



November 19, 2018
Keith Middle School
6:03 P.M.
Pages: 5

**REGULAR MEETING
OF THE NEW BEDFORD SCHOOL COMMITTEE
~MINUTES~**

PRESENT: MAYOR MITCHELL, MR. BRUCE OLIVEIRA, MR. JOSHUA AMARAL, MR. CHRISTOPHER COTTER, MS. COLLEEN DAWICKI, MR. JACK LIVRAMENTO, MR. JOHN OLIVEIRA

ABSENT: NONE

IN ATTENDANCE: MR. ANDERSON, MS. TREADUP, MS. BETTENCOURT, MS. EMSLEY, MR. O'LEARY, MS. WALMSLEY, MR. MOTTA, MS. FERREIRA (Recording Secretary)

The School Committee Student Representative, Amanda Braga, was present.

Approval of Minutes:

The Committee voted UNANIMOUSLY, on a motion by John Oliveira and seconded by Christopher Cotter, to accept the School Committee meeting minutes as follows: (Supporting document labeled "3")

Facilities Sub Committee March 8, 2018
Finance Sub Committee June 4, 2018
Special Meeting October 1, 2018
Regular Meeting October 15, 2018

Public Comment

- Lynda Gordon shared concerns with regard to Transportation

Amanda Braga, Student Representative, gave her report. In addition, she explained an initiative called "Random Acts of Kindness" that seeks to promote a positive school culture at New Bedford High School.

Superintendent's Report (Mr. Anderson): PowerPoint presentation is attached.

A brief update was given regarding a Special Education concern that was brought up at the previous School Committee Meeting. The Department of Elementary and Secondary Education (DESE) determined that the district was found in compliance and proceeded to close the case.

Mr. Anderson informed the Committee that Commissioner Jeff Riley visited Congdon Elementary School and plans are being made for a second visit in February.

He stated that Principals received professional development to hold visioning sessions in order to gather information from parents and the community.

Mr. Anderson shared observations from his meetings with stakeholders and from his preparation to enter the district. He stated that he will continue to develop a comprehensive view of New Bedford Public Schools and will not be making sudden changes or engage in new initiatives at this time. Mr. Anderson intends to review the current goals and objectives by reinforcing effective items and refine areas of need.

During his remarks, Mr. Anderson stated that everything we do should be focused on the students. Promoting high student expectations and replicating successful practices from school to school. He highlighted the importance of cultivating our children to be team players and work well with others. Furthermore, he explained that we need to maximize opportunities for our students to make the right choices, empowering them to meet their goal of finding a job by attending college, or other routes.

Mr. Anderson presented different graphs that compared New Bedford Public Schools with other neighboring districts in the areas of professional development, instructional leadership, and teachers/classroom specialist. He pointed out that 95% of the educators in NBPS have been evaluated and the district will continue to use the Educators Evaluation as a tool for improvement.

Referring to the budget, Mr. Anderson said that we need to review how effective we are utilizing the funds we currently have and reconfigure the Special Education programs to service more students in the district.

He shared that there was a City Educators meeting representing various schools in the city, explaining that he is trying to build relationships and work on common goals that will benefit all students in New Bedford. He stated that partnership with different organizations in the city is crucial and we need to utilize the various opportunities the City offers.

Mr. Anderson stated the importance of improving educational facilities, build creative spaces into our schools, and let natural light pass into school buildings.

At this time, Mr. Anderson shared a video that projected changes that the world would be facing in the year 2028. He encouraged the audience to think about what we need to do right now for our students to be ready for that future.

Mayor Mitchell was pleased with the approach of the entry plan, commenting that the reform effort started a few years ago and it is not an overnight exercise. He stated that the district has made great progress in the DESE Accountability Index, but the progress is fragile, and we need to continue to press in the same direction. While we need to do the work now to make our kids stronger adults for a better future, we also need to continue to “keep the eye on the ball” with classroom instruction.

Jack Livramento stated that the year 2028 is only 10 years from now and we should use that period of time to prepare our students for those changes. He also agreed with the plan to begin transforming the older schools to allow more light in the building.

Colleen Dawicki asked about the next steps in terms with the budget. Mr. Anderson shared some ideas around the budget and stated that is not about increasing the budget, but how to do better with what we have. Mr. Anderson said that the budget process already started and rather than making a wish list, he expects the principals to focus on the things that are needed to operate the building, review efficiency of programs and staffing allocation.

Christopher Cotter highlighted that partnership is essential, especially with the police department and emergency medical services. He also emphasized that the district has split the cost of the School Resource Officer (SRO) with the Police Department and explained the importance for the SRO Supervisor to be included in meetings related to his area. Mr. Cotter was pleased that the Superintendent is taking the time to listen and observe the schools before

making changes. He was also in agreement that the goal is to get the students not only proficient in academics, but also in their personal and social emotional endeavors.

Business Office Report (Mr. O'Leary): (Supporting documents – 7A)

Mr. O'Leary reviewed the financial reports with the Committee. He stated that the Function Code Report is 32% encumbered. He noted that City Council approved the additional Chapter 70 funds of \$800K that will be assigned to Special Education cost centers. As a result, the Function Codes to be reported at the next School Committee meeting will reflect a change in the FY19 budget to \$137,830,000.

The General Expense Report was at 81.2% encumbered, which indicates that all departments and schools are expending their allocations appropriately.

The Salary Spenddown report shows a current balance of \$1.3M. It was explained that there will be an increase of \$800K at the next salary report. A potential salary surplus will begin to appear around January or February; the Committee might want to consider usage of the salary surplus before the end of the year.

Mr. O'Leary reviewed the grants reports that monitor all the active grants for FY19. He noted that the figure is relatively low and was concerned that the federal funding towards education is declining.

Mr. O'Leary reviewed the transfer requests and corrected an error on the report for ESL Teacher Salary of \$137K that should cover for 2 Full-time Equivalents (FTE) and not one. The report was reviewed and approved by the Finance Sub Committee.

On a motion by Joshua Amaral, and seconded by Christopher Cotter, the Committee voted UNANIMOUSLY to approve the transfers request as presented. (Transfer request attached).

MSBA Updates

- The accelerated repair window project for Jacobs Elementary School and Taylor Elementary School is wrapping up as final payments are being made to the City's treasuries.
- Brooks Elementary School is proposed to undergo an accelerated repair project on the roof and windows.

The Statement of Interest (SOI) window will be open again in the Spring for the district to propose any additional repairs to Massachusetts School Building Authority (MSBA). Mr. O'Leary explained that the SOI will need the School Committee and City Council's approval to submit a proposal. The language will go for approval at the February School Committee and the submission to MSBA will take place in March for accelerated repair proposals, and April for new construction proposals.

On a question by Mayor Mitchell regarding Security upgrades. Mr. O'Leary stated that schools that have completed a security upgrade will be used as models, one being Winslow School. The district is yet to receive the funding promised by Governor Baker's administration back in October. Mr. O'Leary added that once the bill is signed it takes a few months for the funding to be available. He suggested to start some projects ourselves and proceed with transfers later when the funds are allocated. The district currently is not aware of the amount that it will receive.

On a motion by Bruce Oliveira and seconded by Jack Livramento, the Committee voted UNANIMOUSLY to accept the Business Office report.

Personnel Report (Ms. Emsley) (Supporting document labeled "6B")

Ms. Emsley reviewed the personnel report with the Committee. She reported that there were 41 appointments, 7 retirements, 12 resignations, and 13 transfers since the last personnel report in October. She also shared that there were 33 substitutes. A position vacancy report as of 11/15/18 was provided to the Committee.

Ms. Emsley reminded the public that staff that qualify for retirement incentive through the New Bedford Educators Association (NBEA) will need to submit their letter of retirement by December 28th, 2018 if they wish to take advantage of the incentive.

The Committee voted UNANIMOUSLY on a motion by Christopher Cotter, and seconded by Bruce Oliveira, to receive and place on file the Personnel Report.

School Committee Reports

Several members gave reports. Mr. Bruce Oliveira reported on the resolutions taken at the November 9th MASC Annual Meeting where all proposed resolution passed (some with amendments or split into two resolutions) with the exception of resolution 4, concerning regional school transportation.

Mr. John Oliveira raised concerns with regard to the traffic department enforcing no parking during pick up and drop off hours at Keith Middle School. He suggested the district to implement a strong plan to give parents clear instructions on this.

New Business

The Committee voted UNANIMOUSLY, on a motion by John Oliveira, and seconded by Joshua Amaral, to approve a recommended list of surplus property located at Winslow Elementary School.

On a motion by Bruce Oliveira and seconded by Christopher Cotter, the Committee voted UNANIMOUSLY to transfer a donation made by Southcoast Health in the amount of \$25,000 to the Sgt. Gannon Memorial Playground.

On a motion by Bruce Oliveira and seconded by Jack Livramento, the Committee voted UNANIMOUSLY to name the New Bedford High School Varsity Soccer Field at the Dr. Paul F. Walsh Complex as the "Manuel F. Matos Memorial Soccer Field". This was the second and final reading per School Committee Policy FF.

Joshua Amaral reviewed the policies. One of the proposed amendments on policy IJOA (listed below), indicates that out of state and overnight field trips will require the approval of the Superintendent and that the School Committee is notified. Currently the aforementioned field trips require the School Committee's approval.

Mr. John Oliveira suggested to review a policy that address the use of cell phones and electronic devices for staff.

On a motion by Joshua Amaral and seconded by Jack Livramento, the Committee voted UNANIMOUSLY to pass to a second reading the following policies to amend/adopt: (Reviewed and approved by the Policy Sub Committee)

- File: IJOA Field Trips and Student Overnight Travel
- File: JJF Student Activity Accounts
- File: JFABF Educational Opportunities for Children in Foster Care
- File: JFABE Educational Opportunities for Military Children
- File: JICJ Use of Cell Phones and Electronic Devices

At 7:49 P.M., on a motion by Jack Livramento and seconded by Christopher Cotter, the Committee voted UNANIMOUSLY to adjourn the Regular Meeting and enter into Executive Session for the following purposes:

- To discuss updates with respect to a litigation
- To discuss strategy with respect to negotiations with the American Federation of State, County and Municipal Employees (AFSCME)

The roll call vote was as follow:

John Oliveira – Yes
Christopher Cotter – Yes
Jack Livramento – Yes
Bruce Oliveira - Yes

Joshua Amaral– Yes
Colleen Dawicki - Yes
Mayor Mitchell – Yes

7 – Yeas

0 – Nays

0– Absent

Respectfully Submitted by,


Adlybeiry Ferreira
Recording Secretary

Reviewed by,


Thomas Anderson
Superintendent, Secretary/School Committee

SUPERINTENDENT ENTRY PLAN UPDATE

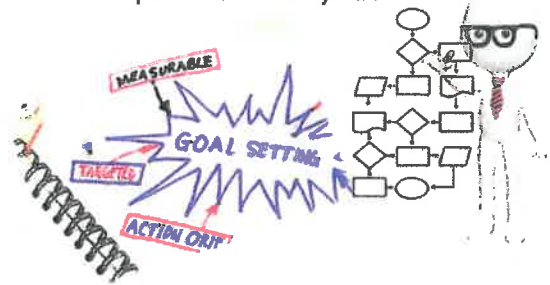
New Bedford Public Schools



Thomas Anderson
Superintendent Entry Findings
and Analysis
November 19, 2018

NEW BEDFORD PUBLIC SCHOOLS

Superintendent Entry Plan



SUPERINTENDENT ENTRY PLAN



LEARNING BY LISTENING

"Public sentiment is everything. With public sentiment, nothing can fail. Without it, nothing can succeed."

- Abraham Lincoln

EXPECTATIONS AND CONSISTENCY

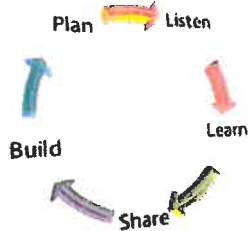
Hearing vs. Listening

Do you think there is a difference between hearing and listening? You are right, there is! Hearing is simply the act of perceiving sound by the ear. If you are not hearing-impaired, hearing simply happens. Listening, however, is something you consciously choose to do. Listening requires concentration so that your brain processes meaning from words and sentences. Listening leads to learning. Most people tend to be "hard of listening" rather than "hard of hearing."

METHOD OF OPERATIONS

The Way We do Business

Transition Steps:



TRANSITION PLAN PURPOSE

Plan overview:

The purpose of the entry/transition plan is to:

- Create an intentional process for the transition of the new Superintendent into New Bedford Public Schools (NBPS) and community.
- Help the Superintendent develop a comprehensive view of NBPS and an understanding of the strengths, needs and concerns of the students, parents, staff, School Committee, and community.

The plan is intended to:

- Develop a sense of the system and provide a foundation on which to base future goals, objectives and activities.
- Allow NBPS and the New Bedford Community to become acquainted with the Superintendent and his role as a new member of the community.

This document exists, in part, to provide the opportunity to learn about the current system and to enable the development of a strong understanding about the people, partners, and the community that support NBPS

ENTRY PLAN REVIEW

Transition Plan Purpose (cont.):

Plan overview:

Essentially, the transition plan process will explore

- What NBPS is doing well
- What areas NBPS can enhance
- How the overall community can advise the Superintendent in both of these areas.

This process is designed to:

- (1) Create ideas for sustaining and enriching NBPS' record of success
- (2) Work with all stakeholders to identify those areas where intensive focus is needed

The detailed plan will also include plans for the following:

- Parent Sessions / Community Meetings/ Feedback Interviews
- Document review (AIP, Capital Plan, Grants, etc.)
- Facility visits (schools, offices, etc.)
- Community visits

PURPOSE and PROCESS

Transition Plan Purpose (cont.):

As I meet with the aforementioned groups over the next several weeks, I will follow this format:

Listen and Learn – have face-to-face meetings

- goal of gathering information and building relationships to understand the different perspectives of all stakeholders

Share and Prepare – share what I have learned during my meetings as well as share my own experiences

- hopes and aspirations for our work together
- purpose is to create a strong working relationship while establishing a sense of urgency about the work as we prepare to enhance our students' learning together.

Plan and Build – using a comprehensively created report of findings

- Valuable feedback from students, parents, teachers, principals, members of the community, School Committee and City Council

- Review the current goals and objectives with an expectation to reinforce effective items and refine areas of need.

TRANSITIONAL GOALS

Five transition goals

1. Focus organizational efforts and align resources to ensure all students are college- and career-ready and achievement gaps are closed
2. Establish and promote highly effective district governance by building a trusting, collaborative relationship with the New Bedford School Committee
3. Increase organizational effectiveness and efficiency and ensure high performance and support to schools
4. Promote a respectful, positive culture centered on teaching and learning
5. Build public trust capital and confidence through open, honest communication and positive relationships



CULTIVATING RELATIONSHIPS

Meetings

- ▶ Parents
- ▶ Students (lunch, class visits)
- ▶ School Committee Members
- ▶ School Staff
- ▶ Police Chief, Fire Chief, Health Dept.
- ▶ Union Representation
- ▶ City Councilors
- ▶ Parks Dept., Director, Library Director
- ▶ Congressional and State Representatives
- ▶ Chancellor, UMass Dartmouth
- ▶ President, Bristol CC
- ▶ President, Wesley U.
- ▶ Bridgewater St., Boston College
- ▶ Community Leaders / Organizations
- ▶ School Administrators
- ▶ Principals Meetings
- ▶ Central Office Leadership
- ▶ Employee Union Organizations
- ▶ Contracts (Teacher, Secretarial, Custodial)
- ▶ Community Meetings (3)
- ▶ SouthCoast Chamber of Commerce
- ▶ Community Partnership Meetings
- ▶ City Educational Organizations

CULTIVATING RELATIONSHIPS

CONNECTING

THE FOUNDATION

NBPS GOALS

GOAL 1	GOAL 2	GOAL 3	GOAL 4
High-Quality Teaching Data Use Team Excellence Community Engagement	Effectively use data systems to support student learning	Support a workforce that is diverse, highly skilled, and professional	Increase family and community engagement partnerships

NEW BEDFORD PUBLIC SCHOOLS

The Critical Questions That Promote High Student Expectations...

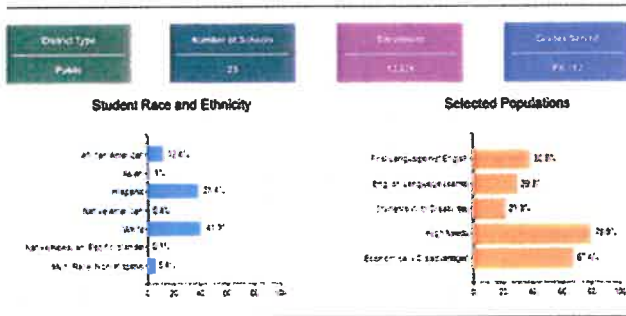
- What do we want students to know or be able to do?
- How will we know that they have learned or are able to do it?
- How will we provide instruction so that all student will learn or will be able to do it?
- What will we do if they already know it?
- What will we do if they haven't learned it?

THE FOCUS

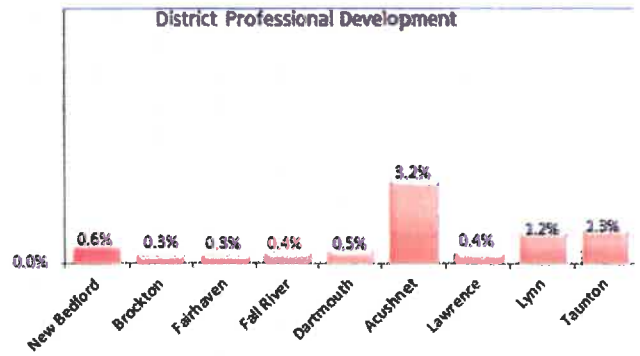
AT THE CENTER



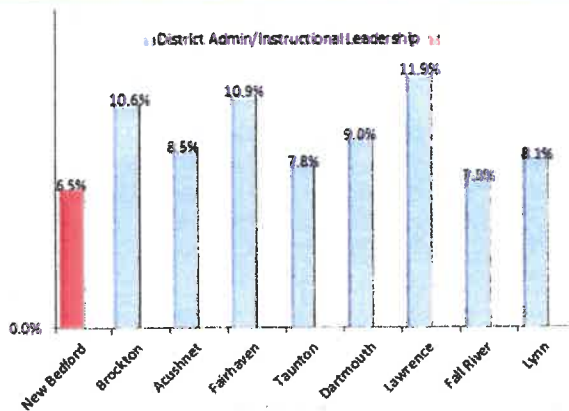
WHO WE ARE ...



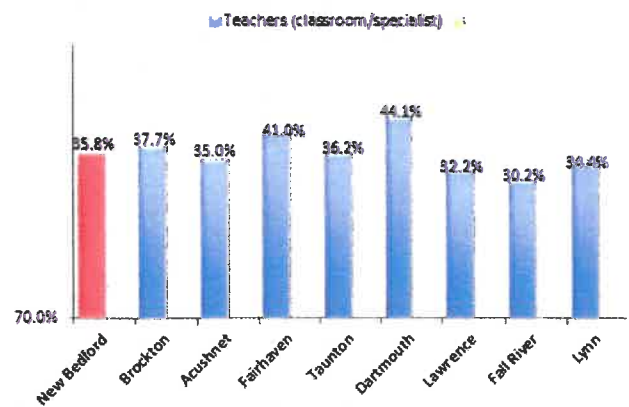
PROFESSIONAL DEVELOPMENT RESOURCE COMPARISON (% of budget)



LEADERSHIP RESOURCE COMPARISON (% of budget)



TEACHER RESOURCE COMPARISON (% of budget)



SUPPORTING PROGRESS

TOOLS FOR SUCCESS

	# of Educators to be Evaluated	# Evaluated	% Evaluated	% Exceeding	% Proficient	% Needs Improvement	% Unsatisfactory
All Educators	1108	1285	94.6	5.4	61.3	30.9	1.4
Administrators	56	53	94.6	1.9	80.0	9.4	1.0
Teachers	917	853	94.0	5.0	60.9	32.1	1.3
Teachers-Professional Status	522	420	95.4	6.0	65.1	5.0	1.0
Teachers-Non-Professional Status	395	371	93.9	2.7	75.2	20.5	1.6

LEADERSHIP (INSTRUCTION)



Principals modeling relationship building



TEACHER ENGAGEMENT

INSTRUCTIONAL FOCUS



NEW BEDFORD PUBLIC SCHOOLS

PARTNERING



RELATIONSHIPS

Relationship Type	Organizations
Charter School - Districts Served	Alma del Mar Charter School (District) City on a Hill Charter Public School New Bedford (District) Global Learning Charter Public (District)
Grade Tuition Agreement: 9-12	Acushnet
Membership - Collaboratives	Southeastern Mass. Educational Collaborative (SMEC)
Membership - County Agricultural	Bristol County Agricultural
Membership - Vocational Regional	Greater New Bedford Regional Vocational Technical
Private Schools located in this city/town	All Saints Catholic School Child and Family Services Early Learning Child Care Holy Family-Holy Name Kennedy Donovan Center School Little People's College Nativity Prep School Nazarene Christian Academy Our Sisters' School St James-St John West End Day Nursery

NEW BEDFORD PUBLIC SCHOOLS

Action Plans / Targets



WRAP AROUND

COMMUNITY CONNECTIONS



NEXT

CONNECTING



NEW BEDFORD PUBLIC SCHOOLS

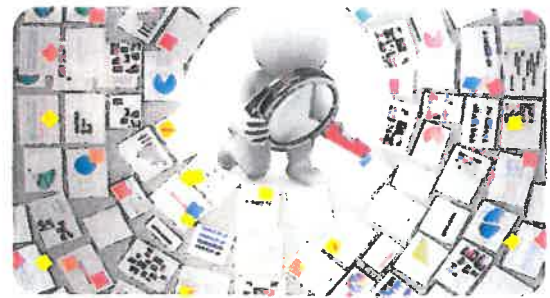
PRIORITIZE

SIMPLIFY

CLARIFY



ANALYSIS



DOCUMENT REVIEW

Information

- District Plan (AIP)
- DESE Reviews
- School Improvement Plans
- Staff Evaluations
- Annual Budget Reports (prior years)
- NBPS Policy Manual
- Curriculum Documents
- Staff Handbook
- Student / Family Handbook
- Annual City Reports
- NEASC Accreditation Reports

- Job Descriptions
- Facilities Review (visits)



SUPERINTENDENT ENTRY PLAN

NBPS Strengths



SUPERINTENDENT ENTRY PLAN

NBPS Strengths: Plans and Outcomes

- Focus on instructional (administrator and teacher support)
- Emphasis on instructional practices
- Strong focus on attendance
- Congdon ES: 2018 DESE School of Recognition
- A strong community value on public education
- Dedicated parents who support the schools in a variety of ways



STRENGTHS

NBPS STRENGTHS ...

- Community "GEMS": Zetterion Theatre, Sea Lab, City Library, Museums and more ...
- The Messenger System: quicker and more effective communication
- Neighborhood schools (relational bonds)
- Diverse community - numerous countries; countless languages and dialects
- Strong Advanced Placement performance - 20 AP courses (state recognition)
- Dual Enrollment Courses
- Extra-curriculars (Music, Arts, Athletics, JROTC)



OPPORTUNITIES

Opportunities for continued growth ...

- Budget process: maximize, identify and share operational and educational priorities earlier
- Special Education Programs: accommodate more students
- Communication: inconsistencies in delivery, focus and targets

NEW BEDFORD STUDENT PROFILE

We want our students to be ...

- Empathetic
- Kind
- Compassionate

And can:

- Think critically and analytically
- Understand various perspectives
- Use their judgement to make informed decisions



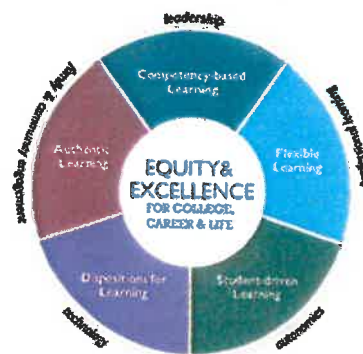
FOCUS

To Get there ...

➤ Social Emotional Development

CONSISTENT FOCUS ON THE BASICS

FIVE PRINCIPLES of Personalized Learning



<http://cce.org/work/district-school-design/essential-personalized-learning>

DISTRACTED



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FOCUSED



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OPPORTUNITIES TO STRENGTHEN

Organizational Health

- Resourceful Central Office Staff
- Effective Social Emotional Learning Supports
- Clear Communication Processes and Structures
- Adaptable Cross-functionality



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OPPORTUNITIES TO STRENGTHEN

PART IV

WHAT'S NEXT

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**NEW BEDFORD PUBLIC SCHOOLS
PERFORMANCE CONDITIONS**



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**NEW BEDFORD PUBLIC SCHOOLS
PERFORMANCE CONDITIONS**



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EDUCATIONAL FACILITY

To Get there ...

- Educational Environment
- Facilities (classroom)



NEW BEDFORD PUBLIC SCHOOLS

PERFORMANCE CONDITIONS



NEW BEDFORD PUBLIC SCHOOLS

PERFORMANCE CONDITIONS



NEW BEDFORD PUBLIC SCHOOLS

LEARNING CONDITIONS



When you visit any building what is it that stands out first.

NEW BEDFORD PUBLIC SCHOOLS

LEARNING CONDITIONS



CREATING BALANCE - USING THE TOOLS THAT ARE NECESSARY

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LEARNING CONDITIONS



**NEW BEDFORD PUBLIC SCHOOLS
THE FUTURE IS NOW**



What strikes you first? The access to the tools? The connectivity and collaboration?

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**NEW BEDFORD PUBLIC SCHOOLS
THE CLASSROOM OF TODAY**



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**BRIGHT LEARNING CONDITIONS
WILL THESE LEARNING CONDITIONS ADVANCE THE FUTURE?**



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VISION: MAKERSPACE

MAKERSPACE



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HIGH PERFORMANCE/LEARNING SPACE

PERFORMANCE CONDITIONS: THE CLASSROOM WE NEED



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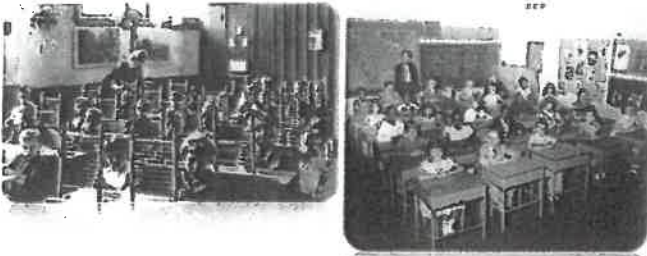
LET'S ENVISION ...



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EXPECTATIONS AND CONSISTENCY

A GROWTH MINDSET?



SUPERINTENDENT ENTRY UPDATE

WHAT'S THE IMPACT ON THE TEACHING AND LEARNING PROCESS?

LEVERAGING PARTNERS

APPLICATION OF PARTNERSHIPS

- The elements of partnerships
 - Communication
 - Collaboration
 - Capacity
 - Capital
 - Celebration

EXPECTATIONS AND CONSISTENCY

ADVANCEMENT



NEW BEDFORD PUBLIC SCHOOLS

FOCUS: SIMPLIFYING AND CLARIFYING 2018

When the number of initiatives increases, while time, resources and emotional energy are constant, then each new initiative . . . will receive fewer minutes, dollars and ounces of emotional energy than its predecessors.

Doug Reeves

The real path to greatness, it turns out, requires simplicity and diligence. It requires clarity, not instant illumination. It demands each of us to focus on what is vital—and to eliminate all of the extraneous distractions.

Jim Collins

THE FOUNDATION

NBPS GOALS

GOAL 1	GOAL 2	GOAL 3	GOAL 4
<p><i>High-Quality Teaching Data Use Team Excellence Community Engagement</i></p>	<p>Effectively use data systems to support student learning</p>	<p>Support a workforce that is diverse, highly skilled, and professional</p>	<p>Increase family and community engagement partnerships</p>

EXPECTATIONS AND CONSISTENCY

COMMUNICATION
EXPECTATIONS
COLLABORATION
EXPECTATIONS
EXPECTATIONS
CONSISTENCY

11/11/2014

EXPECTATIONS AND CONSISTENCY

PLANNING FOR STRATEGIC LEADERSHIP

- Connect to the big picture
- Set measurable goals and objectives
- Target partners
- Record and share progress

11/11/2014

NEW BEDFORD PUBLIC SCHOOLS

The Bottom Line . . .

- Nothing NEW... Align and Refine
 - Create a Positive and Wholesome Learning Environment
 - Foster Positive Relationships
 - Focus on the Instructional Program
 - Enjoy Being a Member of the NBPS School Community

11/11/2014

SUPERINTENDENT ENTRY PLAN

Theory of Action

"If we align resources, practices, and policies through public engagement to relentlessly focus on the instructional core through student-centered learning at all levels of the district with each person in the organization sharing responsibility for our work, then we will get all students to reach 100% proficiency in their academic, personal and social emotional endeavours."



11/11/2014

SUPERINTENDENT ENTRY PLAN

Desired outcomes

- A comprehensive summary of my findings, observations and information
- An outline of the process I will use to review the district's current strategic plan and how the School Committee and I will work together
- A district and community energized about the direction of New Bedford Public Schools

11

STAND STRONG AND LEAD



11/11/2014

FROM				TO					
Org	Func	Obj	Description	Org	Func	Obj	Description	Amount	Reason
S0018411	2210	511110	DW Principal Salaries	S0758410	2210	511110	Hathaway Principal Salary	4,020	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S0958410	2210	511110	Lincoln Principal Salary	4,069	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S1058410	2210	511110	Pacheco Principal Salary	3,887	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S1258410	2210	511110	Rodman Principal Salary	5,200	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S1308411	2210	511110	Swift Principal Salary	1,960	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S1358410	2210	511110	Taylor Principal Salary	3,446	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S4058410	2210	511110	Keith Principal Salary	6,935	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S4158410	2210	511110	Roosevelt Principal Salary	9,543	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S5108410	2210	511110	Trinity Principal Salary	3,954	Principal Salaries
S0018411	2210	511110	DW Principal Salaries	S5158410	2210	511110	Whaling City Principal Salary	1,840	Principal Salaries
S2135210	2110	511110	Director Math Salary	S2138310	2110	511110	Curriculum Manager Salary	85,563	budget new line
S2132010	2110	511110	Director ELA Salary	S2138310	2110	511110	Curriculum Manager Salary	106,534	budget new line
S0639512	2305	511110	Gomes Sped Teacher Salary	S0209512	2305	511110	Campbell Sped Teacher Salary	56,086	classroom move
S0209512	2305	511211	Campbell Sped Teacher 42 Wk Salary	S0209512	2305	511110	Campbell Sped Teacher Salary	32,670	42 wk to 52 wk
S1059510	2305	511110	Pacheco Teacher Salary	S0639510	2305	511110	Gomes Teacher Salary	44,592	FTE Changes
S1249510	2305	511110	Renaissance Teacher Salary	S0639510	2305	511110	Gomes Teacher Salary	97,374	FTE Changes
S0409510	2305	511110	Congdon Teacher Salary	S0509510	2305	511110	DeValles Teacher Salary	70,000	FTE Changes
S0409510	2305	511110	Congdon Teacher Salary	S0789510	2305	511110	Hayden McFadden Teacher Salary	52,000	FTE Changes

