Scheduled Lowell School Committee Meeting of Wednesday, February 5, 2020 and the Special Meeting of the Lowell School Committee of Wednesday, February 5, 2020; seconded by Mr. Hoey. 7 yeas APPROVED

5. PERMISSION TO ENTER

5.1. Permission to Enter: February 19, 2020

Mr. Hoey made a motion to approve the Permission to Enter; seconded by Ms. Doherty. 7 yeas APPROVED

5.2. Director of Special Education Michael Lovato, Contract Approval

Mr. Hoey made a motion to approve the contract for Michael Lovato, Director of Special Education; seconded by Ms. Clark. 7 yeas APPROVED

6. MOTIONS

6.1. [By Mayor John Leahy]: Request that the Superintendent work with the Fire Department to establish an Opioid Prevention Program at Lowell High School.

Former School Committee member Robert Gignac spoke to the Committee about this agenda item.

Mayor Leahey made a motion to approve; seconded by Mr. Hoey. 7 yeas APPROVED

6.2. **[By Andy Descoteaux]:** Ask the Superintendent to review whether or not ALL of our schools (save the High School) have incorporated recess into their daily schedules.

Mr. Descoteaux made a motion to approve; seconded by Ms. Doherty. 7 yeas APPROVED

6.3. [By Andy Descoteaux]: Ask the Superintendent to assign the responsibility to someone in the district to maintain a system-wide calendar of events that will be easy to navigate for all of our parents and staff who would attend many of these events if they knew where they could go on our website to find out.

Mr. Descoteaux made a motion to approve; seconded by Mr. Dillon. 7 yeas APPROVED

6.4. [By Andy Descoteaux]: Ask the Superintendent to review whether or not some schools had administrative interference in the selection process of their SSC's. It should involve parents only.

Mr. Descoteaux made a motion to approve; seconded by Mr. Hoey. 7 yeas APPROVED

6.5. [By Hilary Clark]: Request the Superintendent provide the committee with a report on the feasibility of procuring licenses for the Smore newsletter software for use at every school in the district. Report back should include cost and plan for implementation including training. Smore is currently in use at the Pyne Arts Magnet School, Washington Elementary and Lowell High School. Benefits include translation of newsletter content into 100 languages and tracks engagement.

Ms. Clark made a motion to approve; seconded by Mr. Dillon. 7 yeas APPROVED

6.6. [By Hilary Clark]: Request the Superintendent provide a status update on the use of the Makerspace's at Lowell High School and the Bartlett Community Partnership School.

Ms. Clark made a motion to approve; seconded by Ms. Martin. 7 yeas APPROVED

6.7. [By Jackie Doherty]: Request the City Solicitor's office review the confidential report "Issues Related to the Office of Human Resources" for completeness and accuracy in preparation to share it with the entire school committee.

The motion was tabled by the Committee as a Whole. 7 yeas APPROVED

6.8. [By Jackie Doherty]: Request the Superintendent develop the spending plan and timeline for informing the committee and engaging the community on how the district will use additional funds generated from the Student Opportunity Act prior to April 1, which is the deadline for submitting to DESE.

Ms. Doherty made a motion to approve; seconded by Ms. Martin. 7 yeas APPROVED

6.9. [By Jackie Doherty}: *Per December 2018 motion*, request the Superintendent invite leaders from the Citywide Family Council to make their annual presentation updating the school committee on their work to engage families.

Ms. Doherty made a motion to approve; seconded by *Mr. Descoteaux. 7 yeas APPROVED*

7. <u>REPORTS OF THE SUPERINTENDENT</u>

7.1. Strategic Planning Update

Ms. Phillips, Chief Equity & Engagement Officer gave the Committee an update on the strategic plan. The following accomplishments to date were shared with the Committee and are as follows:

- Establishment of a coordinated process for school-based instructional plans.
- Reorganized central office structure to provide more effective support and school oversight with more diverse personnel in leadership roles than ever before.
- Completion of mid-year required evaluations for school leaders.
- Restructured support system designed to target support for underperforming schools through Renaissance network.
- Renewed commitment to functioning school site councils with all schools on pace for conclusion of SY 19-20.
- Developing recruitment partnership with higher education institution to strengthen teachers of color pipeline.

- On tract to restore all revolving accounts to appropriate levels of funding.
- Completion of fall pilot program preceding full migration of budget processes from a centrally based system to a school based system in order to achieve fair student funding that is tied directly to student and school community needs.
- Establishment of first formal employee commendation and recognition program resulting in numerous LPS employees being recognized for their hard work and dedication.

Mr. Dillon made a motion to accept the following Reports of the Superintendent 7.1 through 7.6 as reports of progress; seconded by Ms. Clark. 7 yeas APPROVED

7.2. Budget Update

Ms. Turner, Chief Financial Officer provided the following update to the Committee:

- Quarter 2 for FY19/20 Update stated that the midyear forecast remains consistent with the report from Quarter 1 and the district has increased confidence that the previously projected balances from operational efficiencies in the FY19/20 budget will be realized by the end of the fiscal year.
- Payroll balance of approximately $734,363 due to vacancy savings (timing of hires).
- Transportation balance of $700,000 due to lower use of special education transportation. (Very volatile account that could change overnight due to increased need of special education or homeless transportation).
- Substitute projection shows a balance of $132,205, but this is expected to change since historical usage of subs increased during the end of year period.
- Out of district tuition is projected to have a balance of $893,117 based on current student counts (this too is an unpredictable account and could change instantly and drastically).
- The Health Insurance line is expected to have a balance of nearly $500,000 due to lower than expected usage.
- Sick Leave Buy Back line is already showing a shortage of $264,000.

Ms. Turner stated that specific recommendations to fully leverage these balances from budgetary efficiencies for the School Committee consideration will be presented at the next meeting in March, including any required action items regarding budget transfers and/or permission to enter.

Mr. Dillon made a motion to accept the following Reports of the Superintendent 7.1 through 7.6 as reports of progress; seconded by Ms. Clark. 7 yeas APPROVED

7.3. Report on Motions

Superintendent Boyd provided the Committee with an updated report on the status of outstanding motions and asked the Committee if they had any concerns or questions.

Mr. Dillon made a motion to accept the following Reports of the Superintendent 7.1 through 7.6 as reports of progress; seconded by Ms. Clark. 7 yeas APPROVED

7.3.1. Response to Motion 4. COO of 01/15/19 by Robert Hoey: Pledge of Allegiance

Dr. Hall, Chief Operating Officer provided a report to the Committee informing them that the Chief of Schools surveyed the principals in regard to compliance with Chapter 71, Section 69. The Chief of Schools reminded the principals of the requirement to lead a group recitation of the "Pledge of Allegiance to the Flag" each day in the classroom. It was reported that some schools needed new classroom flags, flag holders, and nylon flags. The district has forty-three (43) flags on hand to fully provide needed flags and replacement flags. The facilities department ordered additional classroom flags, flag holders, and nylon flags. Dr. Hall will provide a further update next month.

Mr. Dillon made a motion to accept the following Reports of the Superintendent 7.1 through 7.6 as reports of progress; seconded by Ms. Clark. 7 yeas APPROVED

7.4. Personnel Report

The Personnel Report officially informs the Committee of all retirements, resignations, promotions and new hires.

Mr. Dillon made a motion to accept the following Reports of the Superintendent 7.1 through 7.6 as reports of progress; seconded by Ms. Clark. 7 yeas APPROVED

7.5. 2020-2021 School Calendar

There was a Policy Subcommittee meeting that was held previously and two (2) options were presented for the 2020 -2021 school calendar. Ms. Martin made the below motion regarding the school calendar.

Ms. Martin made a motion to have the administration send out a survey to our families and staff to determine preferences for the FY2020 - 2021 school year around start dates, end dates and various holidays (half day before Thanksgiving and Good Friday) as was discussed during the Subcommittee meeting that was held previous to regularly scheduled School Committee meeting; seconded by Ms. Doherty. 7 yeas APROVED

7.6. 2020-2021 School Committee Meeting Dates

Ms. Doherty made a motion to approve the 2020-2021 School Committee Meeting Dates; seconded by Ms. Martin. 7 yeas APPROVED

Mr. Dillon made a motion to accept the following Reports of the Superintendent 7.1 through 7.6 as reports of progress; seconded by Ms. Clark. 7 yeas APPROVED

8. NEW BUSINESS

8.1. Budget Transfer

Department:	SCHOOLS				
TRANSFER TO:					
Account #				Description	Amount
Org.	Object	Project	DESE Function		
95010112	544400		2300	Shaughnessy SA - General Supplies	$ 4,305.00
94010112	544400		2300	Reilly SA - General Supplies	$ 2,000.00
93610112	544400		2300	Pawtucket SA - General Supplies	$ 5,600.00
93037030	530002		2350	Morey SA - Prof Dev	$ 238.96
92537025	530002		2350	Molloy SA - Prof Dev	$ 1,350.00
98437031	530002		2350	Butler SA - Prof Dev	$ 11,296.00
96010112	544400		2300	Stoklosa SA - General Supplies	$ 2,963.00
91920109	544400		2300	Laura Lee SA - General Supplies	$ 550.00
98837034	530002		2350	Sullivan SA - Prof Dev	$ 6,500.00
91510124	541000		2450	Greenhalge SA - Technology Exp	$ 7,726.50
91510112	544400		2300	Greenhalge SA - General Supplies	$ 8,995.00
97537075	530002		2350	McAuliffe SA - Prof Dev	$ 2,000.00
98937034	530002		2350	Wang SA - Prof Dev	$ 651.39
98537031	530002		2350	Daley SA - Prof Dev	$ 4,213.66
99030510	541000		2450	LHS SA - Technology Exp	$ 45,360.00
				TOTAL	$ 103,749.51
TRANSFER FROM:					
Account #				Description	Amount
Org.	Object	Project	DESE Function		
95041106	530002		2200	Shaughnessy SA - Other Exp	$ 500.00
95010124	541000		2450	Shaughnessy SA - Tech Exp	$ 2,000.00
95037050	530002		2350	Shaughnessy SA - Prof Dev	$ 1,805.00
94037040	530002		2350	Reilly SA - Prof Dev	$ 2,000.00
93637036	530002		2350	Pawtucket SA - Prof Dev	$ 5,600.00
93010124	541000		2450	Morey SA - Tech Exp	$ 28.56
93010112	544400		2300	Morey SA - General Supplies	$ 210.40
92510112	544400		2300	Molloy SA - General Supplies	$ 1,350.00
98410624	541000		2450	Butler SA - Tech Exp	$ 6,846.00
98441106	530002		2200	Butler Other Expenditures	$ 4,450.00
96037070	530002		2350	Stoklosa SA - Prof Dev	$ 2,963.00
91941102	530002		2200	Laura Lee SA - Other Exp	$ 550.00
98810612	544400		2300	Sullivan SA - General Supplies	$ 6,500.00
91537015	530002		2350	Greenhalge SA - Prof Dev	$ 16,721.50
97510112	544400		2350	McAuliffe SA - Prof Dev	$ 2,000.00

98910612	544400		**2300**	Wang SA - General Supplies	$	651.39
98510624	541000		**2450**	Daley SA - Technology Exp	$	1,373.66
98541106	530002		**2200**	Daley Other Expenditures	$	840.00
98510615	541600		**2400**	Daley SA - Textbooks	$	2,000.00
99341227	570102		**1400**	Admin. Tech. - Hardware	$	45,360.00
				TOTAL	$	103,749.51

Reason for Transfer: Adjustment to expend the budget.

Ms. Doherty made a motion to approve the budget transfer of $103,749.51; seconded by Ms. Martin. 7 yeas APPROVED

8.2. Approval of Upgrade to Food Services Offering for the Remainder of School Year

Dr. Hall, Chief Operating Officer provided a communication from Alicia Kent of Aramark stating that she met with her operating team to outline opportunities associated with enhanced food products. She stated that it was her understanding that the district was in agreement with implementing changes to the chicken nuggets, chicken patty, local grown greens, and pizza dough at a cost of $156,137.41. The communication included the break down by cost for the enhancement of each product.

Ms. Doherty made a motion to approve the upgrade to food services offering for the remainder of the school year in the amount of $156,137.41; seconded by Mr. Descoteaux. 7 yeas APPROVED

9. <u>CONVENTION/CONFERENCE REQUESTS</u>

9.1. Out of State and Overnight Travel Request: LHS Permission for Krista Earley to attend the College Board's Advanced Placement Program to be held on June 10, 2020 through June 18, 2020 in Kansas City. There are no costs to the School Department Budget. No Substitute is needed.

Ms. Doherty made a motion to take and approve the conference request; seconded Ms. Clark. 7 yeas APPROVED

10. ADJOURNMENT

Ms. Martin made a motion to adjourn at 8:50 p.m.; seconded by Mr. Hoey. 7 yeas APPROVED

Respectfully submitted,

Joel D. Boyd, Ed.D., Superintendent and
Secretary to the Lowell School Committee

JDB/mes

LOWELL PUBLIC SCHOOLS

Office of Finance and Operations
155 Merrimack Street
Lowell, MA 01852

Phone: (978) 674-4325
Fax: (978) 937-7620
E-mail:bturner@lowell.k12.ma.us

PERMISSION TO ENTER

To: Dr. Joel Boyd, Superintendent of Schools

From: Billie Jo Turner, Assistant Superintendent for Finance and Business

Date: February 28, 2020

Subject: Permission to Enter – March 4, 2020 School Committee Meeting

CITY AS A LAB/DIGITAL READY **$ 9,900.00**
22 Orchard Street
Boston, MA 02130

To provide management and leadership for the Early College Designation design and application process across the Career Academy's college and career readiness partners.

Funding provided by the Early College Planning Grant

ABBOTT & ASSOCIATES **$ 9,950.00**
P.O. Box 17691
Portland, ME 04112

To provide consulting work with the Early College leadership team to develop marketing, communications and engagement strategies for the Early College Lowell Program.

Funding provided by the Early College Planning Grant

MAKEWELL **$ 9,950.00**
63 Federal Street
Portland, ME 04101

To provide and develop visual elements for consistent project branding and create graphic designs and collateral for print, website, social media applications that support the goals and objectives of the Early College Lowell Program.

Funding provided by the Early College Planning Grant

Superintendent of Schools-Lowell Public Schools- Lowell, MA
2020-2021 School Year Calendar

Monday, August 31, 2020	Orientation Day – Staff Only
Tuesday, September 1, 2020	No School – Election Day [Primary]
Wednesday, September 2, 2020	First Day of School – Grades 1-12
Friday, September 4, 2020	No School Labor Day Recess
Monday, September 7, 2020 *	No School – Labor Day
Tuesday, September 8, 2020	Schools Re-Open along with Prekindergarten & Kindergarten Classes Beginning
Wednesday, September 16, 2020	**Wednesday - ½ Day Early Release for grades PreK-12**
Wednesday, October 7, 2020	**Wednesday - ½ Day Early Release for grades PreK-12**
Monday, October 12, 2020 *	No School – Columbus Day
Tuesday, November 3, 2020	No School for Students -Election Day -Professional Day for Staff
Wednesday, November 11, 2020 *	No School - Veterans' Day Observed
Wednesday, November 25, 2020	**Early Dismissal – Thanksgiving Recess**
Thursday, November 26, 2020 *	No School - Thanksgiving Day
Friday, November 27, 2020 *	No School – Thanksgiving Recess
Monday, November 30, 2020	Schools Re-Open
Wednesday, December 9, 2020	**Wednesday -½ Day Early Release for grades PreK-12**
Wednesday, December 23, 2020	Holiday Vacation Begins at the Close of Day
Thursday, December 24, 2020 *	Christmas Eve
Friday, December 25, 2020 *	Christmas Day [Holiday Break: Thursday, December 24th – Friday, January 1, 2021]
Friday, January 1, 2021 *	New Years Day
Monday, January 4, 2021	Schools Re-Open
Wednesday, January 13, 2021	**Wednesday - ½ Day Early Release for grades PreK-12**
Monday, January 18, 2021 *	No School – Martin Luther King, Jr. Day
Wednesday, February 10, 2021	**Wednesday - ½ Day Early Release for grades PreK-12**
Friday, February 12, 2021	Mid-Winter Vacation Begins at the Close of School
Monday, February 15, 2021 *	President's Day -[Mid-Winter Vacation: Monday, February 15 – Friday, February 19, 2021]
Monday, February 22, 2021	Monday - Schools Re-Open
Wednesday, March 10, 2021	**Wednesday - ½ Day Early Release for grades PreK-12**
Friday, April 2, 2021 *	No School – Good Friday
Friday, April 16, 2021	Spring Vacation Begins at the Close of School
Monday, April 19, 2021 *	Patriot's Day - [Spring Break: Monday, April 19th – Friday, April 23, 2021]
Monday, April 26, 2021	Schools Re-Open
Wednesday, May 12, 2021	**Wednesday - ½ Day Early Release for grades PreK-12**
Monday, May 31, 2021 *	No School – Memorial Day
June 2021 **(TBD)** Will be on the last day of School	**TBD- ½ Day Early Release for grades PreK-12**
Thursday, June 17, 2021	180th School Day
Thursday, June 24, 2021	185th School Day [Includes five (5) Snow Days]

Approved by the Lowell School Committee at their meeting of Wednesday, February 19, 2020
OPTION 1

* Central Administration, Family Resource Center will be close in observance of a holiday

Number of School Days Per Month

August	0	January	19
September	19	February	15
October	21	March	23
November	17	April	16
December	17	May	20
		June	13

DRAFT

Superintendent of Schools-Lowell Public Schools- Lowell, MA
2020-2021 School Year Calendar

Tuesday, September 1, 2020	No School – Election Day [Primary]- Orientation Day for Staff
Wednesday, September 2, 2020	First Day of School – Grades 1-12
Friday, September 4, 2020	No School Labor Day Recess
Monday, September 7, 2020 *	No School – Labor Day
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Thursday, June 17, 2021	180th School Day
Thursday, June 24, 2021	185th School Day [Includes five (5) Snow Days]

Approved by the Lowell School Committee at their meeting of Wednesday, February 19, 2020
OPTION 2

* Central Administration, Family Resource Center will be close in observance of a holiday

Number of School Days Per Month

August	0	January	19
September	19	February	15
October	21	March	23
November	17	April	16
December	17	May	20
		June	13

DRAFT

Superintendent of Schools-Lowell Public Schools- Lowell, MA
2020-2021 School Year Calendar

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Monday, February 22, 2021	Monday - Schools Re-Open
Wednesday, March 10, 2021	**Wednesday - ½ Day Early Release for grades PreK-12**
Friday, April 2, 2021 *	No School – Good Friday
Friday, April 16, 2021	Spring Vacation Begins at the Close of School
Monday, April 19, 2021 *	Patriot's Day - [Spring Break: Monday, April 19th – Friday, April 23, 2021]
Monday, April 26, 2021	Schools Re-Open
Wednesday, May 12, 2021	**Wednesday - ½ Day Early Release for grades PreK-12**
Monday, May 31, 2021 *	No School – Memorial Day
June 2021 **(TBD)** Will be on the last day of School	**TBD- ½ Day Early Release for grades PreK-12**
Thursday, June 17, 2021	180th School Day
Thursday, June 24, 2021	185th School Day [Includes five (5) Snow Days]

Approved by the Lowell School Committee at their meeting of Wednesday, February 19, 2020
OPTION 1

* Central Administration, Family Resource Center will be close in observance of a holiday

Number of School Days Per Month

August	0	January	19
September	19	February	15
October	21	March	23
November	17	April	16
December	17	May	20
		June	13

DRAFT

LOWELL SCHOOL COMMITTEE
Henry J. Mroz Administration Office
155 Merrimack Street
Lowell, Massachusetts 01852

John J. Leahy
Mayor and Chairperson

Andre P. Descoteaux
Vice-Chairperson

Hilary Clark
Michael Dillon Jr.
Robert J. Hoey Jr.
Connie A. Martin

Tel: (978) 674-4324
Fax: (978) 937-7609

Policy Subcommittee Meeting

Wednesday, February 19, 2020
City Hall – Council Chamber
6:00 p.m.

Subcommittee Members Present:	Chairperson Jackie Doherty, Mike Dillon Jr. and Connie Martin
School Committee Members Present:	Andy Descoteaux, Robert Hoey and Hilary Clark
School Department Personnel Present:	Dr. Joel Boyd, Superintendent of Schools Latifah Phillips, Chief Equity & Engagement Officer Robin Desmond, Chief Academic Officer

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Chairperson Doherty called the meeting to order at 6:09 p.m. The following agenda item was discussed:

1. **2020-2021 School Calendar**

Ms. Doherty asked Ms. Phillips to address the Subcommittee. Ms. Phillips spoke about the proposed 2020-2021 school year calendar and the two (2) versions that were presented. Ms. Phillips stated that she was originally looking for approval of Option A, but after receiving feedback she would like Option A to be amended and approved with the changes that Ms. Desmond will address. Ms. Desmond stated that that the district was notified that they will no longer be able to participate in alternative learning days if we have significant weather related cancellations. She stated that the State advised the district that we should extend the additional five (5) days that we built into the calendar to ten (10) days. Ms. Desmond stated that that due to the fact that Labor Day falls so late this year (September 7th) the district would have had to return on August 24th if the ten (10) days were in fact included. Ms. Desmond recommended approving the amended Option A. The amended Option A states that the district would return

on Monday, August 31, 2020 due to contractual language (which is the Monday before Labor Day) and includes five (5) snow days which would bring the school year to June 28th.

Ms. Martin asked if we could send out a survey asking staff and families what they believe would be most effective in order to narrow down the options and to get a plurality of opinion. She stated that she believes this is the most effective and valuable way to get the information from the people impacted by it.

Mr. Dillon asked if there has been any talk about the day before Thanksgiving and Good Friday and swapping them out.

Ms. Phillips stated that those are flexibilities within the calendar process. The Wednesday before Thanksgiving is a short day for schools and central office works a full day. She stated that Good Friday has been a long standing day off, but the district has received feedback that we are becoming very diverse and we should consider multiple cultural and religious beliefs.

Mr. Hoey asked the Superintendent what he is recommending.

Superintendent Boyd stated that that UTL received these options prior to the meeting and that he has spoken with them about the contract language specifically. He stated that he believes there is value in what Ms. Martin stated and to run an expedited survey. The message he has been receiving from families is that they need to know as early as possible to plan their summer vacations and camps for their children.

Ms. Martin stated that if we are going to move forward with the survey we should include Good Friday and the day before Thanksgiving as well as give the UTL a way to be involved.

Mr. Descoteaux stated that he thinks that including Good Friday could cause a lot of teachers to still take the day off.

Mr. Dillon asked if the elections are reversible and suggested that we look into that.

Ms. Martin made a motion to have the administration send out a survey to our families and staff to determine preferences for the FY2020 - 2021 school year around start dates, end dates and various holidays (half day before Thanksgiving and Good Friday) as was discussed; seconded by Mr. Dillon. 3 yeas APPROVED

Ms. Martin made a motion to adjourn at 6:31 p.m.; seconded by Mr. Descoteaux. 3 yeas APPROVED

Respectfully submitted,

Latifah Phillips, Chief Equity & Engagement Officer for Dr. Joel Boyd, Superintendent and Secretary, Lowell School Committee

LP/mes

United Teachers of Lowell

AFTMA/AFT/AFL-CIO
LOCAL 495

169 Merrimack St.
Lowell, MA 01852
Tel: 978.937.9039
Fax: 978.937.9544
Email: utl@utlowell495.org

February 27, 2020

Dr. Joel Boyd, Secretary
Lowell School Committee
155 Merrimack Street
Lowell, MA 01852

Dear Dr. Boyd:

In accordance with Article XXVI, Section A, of the Collective Bargaining Agreement between the United Teachers of Lowell (U.T.L.) and the Lowell School Committee, the U.T.L. would like to place an item on the School Committee Agenda for the March 4th meeting. The Agenda item would be for the purpose of distribution of, and discussion of, a survey of teachers and paraprofessionals conducted by the U.T.L. A copy will be distributed to the School Committee prior to the meeting.

Thank you for your attention to this matter.

Sincerely,

Paul Georges
President

PG:ng

LOWELL PUBLIC SCHOOLS

Office of Assistant Superintendent
155 Merrimack Street
Lowell, Massachusetts 01852

Phone: (978) 674-2020
Fax: (978) 937-7609
E-mail: bturner@lowell.k12.ma.us

To: Dr. Joel Boyd, Superintendent
From: Billie Jo Turner, Assistant Superintendent of Finance
RE: Proposed budget dates for FY20/21 budget
Date: March 2, 2020

The proposed dates for the budget are listed below:

- Finance Subcommittee Meeting – Wednesday April 8, 2020
- Finance Subcommittee Meeting – Wednesday April 29, 2020
- Superintendent's Recommended Budget presented – Wednesday May 6, 2020
- Public Hearing for Budget – Monday May 11, 2020
- Public Hearing for Budget – Monday May 18, 2020
- Budget Adoption – Wednesday May 20, 2020

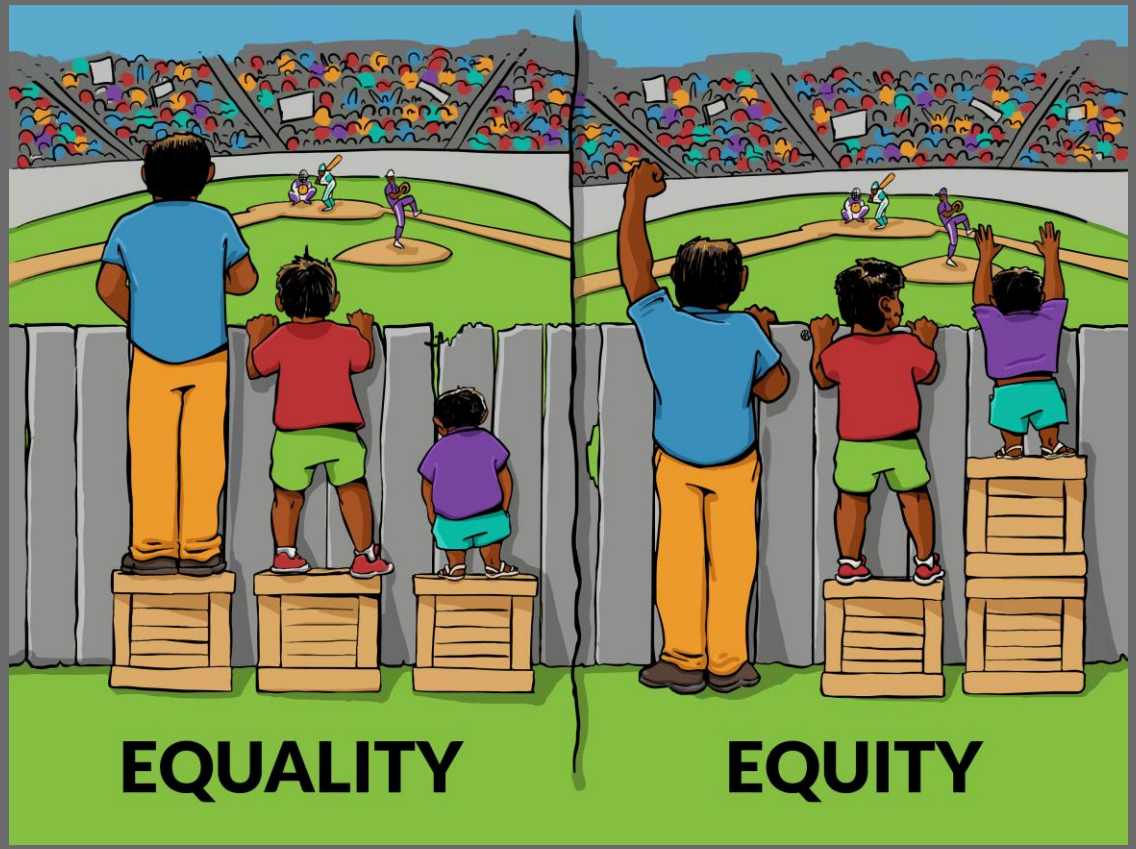
Lowell Public Schools

Transition to Fair Student Funding

From Equality to Equity

March 4, 2020

LOWELL
PUBLIC SCHOOLS



LOWELL
PUBLIC SCHOOLS

Agenda

- Budget trends and forecasts
- Overall revenue cost distribution
- Review FY20 school based pool
- Review FSF decisions
- FY21 school based pool
- Comparison of FY20 to FY21 school based pools
- FY21 overall budget forecasts
- School based budgeting process
- Districtwide budget development timeline

Budget Trends and Forecasts

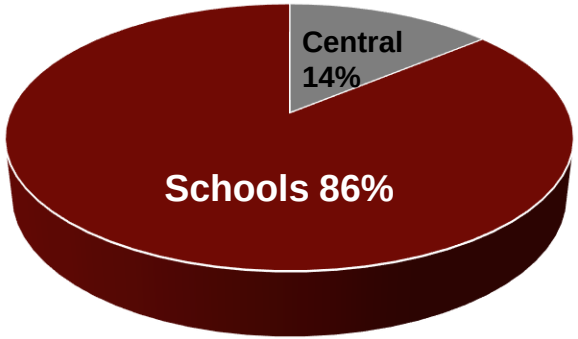
	FY 18/19 Original	FY18/19 Modified	FY19/20	FY20/21 Preliminary	
Chapter 70 State Aid:	$ 149,786,272.00	$149,786,272	$163,023,947	$175,807,304	
Chapter 70 Supplemental Aid		$1,149,211	$0	$0	
Total State Aid	$ 149,786,272.00	$150,935,483	$163,023,947	$175,807,304	
		$13,237,675		$12,783,357	CHAPTER 70 INCREASES
		8.838%		7.84%	
Total City Cash Contribution					
Total Local Aid	$ 15,736,053.00	$15,736,053	$16,359,201	$16,359,201	
					CITY CASH INCREASE
		$623,148		TBD	(Required Minimum Contribution Increase - Cash Portion)
		3.96%			
Revenue - FY2019 State & Local	$ 165,522,325.00	$166,671,536	$179,383,148	$192,166,505	
Grants/Allowed Offsets	$ 16,148,876.00	$15,753,451	$13,145,000	$13,145,000	
		-$3,003,876			
		OFFSETS DECREASED (including food service offsets)			
Total Revenue/Funding Sources	$ 181,671,201.00	$182,424,987	$192,528,148	$205,311,505	

Similar increase in revenue from last year

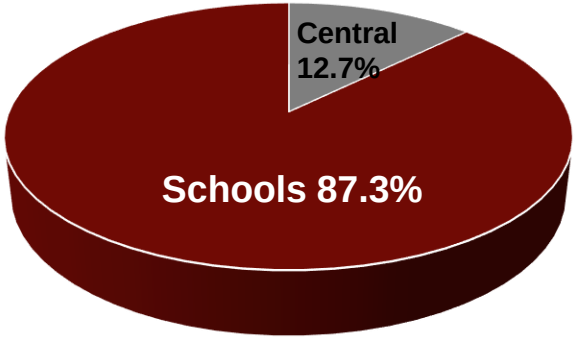
More money and a greater proportion of dollars will be in school budgets next year

Percent of Budget in Schools

FY 19/20



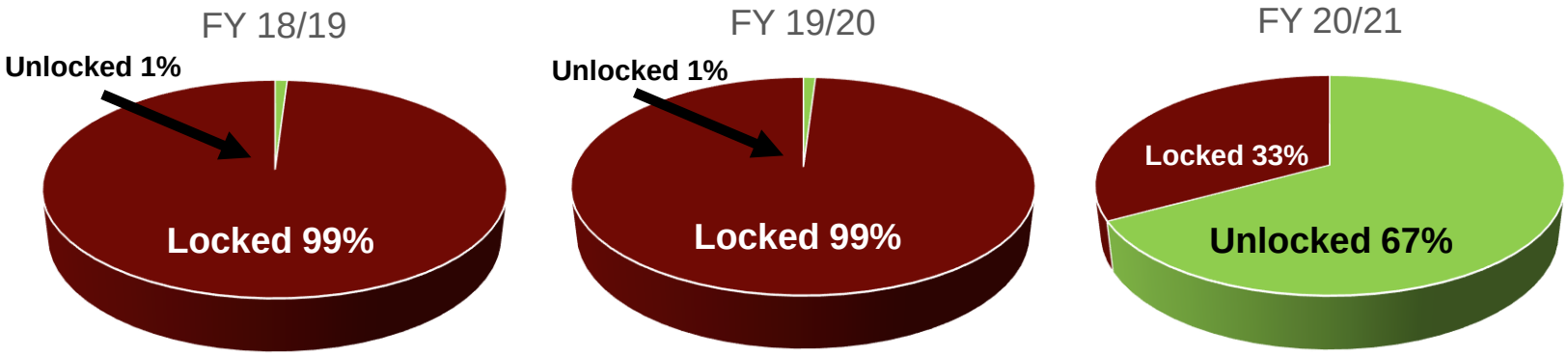
FY 20/21



LOWELL
PUBLIC SCHOOLS

School Communities (Parents, Teachers & Principals) Will Be More Empowered to Make Decisions for Kids

Percent of Budget Locked vs. Unlocked



LOWELL
PUBLIC SCHOOLS

Lowell Public Schools

Revolving Fund - Available Cash Balance

As of February 27, 2020

Fund	Description	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	Goal for 2020	PROJECTED	Goal for 2021	Eventual	
1108	Use of School Facilities Revolving Fund	$ 341,494	$ 387,694	$ 318,897	$ 48,573	$ 137,000	$ 125,000	$ 125,000	$ 150,000	$ 300,000	
	Funds from fees and charges for use of school facilities and/or school parking fees										
	Upkeep of rented facility or space including custodial costs, utilities, ordinary repairs and maintenance.										
1201	Food Service Revolving Fund	$ 2,073,384	$ 2,225,142	$ 216,916	$ (157,900)	$ 2,756,222	$ 2,000,000	$ 2,000,000	$ 2,400,000	$ 2,400,000	3 months FS operating expenses
	Fees from sales of lunch and other meals, school lunch grant funds.										
	Provides funding for the operation of the food service program.										
1924	Special Education Circuit Breaker	$ 1,051,125	$ 2,312,064	$ 1,999,613	$ (513,669)	$ 330,336	$ 1,500,000	$ 2,000,000	$ 2,500,000	$ 3,100,000	allowed to carry over allocation for year
	State special education reimbursement program										
	Reimburses the general fund for out of district tuition										
	Major Fund Balances	$ 3,766,093	$ 5,229,927	$ 2,847,804	$ (493,319)	$ 3,223,558	$ 3,625,000	$ 4,125,000	$ 5,050,000	$ 5,800,000	
	Percentage of General Fund	$ 149,704,242	$ 155,416,405	$ 158,445,233	$ 162,942,846	$ 165,522,325	$ 179,383,145	$ 179,383,145	$ 179,383,145	$ 179,383,145	
		2.52%	3.37%	1.80%	-0.30%	1.95%	2.02%	2.30%	2.82%	3.23%	

Our revolving accounts are forecasted to be even healthier than originally projected

Current Year Allocations

School Name	Enrollment	Current	Per Pupil
Dr. An Wang Middle	715	$ 5,569,549.00	$ 7,789.58
Benjamin F. Butler	571	$ 4,764,478.00	$ 8,344.09
Kathryn P. Stoklosa	682	$ 5,697,185.00	$ 8,353.64
Henry J. Robinson	643	$ 5,392,864.00	$ 8,387.04
James S. Daley Middle	697	$ 5,860,294.00	$ 8,407.88
STEM Academy at the	843	$ 7,245,109.00	$ 8,594.44
James Sullivan Middle	676	$ 5,869,688.00	$ 8,682.97
Lowell High School	3011	$ 26,770,542.00	$ 8,890.91
Abraham Lincoln	493	$ 4,449,810.00	$ 9,025.98
S. Christa McAuliffe	491	$ 4,487,560.00	$ 9,139.63
Charles W. Morey	498	$ 4,563,938.00	$ 9,164.53
Dr. Gertrude Bailey	489	$ 4,505,606.00	$ 9,213.92
Peter W. Reilly	473	$ 4,437,557.00	$ 9,381.73
John J. Shaughnessy	481	$ 4,582,954.00	$ 9,527.97
Moody Elementary	225	$ 2,182,327.00	$ 9,699.23
Charlotte M. Murkland	475	$ 4,619,301.00	$ 9,724.84
Pyne Arts Magnet	505	$ 4,934,904.00	$ 9,772.09
Pawtucketville	489	$ 4,884,186.00	$ 9,988.11
Joseph McAvinnue	472	$ 4,820,685.00	$ 10,213.32
Frederic T. Greenhalge	473	$ 5,008,985.00	$ 10,589.82
Bartlett Community	488	$ 5,469,270.00	$ 11,207.52
Washington	237	$ 2,946,403.00	$ 12,432.08
The Career Academy	91	$ 1,153,750.00	$ 12,678.57
Cardinal O'Connell	109	$ 1,752,811.00	$ 16,080.83
The BRIDGE Program	37	$ 911,203.00	$ 24,627.11
Leblanc Therapeutic	33	$ 1,274,147.00	$ 38,610.52
Laura Lee Therapeutic	21	$ 974,908.00	$ 46,424.19
Dr. Janice Adie Day	53	$ 2,547,663.00	$ 48,069.11
	14471	$ 137,677,677.00	

LOWELL
PUBLIC SCHOOLS

Moving to FSF required us to consider two parts to our school based allocation model: equity and stability.

Weights:

- ***Base weight -*** minimum that a school will receive per student
- ***Student Need Weights -*** additional funding based on the needs of students

Policies:

- ***Baseline Services*** ensures all schools are able to provide a minimum level of services
- **Transition policy** ensures schools do not see large swings year over year

Recommended Allocations for Next Year

School Name	Enrollment	FY20/21	Per Pupil
Dr. An Wang Middle	684	$ 5,569,549	$ 8,143
Benjamin F. Butler	571	$ 4,764,478	$ 8,344
Kathryn P. Stoklosa	651	$ 5,697,185	$ 8,751
Henry J. Robinson	673	$ 5,644,475	$ 8,387
James S. Daley Middle	696	$ 5,860,294	$ 8,420
STEM Academy at the	872	$ 7,490,050	$ 8,590
James Sullivan Middle	647	$ 5,869,688	$ 9,072
Lowell High School	3111	$ 27,659,633	$ 8,891
Abraham Lincoln	505	$ 4,559,024	$ 9,028
S. Christa McAuliffe	491	$ 4,530,393	$ 9,227
Charles W. Morey	498	$ 4,563,938	$ 9,166
Dr. Gertrude Bailey	489	$ 4,562,208	$ 9,328
Peter W. Reilly	489	$ 4,588,603	$ 9,382
John J. Shaughnessy	478	$ 4,582,954	$ 9,580
Moody Elementary	203	$ 2,182,327	$ 10,756
Charlotte M. Murkland	486	$ 4,722,384	$ 9,725
Pyne Arts Magnet	506	$ 4,943,699	$ 9,772
Pawtucketville	497	$ 4,959,097	$ 9,988
Joseph McAvinnue	472	$ 4,820,685	$ 10,218
Frederic T. Greenhalge	471	$ 5,008,985	$ 10,628
Bartlett Community	473	$ 5,469,270	$ 11,556
Washington	239	$ 2,965,051	$ 12,432
The Career Academy	54	$ 1,153,750	$ 21,366
Cardinal O'Connell	115	$ 1,849,296	$ 16,081
The BRIDGE Program	17	$ 911,203	$ 53,600
Leblanc Therapeutic	27	$ 1,274,147	$ 47,191
Laura Lee Therapeutic	20	$ 974,908	$ 48,745
Dr. Janice Adie Day	56	$ 2,547,663	$ 45,494
	14472.3	$ 139,724,938	

MORE MONEY WILL NOW FOLLOW STUDENTS:

More than $2 million of additional money will be invested in school-based budgets in FY21

LOWELL PUBLIC SCHOOLS

60% of schools will receive an increased per student allocation

FY19/20 Current Allocations			
School Name	Enrollment	Current Allocation	Per Pupil
Dr. An Wang Middle	715	$ 5,569,549	$ 7,790
Benjamin F. Butler	571	$ 4,764,478	$ 8,344
Kathryn P. Stoklosa	682	$ 5,697,185	$ 8,354
Henry J. Robinson	643	$ 5,392,864	$ 8,387
James S. Daley Middle	697	$ 5,860,294	$ 8,408
STEM Academy at the	843	$ 7,245,109	$ 8,594
James Sullivan Middle	676	$ 5,869,688	$ 8,683
Lowell High School	3011	$ 26,770,542	$ 8,891
Abraham Lincoln	493	$ 4,449,810	$ 9,026
S. Christa McAuliffe	491	$ 4,487,560	$ 9,140
Charles W. Morey	498	$ 4,563,938	$ 9,165
Dr. Gertrude Bailey	489	$ 4,505,606	$ 9,214
Peter W. Reilly	473	$ 4,437,557	$ 9,382
John J. Shaughnessy	481	$ 4,582,954	$ 9,528
Moody Elementary	225	$ 2,182,327	$ 9,699
Charlotte M. Murkland	475	$ 4,619,301	$ 9,725
Pyne Arts Magnet	505	$ 4,934,904	$ 9,772
Pawtucketville	489	$ 4,884,186	$ 9,988
Joseph McAvinnue	472	$ 4,820,685	$ 10,213
Frederic T. Greenhalge	473	$ 5,008,985	$ 10,590
Bartlett Community	488	$ 5,469,270	$ 11,208
Washington	237	$ 2,946,403	$ 12,432
The Career Academy	91	$ 1,153,750	$ 12,679
Cardinal O'Connell	109	$ 1,752,811	$ 16,081
The BRIDGE Program	37	$ 911,203	$ 24,627
Specialized Sped Schools	107	$ 4,796,718	
	14578	$ 137,677,677.00	

Recommended FY20/21 Allocations			
School Name	Enrollment	Next Year's Allocation	Per Pupil
Dr. An Wang Middle	684	$ 5,569,549	$ 8,143
Benjamin F. Butler	571	$ 4,764,478	$ 8,344
Kathryn P. Stoklosa	651	$ 5,697,185	$ 8,751
Henry J. Robinson	673	$ 5,644,475	$ 8,387
James S. Daley Middle	696	$ 5,860,294	$ 8,420
STEM Academy at the	872	$ 7,490,050	$ 8,594
James Sullivan Middle	647	$ 5,869,688	$ 9,072
Lowell High School	3111	$ 27,659,633	$ 8,891
Abraham Lincoln	505	$ 4,559,024	$ 9,028
S. Christa McAuliffe	491	$ 4,530,393	$ 9,227
Charles W. Morey	498	$ 4,563,938	$ 9,166
Dr. Gertrude Bailey	489	$ 4,562,208	$ 9,328
Peter W. Reilly	489	$ 4,588,603	$ 9,382
John J. Shaughnessy	478	$ 4,582,954	$ 9,580
Moody Elementary	203	$ 2,182,327	$ 10,756
Charlotte M. Murkland	486	$ 4,722,384	$ 9,725
Pyne Arts Magnet	506	$ 4,943,699	$ 9,772
Pawtucketville	497	$ 4,959,097	$ 9,988
Joseph McAvinnue	472	$ 4,820,685	$ 10,218
Frederic T. Greenhalge	471	$ 5,008,985	$ 10,628
Bartlett Community	473	$ 5,469,270	$ 11,556
Washington	239	$ 2,965,051	$ 12,432
The Career Academy	54	$ 1,153,750	$ 21,366
Cardinal O'Connell	115	$ 1,849,296	$ 16,081
The BRIDGE Program	17	$ 911,203	$ 53,600
Specialized Sped Schools	103	$ 4,796,718	
	14472.3	$ 139,724,938	

Change from Current Year to Next Year			
School Name	Enrollment Change	Allocation Change	Per Pupil Change
Dr. An Wang Middle	-31	$ -	$ 353.04
Benjamin F. Butler	0	$ -	$ -
Kathryn P. Stoklosa	-31	$ -	$ 397.79
Henry J. Robinson	30	$ 251,611.07	$ -
James S. Daley Middle	-1	$ -	$ 12.08
STEM Academy at the	29	$ 244,941.41	$ -
James Sullivan Middle	-29	$ -	$ 389.19
Lowell High School	100	$ 889,091.40	$ -
Abraham Lincoln	12	$ 109,214.40	$ 1.79
S. Christa McAuliffe	0	$ 42,833.00	$ 87.24
Charles W. Morey	-0.1	$ -	$ 1.84
Dr. Gertrude Bailey	0.1	$ 56,601.50	$ 113.84
Peter W. Reilly	16.1	$ 151,045.81	$ -
John J. Shaughnessy	-2.6	$ -	$ 51.78
Moody Elementary	-22.1	$ -	$ 1,056.45
Charlotte M. Murkland	10.6	$ 103,083.35	$ -
Pyne Arts Magnet	0.9	$ 8,794.88	$ -
Pawtucketville	7.5	$ 74,910.83	$ -
Joseph McAvinnue	-0.2	$ -	$ 4.33
Frederic T. Greenhalge	-1.7	$ -	$ 38.20
Bartlett Community	-14.7	$ -	$ 348.09
Washington	1.5	$ 18,648.12	$ -
The Career Academy	-37	$ -	$ 8,687.17
Cardinal O'Connell	6	$ 96,485.01	$ -
The BRIDGE Program	-20	$ -	$ 28,973.07
Specialized Sped Schools	-4	$ -	
	15.3	$ 2,047,260.78	

Every school will receive as much or more money than last school year despite declining enrollment at some schools

The FY21 budgeting process remains on schedule and ensures alignment of our financial plan with our districtwide Strategic Plan

FY20/21 Budget Forecast

Revenue:

Chapter 70 FY19/20	$ 163,023,947
Chapter 70 FY20/21	$ 175,807,304
Chapter 70 Increase	**$ 12,783,357**

Outstanding Resource Questions for FY21 Budget

* How much cash will we get from the City (City's Required Minimum Contribution increased by $2 million but not all of this will be in cash)

Expenses:

Step Increases	$ 5,400,000
Health Insurance Increase	$ 1,200,000
FSF Transition	$ 2,047,261
Remaining Flexibility	**$ 4,136,096**

Outstanding Expense Questions for FY21 Budget

* Invest in strategic priorities including:
  1) Increase access to early learning opportunities from birth to age 5
  2) Increase access for all students to high performing seats
  3) Align secondary school curriculum and programs for all students with post seconday opportunities
  4) Leverage the rich diversity that defines the Lowell community through a fundamental commitment to equity
* Collective Bargaining Agreements for every union expire on 6/30.

We can do anything, but we can't afford to do everything

School Based Budgeting Process

- Training for principals and school site councils (ongoing)
- Feedback from principals on funding formula and process
- School Site Council Budget Summit (March 9th & 10th)
- Friday February 28th – Budget allocation figures released to principals
- Friday March 6th – Budget explanation and tool sent to principals
- March and April – Budget drop in sessions
- Early April – Principals will present their budgets to central office team
- Late April – Budgets will be finalized and rolled into final budget document

Districtwide Budgeting Process

- Wednesday March 4th – Present at School Committee
- Friday March 6th – Preliminary allocations will be sent to schools
- ***Wednesday March 18 – Draft SOA Plan presented to SC***
- ***SOA Info/Feedback with community – March 19th***
- March and April – Two Finance Subcommittee meetings (4/8 & 4/29), drop in sessions and School Site Council Budget Summit
- April – Schools present their budgets to central
- Early May – Draft budget & Strategic Plan is presented to SC
- May – Two Public Hearings (5/11 & 5/18)
- End of May – Final budget and Strategic Plan approved by SC
- June – “Probable Org Meetings” with principals, Finance & HR
- June – City Council approves budget

Lowell Public Schools

REPORT ON STATUS OF OUTSTANDING MOTIONS

Report on Motions: March 4, 2020

ON-GOING REPORTS

Lowell High School Advisory: October 2nd, December 18th, March 18th, May 20th,
Recognize Retirees: Every June
Annual Report on Textbook Purchases: Every August
Quarterly Enrollment Figures: October, January, April and July

OFFICE OF THE SUPERINTENDENT

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
1. SUPT	02/19/20			

REPORT ON STATUS OF OUTSTANDING MOTIONS

OFFICE OF EDUCATIONAL EQUITY & COMMUNITY EMPOWERMENT – CHIEF EQUITY & ENGAGEMENT OFFICER

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
1. CEEO	08/21/19	*Revise Policy School Visits, Social Media & Fundraising* [by Gerard Nutter]: Request policy subcommittee meet with the administration before the two October School committee meetings to review/revise policy on school committee visits, social media, fundraising.	Legislative Affairs	Will be raised for discussion at one of the upcoming Policy Subcommittee meetings that will be held per the availability of the Policy Subcommittee members
2. CEEO	09/04/19	*Review School Assignment Policy* [by Mayor William Samaras and Gerard Nutter]: Administration to review the JCA – School Assignment Policy and provide recommendations especially with regard to siblings and the importance of family along with the student living within the school neighborhood street directory criteria.	Welcome Services/FRC	Closed. School Assignment Policy approved at January 15, 2020 meeting
3. CEEO	09/18/19	*District Wide Recess Policy* [by Gerard Nutter And Andy Descoteaux]: Administration compile a report on the implementation of District Wide Recess Policy to see how it is being followed and consider partnering with Lowell Education Justice Alliance to form a task force for further review and recommendations on recess being taken away as punishment.	Office of Equity & Engagement	Will be discussed further at one of the upcoming Policy Subcommittee meetings that will be held per the availability of the Policy Subcommittee members
4. CEEO	10/02/19	*Training Program for School Site Council* [by Jackie Doherty]: Request the Superintendent collaborates with the Citywide Family Council to develop and implement a training/educational program for School Site Council members in preparation for school-based budgeting in Spring 2020.	Office of Equity & Engagement	**School Site Council Memo** Click link for memo In progress.

REPORT ON STATUS OF OUTSTANDING MOTIONS

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
5. CEEO	11/06/19	*Support Citywide Family Council* [by Jackie Doherty]: Request the Superintendent provide the committee with a plan to support the Citywide Family Council efforts to engage parents that includes regular access to school leadership, designated school contacts, assistance in promoting CFC events directly to families, school site councils, advisory councils, and parent-teacher organizations, as well as other suggestions to collaborate with CFC in support of family-school engagement.	Office of Equity & Engagement	Collaborative plan being developed to include strengthening communication and providing leadership workshops/trainings for implementation this school year.
6. CEEO	11/20/19	*Adult Education Graduation Rate* [by Gerard Nutter]: Request Superintendent provides a report on how many Lowell Parents / Adults were enrolled in Adult Education for the last 3 years, how many out of City adults are we educating? Graduation rate of both.	Adult Education Center	Closed. information provided at the December 18th School Committee meeting.
7. CEEO	02/19/20	[by Andy Descoteaux]: Ask the Superintendent to assign the responsibility to someone in the district to maintain a system-wide calendar of events that will be easy to navigate for all of our parents and staff who would attend many of these events if they knew where they could go on our website to find out.	Office of Equity & Engagement – Communications Team	In progress
8. CEEO	02/19/20	*Selection Process on SSC* [by Andy Descoteaux]: Ask the Superintendent to review whether or not some schools had administrative interference in the selection process of their SSC's. It should involve parents only.	Office of Equity & Engagement	In progress

REPORT ON STATUS OF OUTSTANDING MOTIONS

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
9. CEEO	02/19/20	*Smore newsletter software* [by Hilary Clark}: Request the Superintendent provide the committee with a report on the feasibility of procuring licenses for the Smore newsletter software for use at every school in the district. Report back should include cost and plan for implementation including training. Smore is currently in use at the Pyne Arts Magnet School, Washington Elementary and Lowell High School. Benefits include translation of newsletter content into 100 languages and tracks engagement.	Office of Equity & Engagement – Communications Team	In progress
10. CEEO	02/19/20	*Funds From Student Opportunity Act* [by Jackie Doherty]: Request the Superintendent develop the spending plan and timeline for informing the committee and engaging the community on how the district will use additional funds generated from the Student Opportunity Act prior to April 1, which is the deadline for submitting to DESE.	Office of Equity & Engagement	In progress
11. CEEO	02/19/20	*Citywide Family Council Annual Update* [by Jackie Doherty]: *Per December 2018 motion*, request the Superintendent invite leaders from the Citywide Family Council to make their annual presentation updating the school committee on their work to engage families.	Office of Equity and Engagement – Family Engagement Team	In progress

REPORT ON STATUS OF OUTSTANDING MOTIONS

OFFICE OF TEACHING & LEARNING – CHIEF OF SCHOOLS

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
1. CSO	02/19/20	*Recess & Schools Daily Schedules* [by Andy Descoteaux]: Ask the Superintendent to review whether or not all of our schools (save the High School) have incorporated recess into their daily schedules.	CSO	Will be presented 02/04/20

REPORT ON STATUS OF OUTSTANDING MOTIONS

OFFICE OF TEACHING & LEARNING – CHIEF OF ACADEMICS

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
1. CAO	10/16/19	*Learning a Trade at LHS* [by Dominik Lay]: Ask the Superintendent to develop a partnership with the Greater Lowell Technical School to afford students to learn a trade while attending Lowell High School.	Office of Teaching and Learning Chief Academic Officer	Report will be prepared once grant notification from the DESE is received.
2. CAO	10/16/19	*Community Service Requirement* [by Gerard Nutter]: Request LHS Sub-Committee meet to discuss possibility of adding a Community Service Requirement for all grades to count towards Graduation.	LHS Head of Schools	Taskforce will be created to look at the feasibility
3. CAO	12/18/19	*Update on Bullying Policies* [by Andy Descoteaux]: Request the Superintendent to update us on any new policies going forward on bullying.	Office of Teaching & Learning	Referred to Policy Subcommittee
4. CAO	02/19/20	*Opioid Prevention Program* [by Mayor John Leahy}: Request that the Superintendent work with the Fire Department to establish an Opioid Prevention Program at Lowell High School.		
5. CAO	03/04/20	*Makerspace's at LHS* [by Hilary Clark]: Request the Superintendent provide a status update on the use of the Makerspace's at Lowell High School and the Bartlett Community Partnership School.	Report will be provided at 3/18/2020 meeting	Report will be provided at 3/18/2020 meeting

REPORT ON STATUS OF OUTSTANDING MOTIONS

OFFICE OF FINANCE & OPERATIONS – CHIEF FINANCIAL OFFICER

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
1. CFO	11/06/19	*PEG Funding* [by Gerard Nutter And Andy Descoteaux]: Request School Committee vote to direct ALL PEG funding be used to update TV Studio Equipment and NOT on Personal salaries.	In Progress Dec 2019	Report is in progress/draft
2. CFO	11/06/19	*Status of C.E.P. Program* [by Gerard Nutter]: Request Update from Administration on status of C.E.P. program (Community Eligibility Provision) specifically if Gov't funding will continue/possible cuts and date when we have to reapply.	Draft 11/15/19	Draft Memo Click link for memo Waiting for DESE response

REPORT ON STATUS OF OUTSTANDING MOTIONS

OFFICE OF FINANCE & OPERATIONS- CHIEF OPERATING OFFICER

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
1. COO	11/06/19	*Collegiate Charter School Hours* [by Gerard Nutter]: Request Update from Administration on plans to alleviate additional transportation cost caused by the change in hours at the Collegiate Charter School of Lowell.	Ongoing Transportation John Descoteaux	Transportation is in contact with CCS to addressing any proposed changes
2. COO	11/06/19	*MSBA School Repairs Update* [by Andy Descoteaux]: Request the Superintendent provides the Committee with an update on the process of MSBA school repairs.	Ongoing Facilities	Meetings occurred @ MSBA on 11/06/19 coordination with City is ongoing
3. COO	12/18/19	*Staff Evaluations* (By Jacqueline Doherty): Request the Superintendent provide the committee with a report on the staffing positions (and number of employees impacted) that were not evaluated or only partially evaluated during the 2018-2019 academic year and the reasons, if known, why those evaluations were not completed. The report also should include whether any positions are not scheduled to be evaluated during the current academic year, and if so, what plans are in place to remedy any challenges going forward.	COO	Ongoing Presented 02/05/20
4. COO	01/15/20	*Pledge of Allegiance* Request the Superintendent provide the committee with a report on the District's compliance with Chapter 71, Section 69. Are flags provided and properly displayed in compliance with the law, and is each teacher in the District leading the class in a group recitation of the "Pledge of Allegiance to the Flag?"	COO	Completed 02/19/20

REPORT ON STATUS OF OUTSTANDING MOTIONS

CITY COUNCIL MOTIONS

LEAD	DATE OF MOTION	MOTION	DEPARTMENT ASSIGNED & EXPECTED COMPLETION DATE	STATUS
2. CSO				

LOWELL PUBLIC SCHOOLS

Linus J. Guillory Jr., PhD
Chief Schools Officer
155 Merrimack Street
Lowell, Massachusetts 01852

Phone: (978) 674-2163
E-mail: lguillory@lowell.k12.ma.us

TO: Dr. Joel Boyd, Superintendent of Schools

FROM: Linus J. Guillory Jr., PhD, Chief Schools Officer

DATE: February 28, 2020

RE: *Response to Motion: Recess*

The following report is in response to a motion by Andy Descoteaux:

Ask the Superintendent to review whether or not all of our schools (save the High School) have incorporated recess into their daily schedules.

All School Leaders responded to the request for information. I am elated to report that all schools have incorporated recess (save the high schools) into their daily schedules.

File: JFAB –LOWELL PUBLIC SCHOOLS HIGH SCHOOL SENIORS WHO BECOME NON-RESIDENTS OF LOWELL DURING THE SCHOOL YEAR

The Superintendent or designee may grant permission to a Lowell Public Schools High School Senior who is eligible to graduate in June of the current year whose family moves out of Lowell after January 1st to remain enrolled in a Lowell Public Schools High School. The eligible senior would only be able to remain at a Lowell Public Schools High School until the end of the school year.

The Superintendent or designee may also waive payment of tuition during this time. The purpose is to allow the Lowell Public Schools the discretion and ability when warranted, to support an eligible high school senior's educational stability. It would also allow the Lowell Public Schools the flexibility to ensure that eligible seniors who move from Lowell during the above time frame, and who have met and/or are eligible for a high school diploma, are not prevented from graduating and/or repeating their senior year in the new school district, should the new school district not honor an eligible seniors credits, transcript or representations from the Lowell Public Schools that the eligible senior is in fact eligible to receive a high school diploma.

The Superintendent or designee will draft a guideline to implement this policy. This policy is intended to be retroactive to January 1, 2020.

LOWELL PUBLIC SCHOOLS

James F. Sullivan Middle School
150 Draper St.
Lowell, Massachusetts 01852
(978) 937-8993

Edward J. Foster, Ed.D.
Principal

Michael J. Banks
Assistant Principal

2-12-20

Dear Superintendent Boyd,

The 6th grade students at the James F. Sullivan Middle School would like permission to attend the Boston Museum of Science Overnight Program. The Sullivan PTO had run this trip with the 5th graders in previous years and they wanted to go again this year. The trip will take place from Friday, April 3, 2020, 4:00PM until Saturday, April 4, 2020 12:00PM. This trip is scheduled to occur in April so it does not interfere with MCAS testing. The Museum of Science Overnight Program fee is $55 per student, and the bus is $1080 total. We are applying for a scholarship from the Museum of Science to defray costs to all participating students. This trip is at no cost to the Lowell School Department or the City of Lowell. Attached please find the Overnight Program Survival Manual. A sample schedule is given on page 3 of the manual.

Thirty-seven students have shown interest in attending the Museum of Science Overnight Program along with at least 14 chaperones. This is a parent-organized, parent-led trip, organized by the Sullivan Middle School PTO. We will have at least 1 CORI approved chaperone per 5 children.

This trip to the Museum of Science will enhance the participating students' understanding of multiple standards identified in the Massachusetts Science and Technology/Engineering Curriculum Framework for Grade 6. The trip includes a visit to the Planetarium show which meets the standards **6-ESS-1** and **6-ESS-2**, Earth's Place in the Universe. The trip also includes the Lightning presentation, various hands-on activities, and time to explore the Museum. Some of these students have never visited the Museum of Science. This is a great opportunity for them to experience different areas of science, as well as give them an chance to explore one of the great educational assets in their own area.

As principal of the J.F. Sullivan Middle School, I support this trip. Thank you for taking the time to consider this request.

Sincerely.

Ed Foster

LOWELL PUBLIC SCHOOLS

James F. Sullivan Middle School
150 Draper St.
Lowell, Massachusetts 01852
(978) 937-8993

Edward J. Foster, Ed.D.
Principal

Michael J. Banks
Assistant Principal

2-12-20

Dear Principal Foster

The 6th grade students at the James F. Sullivan Middle School would like permission to attend the Boston Museum of Science Overnight Program. The PTO had run this trip with the 5th graders in previous years and they wanted to start it up again this year. The trip will take place from Friday, April 3rd, 2020 at 4:00PM until Saturday, April 4th, 2020 at 12:00PM. This trip is scheduled to occur in April so it does not interfere with MCAS testing. The Museum of Science Overnight Program fee is $55 per student, and the bus is $1080 total. We are applying for a scholarship from the Museum of Science to defray costs to all participating students. This trip is at no cost to the Lowell School Department or the City of Lowell. Attached please find the Overnight Program Survival Manual. A sample schedule is given on page 3 of the manual.

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Thank you for taking the time to consider this request.

Sincerely.

Joy Prout

Joy Prout, Sullivan Middle School PTO President

Museum of Science.

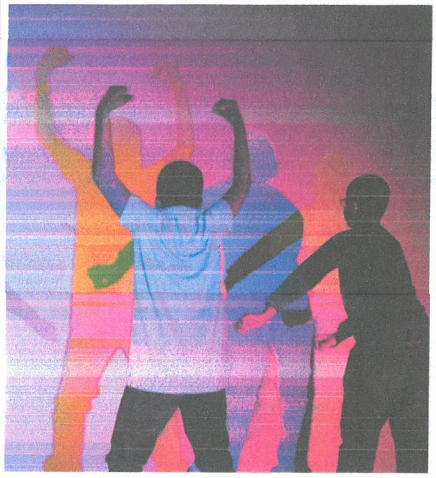
OVERNIGHT PROGRAM

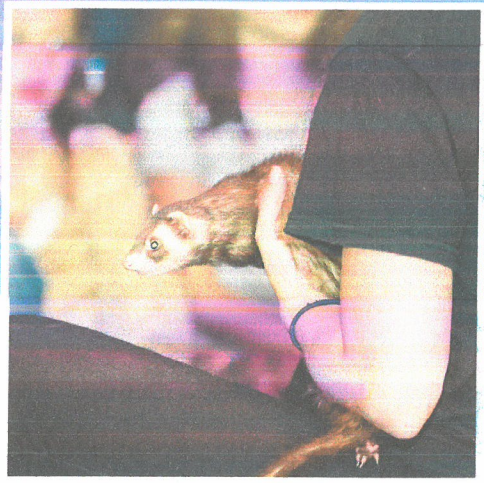
SURVIVAL MANUAL FOR CHAPERONES

HAVE A GREAT NIGHT!

We hope these guidelines will help you make the most of your special night. Previous overnighters contributed many of the ideas and suggestions you'll find here. If you have any additional questions, feel free to contact us at **617-589-0350** or **overnights@mos.org**. See you soon!

Only registered youth in grades 1 – 7 and their adult chaperones may attend. Overnight registrations are non-refundable. If you are unable to attend, please contact your organization to find a replacement.





PREPARING FOR YOUR OVERNIGHT

Be prepared to interact with several hundred youth and chaperones participating in this program. As previous overnights have demonstrated, *cooperation and flexibility are vital*. Be aware that the Museum will be open to the public during parts of the overnight, and there will be visitors attending shows and other Museum functions. We look forward to your help in making this a wonderful experience for everyone.

WHAT TO BRING

Sleeping Gear

Bring an indoor sleeping bag for each participant. Prior attendees recommend an air mattress or foam pad for sleeping on hard, cold floors. Outlets are available for inflating mattresses. If you need an outlet overnight for a CPAP machine or other medical device, contact us in advance. Consolidate gear to facilitate storage and access. All gear should be clearly labeled with your group and individual name to minimize the chance of losing items.

Clothing

You'll do a lot of walking, so wear comfortable shoes and clothing. Shoes must be worn at all times. We recommend dressing in layers. Overnighters usually sleep in light clothing.

Additional Suggestions

Bring a water bottle. Feel free to bring a camera as photography is permitted in most parts of the Museum. Overnighters may wish to bring extra money to purchase souvenirs and educational items in the Museum Store.

WHAT NOT TO BRING

Please do NOT bring tents, cots, hair dryers, curling irons, or alcohol.

GETTING TO THE MUSEUM OF SCIENCE

Traffic patterns change frequently in and around Boston due to construction. Please visit mos.org/directions.

PUBLIC TRANSPORTATION

The Museum is located diagonally across the street (O'Brien Highway) from the MBTA Green Line Science Park stop, over the Charles River Dam drawbridge. The Museum is also within walking distance of the Charles/MGH stop on the Red Line, Lechmere on the Green Line, and North Station on the Orange and Green Lines as well as the commuter rail and Amtrak Downeaster. For more information about public transportation, please visit mbta.com.

ARRIVAL AND REGISTRATION

Plan to check in from 5:00 to 6:30 p.m. Park in the Museum garage and bring your gear to the ground level. Look for the **Overnight Program Entrance** sign in the corner of the garage. Garage attendants and security guards can help direct you. After you enter, leave your gear in the hallway under your group name and proceed to check-in. Staff will be there to assist you in this process. While checking in your group, you will receive a packet containing a map of our exhibits, a schedule of events, and other information for a safe, successful stay. Museum staff will be available to assist you throughout the evening.

If you arrive after 7:00 p.m., go to the Information Desk in the lobby and ask an information specialist to contact an Overnight Program staff member to check you in.

SLEEPING SPACES

Your group will be assigned a sleeping area in the Exhibit Halls.

Overnight staff will review safety procedures with at least one adult member of your group. We appreciate your cooperation in making sure sleeping areas are set up safely.

As for sleep…expect about as much as anyone would get at a large slumber party. Remember that after lights-out all overnighters must remain quiet and in their assigned areas.

PROGRAM ACTIVITIES

This extraordinary, exploratory overnight adventure will keep you going from dusk 'til dawn! The program includes an opening welcome, instructor-led hands-on science activities, and presentations in the Mugar Omni Theater and the Charles Hayden Planetarium. You will receive an exact schedule of events when you arrive. Adults are encouraged to participate in all overnight activities!

MEALS

Food is not allowed in the Exhibit Halls. Participants may eat in designated areas that allow food and drink. Overnighters can purchase dinner in the Museum's Riverview Café or bring a picnic dinner/supper. We will provide an evening snack and light breakfast. Complimentary tea and coffee will be provided for adults at designated hours during your stay.

Please allow enough time to complete your dinner before programming begins at 6:45 p.m. Those with special dietary needs are encouraged to bring their own food substitutes. For more information: 617-589-3180.

ACCESS

Please notify us prior to the overnight if members of your group have any special needs or accommodations. Refrigeration is available for medicine or special dietary needs. We are better able to accommodate your needs with advance notice.

PARKING

Overnight vehicles park for a $10 flat fee in the Museum garage. Bring your ticket inside with you. Museum staff will validate your parking during the event and you'll pay at the kiosks upon departure. We can only accept debit and credit card payments for parking.

DEPARTURE

The program ends at 11:00 a.m. Pack and store your gear during the scheduled time so the Museum can be cleaned. Please make arrangements for gear, parking, and buses before the overnight staff leave at 11:00 a.m. If you still have energy, feel free to stay longer and enjoy the Museum!

SAMPLE SCHEDULE

Schedules will vary.

EVENING	MORNING
5:00 – 6:30 p.m. Arrival and registration	**6:30 a.m.** Wake up
6:45 p.m. Opening welcome	**7:00 a.m.** Breakfast
8:00 – 10:00 p.m. Instructor-led hands-on activities, explore Museum, and stop in for a snack	**8:00 a.m.** Planetarium show*
	9:00 a.m. Explore Museum
10:30 p.m. *Lightning!* presentation*	**10:00 a.m.** IMAX film*
11:00 p.m. Set up sleeping space	**11:00 a.m.** Overnight officially ends
Midnight Lights out	

**If any Museum venue is closed, an alternative activity will be provided.*

EMERGENCIES

BUILDING EMERGENCIES

Like all public institutions, the Museum is required to follow fire and emergency standards; we have consistently met or exceeded these safety requirements. Heat and smoke detection systems are installed throughout the building. The appropriate city officials of Boston and Cambridge are aware of our program. Public safety staff are on duty throughout the night, and Overnight Program staff are trained in emergency exit procedures. Be aware that some lights are left on all night.

Medical Needs and First-Aid

Participants are responsible for their medical needs. A room with a quiet rest area and a refrigerator for medicine is available. Please bring any medications your group requires and contact us in advance regarding any special medical needs. Should a participant require first aid, a public safety staff member will assist you.

Medical Emergencies

Contact an Overnight Program staff member immediately. Several hospitals are only minutes away. Chaperones should have emergency contact information for all members of their group. Make sure to contact us prior to your overnight regarding any special medical needs.

Family Emergencies

If an outside person needs to reach you for an urgent matter, they should call **617-589-0200**. This number is for **emergencies only** and is staffed around the clock by security staff. Please make sure that all incoming callers know the registered participant's full name, leader's name, and organization name.

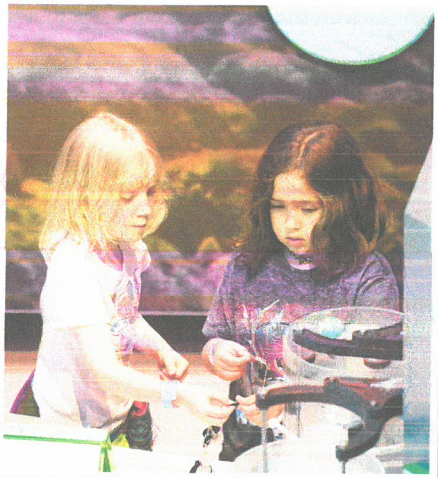
IMPORTANT RULES AND GUIDELINES

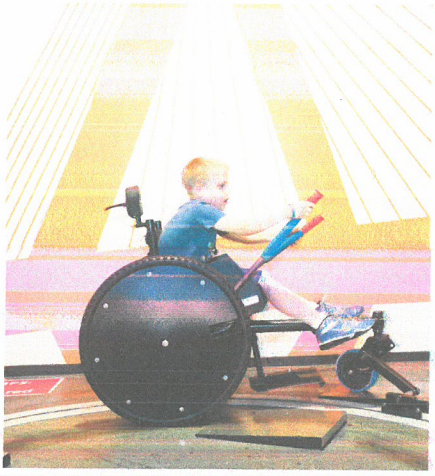
- Children must be accompanied by an adult at all times.
- Smoking is prohibited throughout the Museum.
- Please notify a staff member if you need to leave the building after hours.
- Anyone found under the influence of or in possession of alcohol or drugs will be required to leave.
- Inappropriate behavior (including, but not limited to, ignoring guidelines or engaging in acts of aggression) will be grounds for dismissal.
- HAVE FUN!

COME BACK!

Every participant receives a pass for one free admission to the Exhibit Halls and one free Planetarium show on a return visit. In addition, participants receive $10 off the purchase of new Museum memberships. Each attendee

CI-18-9557 Photos © Nicolaus Czarnecki; © Ashley McCabe





FIELD TRIP REQUEST FORM

(Must be turned in **6 weeks** in advance, with **field trip checklist** attached)

A trip is considered an official Sullivan field trip when it is connected to any
(School's name)
class, student activity, club, sport or special program whether they occur on a school day or on a weekend.

A field trip form MUST be filed with the Principal's signature (4) weeks prior to the event. The Principal's signature is required for ALL trips. *Keep a copy of this request for your files.*

Name: Joy Prout (Sullivan PTO President) Date: 2/3/20

Name and cell phone # of staff member on trip: (978) 495-1235

Date of the trip: April 3rd, 2020 to April 4th, 2020

Hours: Leaving: 4:00 PM 4/3 Returning: 12:00 PM 4/4

Number of Students: 39 6th graders Number of Chaperones: 14

Description of Field Trip: The MOS overnight program allows students to discover science in an entertaining, educational and interactive way through hands on activities: a lightning show, science demonstrations, an omni film, time to explore the Museum, and much more.

Type & Number of Vehicles: bus Approximate Mileage: 54

****

Charges to Student (p/p): $170 Charge to School Dept.: none

Transportation: $15 Transportation: none

Entry Fees: $55 Entry Fees: none

Meals: bring their dinner or pay for dinner at museum, Breakfast and snack included in cost, Meals: none

How many substitute teachers are you requesting?: none

_____Full Day or Specific Times: From:_____ To:_____

You are required to meet the following conditions:

- Obtain parental and teacher permission
- Obtain volunteer/parent CORI forms and submit to H.R. office (4) weeks prior
- Notify Principal of students attending
- Meet all requirements of the field trip site
- File a post-trip report to the Principal
- Arrange for students to be returned to school/home

Reviewed/Approved by:
Principal: Date: 2/11/20

Lowell Public Schools: **OVERNIGHT** FIELD TRIP CHECKLIST [revised 03/01/12]

The School Committee recognizes that first-hand learning experiences provided by field trips are a most effective and worthwhile means of learning. It is the desire of the Committee to encourage field trips as an integral part of the program of the schools.

Specific guidelines and appropriate administrative procedures shall be developed to screen, approve and evaluate trips and to ensure that all reasonable steps are taken for the safety of the participants. These guidelines and appropriate administrative procedures shall ensure that all field trips have the approval of the principal and that all overnight trips have the prior approval of appropriate Administrative level.

Approval of the School Committee must be granted prior to money being collected, arrangements being made, or parental consent being issued for all <u>overnight</u> field trips.

The following guidelines are set to implement the planning of field trips as part of, and directly related to, classroom learning activities. All guidelines must be included in the request.

NA not missing school — **The application for approval for an overnight field trip which requires students to miss a day or more of school must include written justification from the teacher proposing the trip.**

NA not missing school — **The application for approval for an overnight field trip which requires students to miss a day or more of school must include a written statement of the learning standards the trip will address.** see letter for learning standards

✓ **The application for approval for an overnight field trip must include an itemization of all costs associated with the trip and the funding source.**

✓ **All proposed field trips must have the approval of the school building administrator.**

✓ **All day trips must be within budgetary allotments for such purpose and be approved by the superintendent. Any trip, for which there is no budget allotment, must have advance approval of the School Committee.** No cost to Lowell schools

✓ **Each student who goes on a field trip must have written parental permission.**

✓ **Enough supervision must be provided so that discipline on the trip is effective.** At least 1 chaperone per 5 students

✓ **All trips must be well planned, properly timed, and related to regular learning activities.** See overnight survival manual from MOS

✓ **NEW: All Chaperones/other adults MUST be coried. Please list chaperones that are attending:** Danielle Sotirakos, Vuoch Sabandith, Michelle St. Onge, Ginny Manirath, Jennifer Pratt, Bill Riordan Sara Leggeri, Carmen Arzola

Signature of Principal / Headmaster: _____ **Date** 2/14/20

Signature of Central Administrator: _____ **Date** _____

Lowell Public Schools

Lowell High School
50 Fr. Morissette Blvd
Lowell, Massachusetts 01852-1050

Marianne E. Busteed
Head of School

Tel. (978) 937-8900
Fax (978) 937-8902
Email: MBusteed@lowell.k12.ma.us

February 28, 2020

Dr. Joel Boyd
Superintendent of Lowell Public Schools
155 Merrimack Street
Lowell, MA 01852

Re: Next Generation Learning Excursion – Vista Innovation School Site Visit, Carlsbad, CA

Dear Dr. Boyd,

I am writing to request permission for the following LHS/LPS staff & two students to attend the Next Generation Learning Excursion – Vista Innovation School Site Visit, in Carlsbad, CA on Sunday, March 22, 2020 through Wednesday, March 25, 2020.

1. Latifah Phillips, Chief Equity and Engagement Officer
2. Marianne Busteed, Head of School
3. Petra Farias, Student Support Services
4. Karyn Cassidy, College & Career Center
5. Patti Adams, Freshman Academy teacher
6. Stephen Gervais, ELL Department Chair
7. Jaeda Turner, 11th grade student
8. Nathan Gere, 11th grade student

Two Lowell High School students will be attending this trip, Jaeda Turner and Nathan Gere, they will miss 3 days of school. The chaperones for the students are Marianne Busteed, Head of School, Petra Farias, Coordinator of Student Support Services and Stephen Gervais, Foreign Languages/ELL Department Chair all Lowell Public School employees.

The cost of the conference is being paid through Next Generation Barr Foundation at the cost of $1500 per person for a total cost of $12,000.00. The cost for a substitute teacher for 3 days will be paid from the Lowell High School Professional Development funds at the cost of $330.

Thank you in advance for your consideration and support.

If you have any questions, please feel free to contact me.

Respectfully

Marianne E. Busteed
Head of Lowell High School

Lowell Public Schools: **OVERNIGHT** FIELD TRIP CHECKLIST [revised 03/01/12]

The School Committee recognizes that first-hand learning experiences provided by field trips are a most effective and worthwhile means of learning. It is the desire of the Committee to encourage field trips as an integral part of the program of the schools.

Specific guidelines and appropriate administrative procedures shall be developed to screen, approve and evaluate trips and to ensure that all reasonable steps are taken for the safety of the participants. These guidelines and appropriate administrative procedures shall ensure that all field trips have the approval of the principal and that all overnight trips have the prior approval of appropriate Administrative level.

Approval of the School Committee must be granted prior to money being collected, arrangements being made, or parental consent being issued for all overnight field trips.

The following guidelines are set to implement the planning of field trips as part of, and directly related to, classroom learning activities. All guidelines must be included in the request.

✓ **The application for approval for an overnight field trip which requires students to miss a day or more of school must include written justification from the teacher proposing the trip.**

✓ **The application for approval for an overnight field trip which requires students to miss a day or more of school must include a written statement of the learning standards the trip will address.**

✓ **The application for approval for an overnight field trip must include an itemization of all costs associated with the trip and the funding source.**

✓ **All proposed field trips must have the approval of the school building administrator.**

✓ **All day trips must be within budgetary allotments for such purpose and be approved by the superintendent. Any trip, for which there is no budget allotment, must have advance approval of the School Committee.**

✓ **Each student who goes on a field trip must have written parental permission.**

✓ **Enough supervision must be provided so that discipline on the trip is effective.**

✓ **All trips must be well planned, properly timed, and related to regular learning activities.**

✓ **NEW: All Chaperones/other adults MUST be coried. Please list chaperones that are attending:** Marianne Busteed, Petra Farias, Stephen Gervais, Patti Adams, Karyn Cassidy, Latifah Phillips

Signature of Principal / Headmaster: _____ **Date** 2/28/20

Signature of Central Administrator: _____ **Date** _____

FIELD TRIP REQUEST FORM

(Must be turned in **6 weeks** in advance, with **field trip checklist** attached)

A trip is considered an official **Lowell High School** field trip when it is connected to any class, student activity, club, sport or special program whether they occur on a school day or on a weekend.
A field trip form MUST be filed with the Principal's signature (4) weeks prior to the event. The Principal's signature is required for ALL trips. *Keep a copy of this request for your files.*

Name: **Marianne Busteed** Date: **February 28, 2020**

Name and cell phone # of staff member on trip: **Marianne Busteed (978)429-7970**

Date of the trip: **March 22 – 25, 2020**

Hours: Leaving: **March 22, 2020** Returning: **March 25, 2020**

Number of Students: **2**
Jaeda Turner & Nathan Gere

Number of Chaperones: **3**
Marianne Busteed, Stephen Gervais & Petra Farias

Description of Field Trip: **Next Generation Learning Excursion – Vista Innovation School Site Visit in Carlsbad, CA**

Type & Number of Vehicles:_____ Approximate Mileage:_____

****

Charges to Student (p/p): **None** Charge to School Dept.:_____

Transportation: **None** Transportation:_____

Entry Fees: **None** Entry Fees:_____

Meals: **None** Meals:_____

How many substitute teachers are you requesting? **1 for 3 days**

X Full Day

You are required to meet the following conditions:

- Obtain parental and teacher permission
- Obtain volunteer/parent CORI forms and submit to H.R. office (4) weeks prior
- Notify Principal of students attending
- Meet all requirements of the field trip site
- File a post-trip report to the Principal
- Arrange for students to be returned to school/home

Reviewed/Approved by:
Principal:_____ Date: 2/28/20

8-1-03

REQUEST FOR PROFESSIONAL DAY(s) TO ATTEND A WORKSHOP/CONFERENCE/ACTIVITY

ALLOW 4 WEEKS FOR PROCESSING

(6 WEEKS IF SCHOOL COMMITTEE APPROVAL IS NEEDED)

TO: STAFF DEVELOPMENT OFFICE

Name of Staff Member: Latifah Phillips

Staff Member's School & Grade Level: ~~LHS 9-12~~

Workshop Title: **Next Generation Learning Excursion – Vista Innovation School Site Visit**

Organization Presenting Workshop: Next Generation/Barr Foundation

Workshop Location: Carlsbad, CA

Date(s) of Workshop: 3/22/20 – 3/25/20

Cost *$1500.00 per person

Substitute coverage needed? No

If **Para** is to serve as the coverage indicate **Para's** name here:

If Technology, check category: Integration ( ) Productivity & Presentation ( ) Network ( ) Other ( )

In State ( ) *Out of State (X) *Overnight (X)

***Letter to the Superintendent for Out of State/Overnight attached ( )**

Signature of Applicant: _____ Date: _____

Signature of Approval by Principal: _____ Date: _____

Please ✓ appropriate block for the source of funding for workshop and substitute:

Funding Source	Workshop	Substitute	Initials of Approval Department
Title I School			
Title I District			
Individual School Fund			
Professional Development District			
SPED			
Other Grants/Programs (Identify) Title IIA	Literacy Grant		

Initials of Coordinator for Staff Development: _____ Date: _____

Sub reserved: _____ Date: _____

REQUEST DENIED BY: _____

***A letter to the Superintendent for all out of state/overnight activities is required at the time the Lilac Form is submitted.**

8-1-03

REQUEST FOR PROFESSIONAL DAY(s) TO ATTEND A WORKSHOP/CONFERENCE/ACTIVITY

ALLOW 4 WEEKS FOR PROCESSING

(6 WEEKS IF SCHOOL COMMITTEE APPROVAL IS NEEDED)

TO: STAFF DEVELOPMENT OFFICE

Name of Staff Member: Marianne Busteed

Staff Member's School & Grade Level: LHS 9-12

Workshop Title: **Next Generation Learning Excursion – Vista Innovation School Site Visit**

Organization Presenting Workshop: Next Generation/Barr Foundation

Workshop Location: Carlsbad, CA

Date(s) of Workshop: 3/22/20 – 3/25/20

Cost *$1500.00 per person

Substitute coverage needed? No

If **Para** is to serve as the coverage indicate **Para's** name here:

If Technology, check category: Integration ( ) Productivity & Presentation ( ) Network ( ) Other ( )

In State ( ) *Out of State (X) *Overnight (X)

***Letter to the Superintendent for Out of State/Overnight attached ( )**

Signature of Applicant: Marianne E Busteed Date: 2/20/20

Signature of Approval by Principal: _____ Date: _____

Please ✓ appropriate block for the source of funding for workshop and substitute:

Funding Source	Workshop	Substitute	Initials of Approval Department
Title I School			
Title I District			
Individual School Fund			
Professional Development District			
SPED			
Other Grants/Programs (Identify) Title IIA	Literacy Grant		

Initials of Coordinator for Staff Development: _____ Date: _____

Sub reserved: _____ Date: _____

REQUEST DENIED BY: _____

***A letter to the Superintendent for all out of state/overnight activities is required at the time the Lilac Form is submitted.**

8-1-03

REQUEST FOR PROFESSIONAL DAY(s) TO ATTEND A WORKSHOP/CONFERENCE/ACTIVITY

ALLOW 4 WEEKS FOR PROCESSING

(6 WEEKS IF SCHOOL COMMITTEE APPROVAL IS NEEDED)

TO: STAFF DEVELOPMENT OFFICE

Name of Staff Member: Stephen Gervais

Staff Member's School & Grade Level: LHS 9-12 - Lowell High School

Workshop Title: **Next Generation Learning Excursion – Vista Innovation School Site Visit**

Organization Presenting Workshop: Next Generation/Barr Foundation

Workshop Location: Carlsbad, CA

Date(s) of Workshop: 3/22/20 – 3/25/20

Cost *$1500.00 per person

Substitute coverage needed? No

If **Para** is to serve as the coverage indicate **Para's** name here:

If Technology, check category: Integration ( ) Productivity & Presentation ( ) Network ( ) Other ( )

In State ( ) *Out of State (X) *Overnight (X)

***Letter to the Superintendent for Out of State/Overnight attached ( )**

Signature of Applicant: Stephen L Gervais Jr. Date: 28 February 2020

Signature of Approval by Principal: Stephen Cennini Date: 2-28-20

Please ✓ appropriate block for the source of funding for workshop and substitute:

Funding Source	Workshop	Substitute	Initials of Approval Department
Title I School			
Title I District			
Individual School Fund			
Professional Development District			
SPED			
Other Grants/Programs (Identify) Title IIA	Literacy Grant		

Initials of Coordinator for Staff Development: _____ Date: _____

Sub reserved: _____ Date: _____

REQUEST DENIED BY: _____

***A letter to the Superintendent for all out of state/overnight activities is required at the time the Lilac Form is submitted.**

8-1-03

REQUEST FOR PROFESSIONAL DAY(s) TO ATTEND A WORKSHOP/CONFERENCE/ACTIVITY

ALLOW 4 WEEKS FOR PROCESSING

(6 WEEKS IF SCHOOL COMMITTEE APPROVAL IS NEEDED)

TO: STAFF DEVELOPMENT OFFICE

Name of Staff Member: Petra Farias

Staff Member's School & Grade Level: LHS 9-12

Workshop Title: **Next Generation Learning Excursion – Vista Innovation School Site Visit**

Organization Presenting Workshop: Next Generation/Barr Foundation

Workshop Location: Carlsbad, CA

Date(s) of Workshop: 3/22/20 – 3/25/20

Cost *$1500.00 per person

Substitute coverage needed? No

If **Para** is to serve as the coverage indicate **Para's** name here:

If Technology, check category: Integration ( ) Productivity & Presentation ( ) Network ( ) Other ( )

In State ( ) *Out of State (X) *Overnight (X)

***Letter to the Superintendent for Out of State/Overnight attached ( )**

Signature of Applicant: Petra Farias Date: 2/28/20

Signature of Approval by Principal: [illegible] Date: 2/28/20

Please ✓ appropriate block for the source of funding for workshop and substitute:

Funding Source	Workshop	Substitute	Initials of Approval Department
Title I School			
Title I District			
Individual School Fund			
Professional Development District			
SPED			
Other Grants/Programs (Identify) Title IIA	Literacy Grant		

Initials of Coordinator for Staff Development: _____ Date: _____

Sub reserved: _____ Date: _____

REQUEST DENIED BY: _____

***A letter to the Superintendent for all out of state/overnight activities is required at the time the Lilac Form is submitted.**

8-1-03

REQUEST FOR PROFESSIONAL DAY(s) TO ATTEND A WORKSHOP/CONFERENCE/ACTIVITY

ALLOW 4 WEEKS FOR PROCESSING

(6 WEEKS IF SCHOOL COMMITTEE APPROVAL IS NEEDED)

TO: STAFF DEVELOPMENT OFFICE

Name of Staff Member: Patricia Adams

Staff Member's School & Grade Level: LHS 9-12 Lowell High School - Freshman Acad.

Workshop Title: **Next Generation Learning Excursion – Vista Innovation School Site Visit**

Organization Presenting Workshop: Next Generation/Barr Foundation

Workshop Location: Carlsbad, CA

Date(s) of Workshop: 3/22/20 – 3/25/20

Cost *$1500.00 per person

Substitute coverage needed? ~~No~~ yes

If **Para** is to serve as the coverage indicate **Para's** name here:

If Technology, check category: Integration ( ) Productivity & Presentation ( ) Network ( ) Other ( )

In State ( ) *Out of State (X) *Overnight (X)

***Letter to the Superintendent for Out of State/Overnight attached ( )**

Signature of Applicant: [signature] Date: 2/28/20

Signature of Approval by Principal: [signature] Date: 2/28/20

Please ✓ appropriate block for the source of funding for workshop and substitute:

Funding Source	Workshop	Substitute	Initials of Approval Department
Title I School			
Title I District			
Individual School Fund			
Professional Development District			
SPED			
Other Grants/Programs (Identify) Title IIA	Literacy Grant		

Initials of Coordinator for Staff Development: _____ Date: _____

Sub reserved: _____ Date: _____

REQUEST DENIED BY: _____

***A letter to the Superintendent for all out of state/overnight activities is required at the time the Lilac Form is submitted.**

REQUEST FOR PROFESSIONAL DAY(s) TO ATTEND A WORKSHOP/CONFERENCE/FIELD TRIP/ACTIVITY

ALLOW 4 WEEKS FOR PROCESSING

(6 WEEKS IF SCHOOL COMMITTEE APPROVAL IS NEEDED)

~Please fill out all provided fields to avoid any delays of the approval process~

REMIT TO: CURRICULUM OFFICE

Name of Staff Member: Karyn E. Cassidy

School: Lowell High School Grade Level: 9-12 Subject: Guidance College/Career

Workshop Title: Next Generation Learning Agenda VISTA Innovation School Site Visit

Organization/Department Presenting Workshop: Next Generation/Barr Foundation Cost: 0

Date(s) of Workshop: Mar. 22-25, 2020

Substitute Coverage Needed? No Yes (Please circle one)

If **Para** is to serve as the coverage, indicate **Para's** name here: _____

In State ( ) *Out of State (X) *Overnight (X) (Please ☑ one)

** Letter to the Superintendent of Out of State/Overnight attached **

Signature of Applicant: Karyn Cassidy Date: 2-27-10

Signature of Approval by Principal: [signature] Date: 2-28-20

Please provide source of funding, account number and/or grant name, and number for workshop and substitute

Funding Source	Workshop	Substitute	Initials of Approval Department
Title I School			
Title I District			
Individual School Fund #			
Professional Development District			
SPED			
Other Grants/Programs (Provide Grant/Program Name & No.#)			

Signature of Central Administrator: _____ Date: _____

Sub Reserved: _____ Date: _____

Request Denied by: _____ Date: _____

*A letter to the Superintendent for all out-of-state or overnight activities is required at the time the Lilac Form is submitted and the "***completed package***" is to be sent to the Lowell Teacher Academy for processing.

NEXT GENERATION LEARNING CHALLENGES

Barr Foundation

VISTA UNIFIED SCHOOL DISTRICT
EXCELLENCE ★ INNOVATION

AGENDA

Innovative Schools Learning Excursion for Multi-stakeholder teams

March 22-25, 2020

Twitter: #NGLCchat

Registration:

Please register via this link. Please note: As part of this registration, you will indicate your sleeping room needs at the hotel and a room will be held in our block. You do not need to register with the hotel directly, completing the registration form is all that's needed to reserve your hotel room. The hotel information is provided below for your information.

Hotel:

SHERATON CARLSBAD RESORT & SPA
5480 Grand Pacific Drive
Carlsbad, CA 92008 USA

Agenda:

Sunday, March 22	
6:00-7:00 pm PST	Registration and Mixer: Please join us in the hotel lobby at 6pm PST to register, meet and mingle with other teams, and engage in a fun cohort-building activity. Note: Chips with guacamole and salsa will be served along with one alcoholic or non-alcoholic beverage, free of charge.
7:00 pm	Dinner on your own
Monday, March 23	
6:45 am PST	Meet in the hotel lobby to depart
7:00-7:30 am	Travel to Vista Innovation Center
7:30-8:00 am	Breakfast
8:00-9:30 am	Cohort Building
9:30-11:15 am	VUSD and MVHS Knowledge sharing w/Matt, Nicole and Jeremy
11:15 am -11:45am	Travel to Mission Vista High School
11:45 am -12:15 pm	Lunch

12:15-2:30 pm	Classroom observations, student panel (cross-team smaller groups)
2:30-3:00 pm	Debrief classroom observations w/Nicole, Jeremy, and Michelle
3:00-4:30 pm	Team working session
4:30-6:00 pm	Return to hotel and personal rejuvenation break
6:00-9:00 pm	NGLC hosted dinner (participating teams, Vista Unified district and school leaders, Vista Unified stakeholders, Barr Foundation staff) Seat by affinity group tables
Tuesday, March 24	
7:15 am	Meet in hotel lobby to depart
7:30-8:15 am	Travel to Mission Vista High School
8:20-9:20 am	Breakfast (Sit by cross-team or team groupings with prompts for discussion)
9:25-10:55 am	Classroom observations and teacher panel (invite stakeholders to join and maybe have stakeholders do observations with participants by affinity groups)
11:00 am - 12:00 pm	Debrief and Q&A w/ Nicole, Jeremy, and Michelle
12:00-1:00 pm	Lunch and debrief as teams
1:00-3:00 pm	Deep Dive affinity group working sessions
3:00-5:00 pm	Team working session
5:00 pm	Return to hotel Personal rejuvenation and dinner on your own Teams may continue to work together
Wednesday, March 25	
6:30-7:15 am	Breakfast at the hotel
7:30-9:30 am	Team working session
9:30-11:00 am	Celebration of learning: Teams share out and get feedback
11:00 am	Whole group wrap up
11:30 am	Departure

NEXT GENERATION LEARNING CHALLENGES

Barr Foundation

VISTA UNIFIED SCHOOL DISTRICT
EXCELLENCE ★ INNOVATION

AGENDA

Innovative Schools Learning Excursion for Multi-stakeholder teams

March 22-25, 2020

Twitter: #NGLCchat

Registration:

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6:30-7:15 am	Breakfast at the hotel
7:30-9:30 am	Team working session
9:30-11:00 am	Celebration of learning: Teams share out and get feedback
11:00 am	Whole group wrap up
11:30 am	Departure

***Before* the Learning Excursion:**	***After* the Learning Excursion:**
Pre-Work Before the learning excursion, please review the following materials from each school we'll be visiting learning excursion: **Learning Excursion Norms** • Norms **Vista Unified** • *Click HERE to access the Personal Learning Article in Education Week* • *Click HERE to access the Blueprint Webpage for a general overview of the district strategic plan and HERE for the plan itself.* • *Blueprint Brochure* • *Click HERE to view VUSD's Personal Learning Highlight Video.* • *Measuring the Impact of PL - blog post* • *PL Challenge Overview Video from iCERP* • *Career Superhighway Blog* • *P-3 Continuum Aspiration Set* **Mission Vista** • School Overview • MVHS Mission, Vision, Values • MVHS Handout • MVHS Pathways Brochure **Learning Logs** Please feel free to update your problem of practice and intended learning outcomes. Upon completion of the learning excursions, we ask that you take time to reflect on your learning and submit your team's reflection ("Reflection of Learning") in this document: • Milford High School - *coming soon* • Mohawk Trail Regional School- *coming soon*	**Stipends** To defray costs and support school teams to engage in off-site learning, we offer a $1500 stipend per team member. Keep in mind, stipends can be issued to you as an individual (tax implications apply, such as receiving a 1099) or to your school or district. In order to receive the stipends, we kindly require the following: 1) Engage as active members of the learning community by: a) Completing all prework, the learning log, and summary slide deck (linked above) b) Attending in-person sessions before, during, and after the learning excursion. These sessions are built into the programming and agenda and occur directly before and after the learning excursion(s). c) Sharing your thinking and learning visibly during face-to-face and virtual sessions. 2) We strongly encourage you to tweeting your learning while on-site using the hashtag #NGLCchat. 3) If you haven't done so before the learning excursion, please send your completed W9 form Stefanie at sblouin@nextgenlearning.org by March 25. Signed and dated no earlier than January of 2020. 4) After the learning excursion, please complete the participant survey by March 27, 2020. Before the learning excursion, please complete the W-9 below so that we can process the payment to you. Remember: If a stipend is issued to you as an individual, tax implications apply such as receiving a 1099. Alternatively, you can work with your school or district to receive the stipend on your behalf. We require a W-9 form in order to issue the stipend. The

- Mount Wachusett Community College Foundation - *coming soon*
- Nashoba Regional High School/Nashoba Regional School District - *coming soon*
- Project LEARN - *coming soon*
- Springfield Public Schools - *coming soon*

Summary Slides

- Milford High School - *coming soon*
- Mohawk Trail Regional School- *coming soon*
- Mount Wachusett Community College Foundation - *coming soon*
- Nashoba Regional High School/Nashoba Regional School District - *coming soon*
- Project LEARN - *coming soon*
- Springfield Public Schools - *coming soon*

W-9 form must match the recipient of the stipend check. We cannot issue a stipend without it! Please email this form to sblouin@nextgenlearning.org.

Debrief Session & Resources from Schools/NGLC

- *Updated in real-time*

Participant List

Your School/Organization	Last Name	First Name	Email address
NGLC	Blouin	Stefanie	sblouin@nextgenlearning.org
NGLC/Mass IDEAS	Veto	Liza	liza@massideas.org
NGLC	Avallone	Amanda	aavallone@nextgenlearning.org
Barr Foundation	Dobin	Kate	kdobin@barrfoundation.org
Barr Foundation	Alper	Sam	salper@barrfoundation.org
Barr Foundation	Gross	Ali	agross@barrfoundation.org

Vista Unified School District	Allard	Nicole	nicoleallard@vistausd.org
Mission Vista High School	Michelle	Daum	michelledaum@vistausd.org

Description of School and District:

VISTA UNIFIED SCHOOL DISTRICT

VUSD's *Blueprint for Educational Excellence and Innovation Plan* enables the district to focus on developing personalized learning paths for its students so they are college and career ready. Vista Unified School District believes that the fulcrum of change is at the school level, not the district level, and the leaders of the district have set up conditions to enable transformational change and successful implementation of personal learning to enable each student to "persevere as a critical thinker to solve real world problems." (VUSD, Blueprint).

MISSION VISTA HIGH SCHOOL (9-12), District Magnet, Oceanside

Description: Mission Vista High School (MVHS) started its personalized learning journey a few years ago. The school rewrote its Vision, Mission, and Values statements to match their collective "why" and "what." For the past two years, MVHS has created school-wide personalized learning WIGs (Wildly Important Goals), which include targeted experiences in all courses, projects that create collaboration across departments, and activities that are relevant to the World of Work. MVHS has created three distinct pathway opportunities for students: Discovery, Innovation, and Growth (DIG). MVHS has teachers and courses in various stages in this journey—teachers who have rewritten their entire curriculum so that it is student-centered, project-based, and personalized; teachers who have started competency-based grading systems; teachers who have crafted units in collaboration with other departments; and courses that are allowing students to completely design the projects they are creating, including a brand new capstone course, "My Vision Personalized" for seniors.

Note: As a district magnet, the school requires an application with priority selection (siblings, military, foster/homeless, magnet track, and children of VUSD employees) followed by a lottery.

School Demographics:

- Enrollment: 1,693
- Race/Ethnicity: 49% White, 33% Hispanic, 9% Asian, 2% African American, 7% Other
- Free/Reduced Price Lunch: 27%
- ELL: 0.8%, 18% Reclassified
- Special Education: 5.5%

Look For:

- Pathway curriculum
- Teacher agency within schoolwide goals
- A strengths-based culture