Tewksbury School Committee/Administrator Workshop Wednesday, August 15, 2018 Tewksbury Memorial High School, LGI 1 320 Pleasant Street, Tewksbury

SCHOOL COMMITTEE MEMBERS PRESENT

Krissy M. Polimeno, Chairperson Arthy S. Bennett, Vice-Chairperson Keith M. Sullivan, Member Dennis G. Francis. Member

SCHOOL COMMITTEE MEMBER EXCUSED

James A. Cutelis, Clerk

SCHOOL ADMINISTRATORS PRESENT Christopher J. Malone, Superintendent Brenda T. Regan, Assistant Superintendent Rick Pelletier, Director of Student Services Jason Stamp, STEM Coordinator Dave Libby, Business Manager Kristen Vogel, Principal, TMHS Eileen Osborne, Assistant Principal, TMHS Sean O'Leary, Assistant Principal, TMHS John Weir, Principal, Wynn Middle School Andy Long, Assistant Principal, Wynn Middle School Judi McInnes, Principal, Ryan Elementary School Bill Hart, Assistant Principal, Ryan Elementary School Karen Cronin, Principal, North Street School Jay Harding, Principal, Trahan School Terry Gerrish, Principal, Dewing Elementary School Alexis Bosworth, Assistant Principal, Dewing Elementary School

Felicia Wettstone, Principal, Heath Brook School Ron Drouin. Athletic Director Cindy Basteri, Interim Community Services Director Michele Rivera, Human Resources Administrator

Debra Mugford, Food Services Director

CALL TO ORDER

At 3:00 p.m., Ms. Polimeno welcomed the administrators to the August 15, 2018 School Committee/Administrators Workshop.

PLEDGE OF ALLEGIANCE

Ms. Polimeno led the School Committee and administrators in the Pledge of Allegiance.

SCHOOL COMMITTEE/ADMINISTRATORS WORKSHOP TOPICS

Superintendent's Year In Review & 2018-2019 Goal Review

Mr. Malone presented the 2017-2018 year end summary highlighting new positions, Capital projects, the new Elementary School Building Committee, parent outreach, security updates, planning for the new DESE accountability changes, and award of the Pathways Innovation Grant.

Superintendents' 2018-2019 Focus Areas:

- Superintendent Goals
- Technology Infrastructure/Reconfiguration
- Community Services
- Elementary School Building Committee
- New Positions to Enhance Instruction
- Security Enhancements

Mr. Malone presented the District Strategy:

"The Tewksbury Public Schools community believes that our educational program will encompass a 21st century teaching and learning approach that promotes consistent growth among our students and staff to achieve academic, social, and emotional success for all students."

Mr. Malone introduced the 2018-2019 Theory of Action:

"If Tewksbury Public Schools prioritizes a growth mindset amongst all stakeholders while providing quality professional development and a professional culture grounded in collaboration, then all students will experience innovative, student centered instruction prioritizing positive outcomes."

Superintendent's Professional Practice Goals and Student Learning Goals:

- 18-19 Professional Practice Goal: During the 2018-2019 school year the Superintendent will develop practices
 within the District Leadership Team that promote quality supervisory feedback specific to the goals of the
 District Strategy.
- 18-19 Student Learning Goal: Continue to develop a 21st century learning environment of all students.
- 18-19 District Improvement Goal: Develop a system-wide fusion of performance based on the District Strategy.

Mr. Malone presented the district's 2018-2019 personnel needs reporting that the district will continue to update the list and look at how to improve instruction in the classroom. The list will be used when asked what is needed in the district. Mr. Malone reviewed the list of updates, improvements, and repairs that have been addressed over the summer by the maintenance and custodial staff and the technology staff.

Assistant Superintendent of Schools Year End Summary & 2018-2019 Goal Review

Ms. Regan presented her 2017-2018 year end summary and the 2018-2019 goal review and focus areas. Ms. Regan presented the Next Generation MCAS assessment update, DESE's new accountability system, and aligning to our District Strategy. She presented the Three Big Rocks: Teaching and Learning, Collaborative Practice, and All Means All. Ms. Regan presented the Professional Development and PLC highlights from the 2017-2018 school year.

Ms. Regan showed a video that illustrates where we want to go in teaching and learning and what is the difference between learning and understanding. The premise of the video was on how do we get kids to understand big concepts. Ms. Regan remarked that the district's goal is to rethink teaching and deeper learning.

Ms. Regan presented the Staffing Support Needs for K-12:

- Curriculum Coaching
- High Qualified Instruction
- Career and College Counseling
- Assessment & Appropriate alignment of before/after and summer school needs
- Centralized Student Registration for Family Support

District STEM Coordinator 2018-2019 Goal Review

Mr. Stamp presented:

2017-2018 S.T.E.M. Year in Review:

- Science: Implemented Cross District Science Mapping
- Technology Integration Added new devices, evaluated district technology, hireda Technology Coach and Support Technician.
- Engineering Procured \$9,000 grant used at Ryan School for a STEAM Lab and purchased resources for the lab
- Math Hired Math Coach, lead Math PLC to look at classroom, school, and district data to determine areas of improvement, created Understanding by Design (UBD) Curriculum Units.

Mr. Stamp reported he is working with technicians to support the technology, train Technology Coaches, and restructured the department. He reported they are looking at the district infrastructure and working on a proactive approach for the network. Mr. Stamp reported he is looking at security in the district and working with Mr. Libby on school vestibules. He is working with principals reporting there is a lot of collaboration adding that the structure is changing as we consider how does all this go back to instruction.

2018-2019 S.T.E.M. Focus Areas:

Science

- Continue to implement CDSM Units
- Identify Power Standards to use for Assessment Creation

Technology Integration

- Procure District STEM/Maker Resources for Coaches to use with Teachers throughout the District
- Deploy ChromeBook Carts for all Math, Science, Social Studies and ELA Teachers at TMHS
- Deploy additional iPads per classroom for grades K-2
- Implement ClearTouch board pilot (in each school)
- Improve District and School Security Systems
- Upgrade Network Infrastructure at all of the schools

Engineering

- Assist with the creation of Maker space at TMHS
- Conduct the STEM Integration Pilot (Ryan School) with Defined STEM and assess the results

Mathematics

- Implement newly created Curriculum Overviews and Benchmark Assessments
- Create Understanding By Design (UBD) Curriculum units

Special Education Year End Summary & 2018-2019 Goal Review

Mr. Pelletier, Director of Student Services, reported on in-district Social-Emotional Learning Behavior support relating that Behavior Specialists assisted principals, teachers and students to stay on track, serving as coaches, creating a comprehensive approach to behavior management and consulting teachers and principals on environmental

improvements and recommendations for classrooms. Mr. Pelletier reported on the results of an IEP audit conducted in June and July.

Mr. Pelletier reported that Alan Blume will be coming in for two half-day Professional Development days to focus on content and IEP goals and objectives. He reported that West Ed Common Planning Time and PLC results show teachers are better able to understand how standards drive instruction and data shows that teachers are increasing skills.

2017-2018 Year in Review:

Year One: Behavior specialists assisted principals, teachers and students to stay on track by:

- Serving as coaches to principals, teachers, related service providers and staff;
- Developing and providing a continuum of services for students who require Tier 1, 2, and 3 supports;
- Creating comprehensive approach to behavior management (i.e., evaluation, data collection, interventions, regular monitoring, etc.);
- Consulting to teachers and principals for environmental improvements and recommendations for classrooms;
- Providing intervention for the most extreme disruptive behaviors.
- Progress monitoring for moderate special needs teachers, related service providers, and general education teachers;
- Continue to provide consistent system-wide protocols for referral process, MTSS services, functional behavioral assessments and eligibility for behavioral services;
- Provide training, feedback and support through consultation as well as professional development;
- Provide classroom and student specific consultation to the Developmental Learning Centers (DLC's) and inclusion classrooms.

Mr. Pelletier reported the district will look to the implementation of Universal Design for Learning (UDL) at the Wynn and Ryan. He reported that the ACE Program will be up and running this year, we will be utilizing Google Doc to track In-home services and ABA Specialist adding that this will help to streamline bookkeeping and keep us in-line of Compensatory Services.

2018-2019 Focus Areas:

Scope of Work: Supporting Co-teaching and Differentiation Through Instructional Planning and Progress Monitoring

- Administrative Coaching for PLCs
- Curriculum Development
- Coaching and Support for VITAL Collaboration in PLCs (THMS)
- District Leadership Team Meetings
- District Special Education Leadership Team Meetings
- Curriculum Planning with District, Site, and Teacher Leaders
- Individualized Site-Based Administrator PLC Coaching

Elementary, Middle and High Schools:

- Curriculum Development Workshops
- Individualized Site-Based Administrator PLC Coaching
- Full Day Professional Development for High School Staff
- Co-Teaching Team Training
- PLC Supports to Content Area Teams Using VITAL Processes
- School-District Leadership Supports

Business Office - Year End Summary and 2018-2019 Goal Review

Mr. Libby presented the 2017-2018 Year End Summary. Mr. Libby gave a public appreciative thank you to Sheri Matthews for leaving the district in an unbelievably great state. He reporting there is a learning curve for him as he learns all the roles, how it all ties together and how it fits into the Master Plan.

Mr. Libby reported on the 2017-2018 accomplishments relating he was within \$9,000 of hitting the budget target of 42 million dollars. Mr. Libby presented an overview of projects completed this summer with enhancements and upgrades to technology, security, and building updates including vestibule upgrades at the North Street School and high school, and a new education space at the TMHS library with new furniture.

2017-2018 Highlights & Accomplishments:

- FY18 balanced vs. budget
- Capital Improvements/Projects
 - Completed Projects
 - o In Process Projects

2018-2019 District-wide Goals

Mr. Libby reported on the 2018-2019 goals:

Entry Plan:

- Hire New Assistant Business Manager
- Evaluate Roles and Responsibilities
- Automate Purchase Order process

Capital Improvement List:

- October Town Meeting Request
- Money for school building security enhancement
- Process to digitize records

Transportation 2017-2018 Highlights

- After-school busses
- District owned vans
 - o 299 trips during the 17-18
 - o Saved \$60,000 in costs

Transportation 2018-2019 Goals

- Cross Training on software
- Evaluate New School's impact

Food & Nutrition Services Year End Summary and 2018-2019 Goal Review

Ms. Mugford reporting meeting all 2017-2018 goals, the Ryan School was recognized for increasing participation in the breakfast program, the March Madness Nutrition Contest brought nutrition education to the kids and Roberta Waldrip was recognized as School Nutrition Employee of the Year.

Food & Nutrition Services 2017-2018 Highlights & Accomplishments:

- New refrigerated van enabled us to procure local (fruits, vegetables and beef)
- Increased revenue by approximately \$20,000 through new vending at TMHS (all product is Smart Snack/USDA compliant)
- Installed digital menu boards at the Ryan and Wynn Schools to provide, menu, nutritional information as well as promote wellness.

Food & Nutrition Services Goals for 2018-2019

Ms. Mugford reported on the 2018-2019 Food & Nutrition Services Goals:

- Meal prices NO change
- Trendy menu marketing
- PCS RightNow and Aspen automatic database integration
- Update and maintain website and FB page
- UML Public Health Interns
 - Nutrition Education PreK
- Increase PreK-Kindergarten parent communication
- Taste it Thursday
- Vending at Wynn School
- Implement Professional Development Plan

Breakfast Program

Ms. Mugford reported that the district does not have a universal breakfast program, she reported the Trahan has breakfast in the classroom; the Ryan School has breakfast and can go to the classroom, and the high school has a Grab and Go breakfast program. She reported the biggest challenge is kids are going to recess and not breakfast. DESE is trying to get more schools involved with recess after the bell. At the Heath Brook, Roberta has done an excellent job feeding the kids. The Wynn breakfast is not doing as well she related that she will evaluate what model we need to include for breakfast at the Wynn School.

Community Services - Year End Summary and 2018-2019 Focus Areas

Dr. Basteri, Interim Director of Community Services, presented the 2017-2018 highlights and accomplishments and the focus areas for the 2018-2019 school year:

2017-2018 Highlights & Accomplishments

- Appointed Interim Director in the fall of 2017
- Reactive approach in overseeing before school, after school, vacation and summer Extended Day programming, all after school and summer enrichment classes, Community Services Preschool at the Heath Brook and Dewing Schools, academic middle and high school summer school, and adult education courses
- Worked with administration to begin the process of reviewing policies, procedures and tuition income vs.
 expenses for all Community Services programs
- Reorganized the Extended Day Summer Leaders In Training (LIT) program
- Aligned the Dewing and Heath Brook preschool programming for consistent delivery of services
- Instituted an after school academic support program at the Wynn Middle School
- Implemented and applied for a number of competitive grant funded initiatives...

2018-2019 Focus Areas:

- Proactive vs. reactive approach in overseeing before school, after school, vacation and summer Extended Day
 programming, all after school and summer enrichment classes, Community Services Preschool at the Heath
 Brook and Dewing Schools, academic middle and high school summer school, and adult education courses
- Community Services Preschool will be implementing preschool curriculum for 3 year olds and a Pre-K curriculum for 4 year olds using MA Frameworks as a guide
- Continue to work with the administration to review policies, procedures and tuition income vs. expenses for all Community Services programs
- Collaborate with all stakeholders to review the data that has been and will be gathered to continue to improve all aspects of Community Services programs
- Grants implementation to include newly approved Innovation Pathways Final Designation, High Quality Instruction, and After School and Out-of-School Time (ASOST) Quality Service Learning initiative

PK-12 Goals

Mr. Long reported the principals and assistant principals collaborated to develop PK-12 goals. Mr. Hart presented:

Professional Practice Goal:

During the 2018-2019 school year, principals will support teachers' consistent use of SEL strategies throughout
instructional practices by the use of targeted feedback and recommendations, as measured by the district
evaluation process.

Ms. Bosworth reported that All Means All - all teachers, all staff this year create a small Administrator Committee to enhance Teach Point, increase collaboration between administrators, and to meet at least three times per year.

Mr O'Leary presented:

Student Learning Goal:

During the 2018-2019 school year, students will, through the consistent and complex use of technology, be able
to demonstrate their own learning, including higher order thinking skills, communication skills, critical thinking
and creativity. This will be measured by a variety of projects, formative/summative assessments and/or
benchmark data.

To achieve the goal teachers have to allow time in assessment, incorporate 21st century learning, diverse learning, utilize instructional technology, e.g. Clear Touch Boards, promote Best Practice in collaboration and have leadership walk-thrus.

Ms. Osborne presented:

School Improvement Goal:

• During the 2018-2019 school year, principals will begin the implementation of a cohesive, vertically aligned curriculum map for grades PK-12 through creation of curriculum overviews

Ms. Osborne reported we will create equity among all grade levels, Math PLC, Department meetings, CDSM Science Units need to be implemented, and use West Ed protocols as well as creating a district-wide template. We need to see how Big Rocks translate down to school level.

K-4 Elementary Team

Grades PK-2: Loella F. Dewing School & Heath Brook School Grades 3-4: North Street School & Louise Davy Trahan School Year End Summary and 2018-2019 Focus Areas

Grades PK-4 Highlights & Accomplishments

17-18 Overarching School Improvement Goal: Design and implement best instructional practices to maximize student growth at the PK-4 Level.

Student Learning Goal:

By June of 2018, all students will demonstrate one year's growth in literacy/ELA achievement using the following benchmark assessments:

Ms. Cronin presented the year in review reporting that last year the goal was the use of Journeys and DIBELS, teachers using data from assessment, and creating SMART goals to improve student learning and professional practice and learning goals to guide the year.

Ms. Wettstone presented:

2017-2018 Professional Practice Goals:

Goal: To provide school-based professional development on differentiated practices in literacy and math using workshop/guided practice/small group/centers models.

- School and district-sponsored professional development given in Journeys and GOMath to improve and extend professional practice
 - a. This allowed teachers to explore and utilize the expanded resources, calibrate their instructional strategies, and reflect and adjust to best practices

Goal: To collaborate as a team of elementary principals by establishing an Elementary Principal PLC to strengthen team knowledge base and positively impact instructional practice through staff development.

• Our team met bi-weekly to explore SEL resources, utilized practices learned from Bill Ribas training, and provided calibrated school-based training

Ms. Wettstone reported on the two different categories to support staff and look inward and support the shift away from teacher led instruction. Ms. Gerrish reported principals worked with teachers, implemented work lead teachers, Cross District Science Mapping was brought to K-4 classrooms, we will bring science in classrooms everyday, and are looking for consistency in all classrooms. Mr. Harding reported on the district focus and strategy to improve instruction and deeper learning, the 3 Big Rocks whatever level in the district, and collaborate on consistency. Ms. Gerrish reported on the Professional Practice Goals reporting that kids have different levels of anxiety, trauma, and disabilities. We want to create an opportunity for all staff to recognize the signs and take kids where they need to go.

Professional Practice Goal

- Jessica Minahan and The Behavior Code PD for all PK-2 staff; expand to 3-4 as resources allow
- Behavior specialists for all schools (consistency, coherence and collaboration)
- Support and cultivate SEL practices through observations/feedback cycle
- Align SEL instructional practice to DESE/state expectations
- Commitment to instructional rounds
- Regular participation in DLC and K-4 Principal PLC

Student Learning Goal

- Consistent student use of iPads/Laptops across content areas
- Clear Touch Pilot (2 per school)
- Dedicated "Tech Talks" during school-based PD
- Leadership instructional rounds to gain understanding of common teacher/student practices around technology implementation

School Improvement Goal:

- Grade level teachers will participate with administrators to begin alignment of curriculum district-wide
- Elementary Principal liaison for each content area
- ELA: Ms. Wettstone Science: Mr. Harding Social Studies: Mrs. Cronin Mathematics: Mrs. Gerrish
- Use of West Ed protocols and consultancy tools
- Development of curriculum template

Ms. Gerrish reported kids have different levels of anxiety/trauma/disabilities, we want to create an opportunity for all staff to recognize the signs and take kids where they need to go. We work will work with a consultant to look at what anxiety looks like, and support social emotional practices, and let teachers use their goals in the classroom.

Ryan School 2017-2018 Year in Review and 2018-2019 Focus Areas

Ms. McInnes and Mr. Hart presented:

Ryan School Highlights and Accomplishments:

- Implemented Next Generation Science Standards
- Developed consistent school-wide norms for students/teachers
- Bill Hart piloted Growth Rally to celebrate kids using Growth Mindset
- Completed major facility improvement
- Completed the courtyard beautification project
- Teacher led creation of hallway mural
- Offered parent workshop and working on managing anxiety
- Proudest thing is the creation of STEM Lab
- Readjusted scheduled
- Student Learning Goal and Student Improvement Goal to go to other schools, learn by design using PLC in Common Planning Time.

2018-2019 Ryan School Administrator Action Plan

Professional Practice Goal:

- Utilize resources and district provided personnel (instructional rounds, UDL)
- PLC's and Common Planning: Curriculum mapping and protocols

Student Learning Goal:

- Devices available in all classroom settings
- iSTEM specialist classes for all students
- Create opportunities to share out best technology practices with Ryan staff

School Improvement Goal:

- Curriculum alignment teacher leaders
- Utilize Google "Team Drives" to share work

Wynn Middle School 2017-2018 Year in Review and 2018-2019 Focus Areas

Mr. Weir presented:

2017-2018 Highlights and Accomplishments:

- Implemented new science text and resources in 7th and 8th Grade
- Increased targeted feedback in the teaching and learning cycle
- Adopted Naviance Program for 7th and 8th Grade to align with high school preparation for college and career
- Completed first two year cycle of alternating career fair and college fair
- Utilized math coach to support instruction and technology specialist to implement new tech: Google Virtual Reality Expeditions, Green Screen, Augmented Reality Apps and Materials
- Coordinated with Dr. Basteri to create new after school program to address academic performance and decrease students requiring summer school
- Expanded orientation program for Ryan School students
- Expanded department meeting schedule

- Created additional school-wide Student Success Team
- Developed "Pineapple Chart" program for teachers to observe each other's classes

2018-2019 Wynn School Administrator Action Plan

Professional Practice Goal:

- Pilot Service Learning Program
- Organize PLC's and Common Planning for curriculum mapping and protocols with focus on embedding Social and Emotional Learning (SEL)
- Utilize resources and district provided personnel (instructional rounds, Universal Design for Learning-UDL)

Student Learning Goal:

- Implement additional new technologies such as robotics and 3D Pens,
- Create opportunities to share best technology practices: e.g., faculty meeting, shared drives, "pineapple chart"
- Explore development of a makerspace

School Improvement Goal:

- Guide teacher leaders through curriculum alignment process
- Utilize Google "Team Drives" to share work
- Develop schedule to allow for additional department time for the purpose of implementing WestEd protocols, curriculum development, calibration and sharing of best practices

Tewksbury Memorial High School - Year End Summary and 2018-2019 Focus Areas

Ms. Vogel, Principal, Dr. Osborne, Assistant Principal, and Mr. O'Leary presented:

2017-2018 Highlights and Accomplishments:

Social Emotional Learning and Growth

- Challenge Day- October 2nd, 100 students, 25 staff.
- · Second Annual Mental Health Fair for the school community-
- 7 staff members trained as Mental Health First Responders.
- GLICA presented to the entire freshman class.

College and Career

- 120 juniors attended the National College Fair in Boston
- 118 seniors participated in Senior Project during 4th guarter of 2018
- Global Competency certificate starting with the class of 2021
- Seal of Biliteracy- 6 students recognized
- AP Participation over 5 years- 46% increase. 67% of students earned a 3 or above over the past 5 years.

The Achievement/Opportunity Gap

- Use of Mastery Connect monitored by Department heads/lead teachers.
- PD for Co-Teachers
- AP Participation numbers
- Senior Project
- Co-planning
- Instructional Rounds with Department Heads with a focus on engagement

Best Practices around Teaching and Learning

- West ED Protocols for Lesson Tuning
- Common Summer Reading Book- Teach Like A Pirate
- Instructional walkthroughs with Dept. Head/Lead Teachers

Ms. Vogel, Principal, Dr. Osborne, Assistant Principal, and Mr. O'Leary presented:

2018-2019 Focus Areas

Professional Practice Goal

- Challenge Day- All Sophomores/ 50 Staff
- Project Adventure training for 6 staff and use with groups of students
- Department Head/Lead Teacher Retreat- August
- West Ed PD for facilitators- Dept. Heads/Lead Teachers
- Support teachers around grouping practices and strategies in the classroom
- Expand Senior Project to more students

Student Learning Goal

- Access to devices for all students in all core content area classes as well as most elective content areas
- Use building based meeting time for modeling of exemplar lessons, promote teacher access of Instructional Technology Coaches
- Classroom walkthroughs with department heads and lead teachers
- Use of Mastery Connect by all teachers
- School Improvement Goal:
- West Ed PD for all teachers around examining student data to inform instruction- connect to Mastery Connectbuilding PD- department work
- Department meeting work and professional development time work- common time for department meetings across the school.

Athletics Department - Year End Summary and 2018-2019 Focus Areas

Mr. Drouin presented the 2017-2018 Summary Highlights and 2018-2019 Focus Areas. He reported it was a good year, with high participation, and in over 800 games 20 out of 27 teams reached post-season play. Mr. Drouin reported on the Facility Rentals.

2017-2018 Year in Review:

• Tewksbury Memorial High School Student/Athletes occupied 1,153 Roster Spots

Fall 398 44% Winter 380 42% Spring 370 41%

- TMHS competed in over 800 MIAA sponsored contests
- TMHS competed in over 80 State Tournament and N.E. Tournament events.
- 20 of 27 Varsity Teams reached Post-Season play.
- 13 Athletes achieved Boston Globe/Boston Herald All-Scholastic status
- 31 Athletes achieved Lowell Sun 1st Team All Star
- 4 Merrimack Valley Conference Championships
- 2 Merrimack Valley Conference Sportsmanship Awards
- 12 State Champions and All State Champions
- 1 Unified Sports Basketball Championship
- 1 State Finalist/1 Sectional Champion

- Through inventory, we have gotten Varsity Uniforms on a 3 year cycle
- Student/Athletes attended the MIAA Sportsmanship Summit at Gillette
- Stadium and 3 Day MIAA Leadership Conference at Worcester State
- 70 Student/Athletes are in our Captains Council

2018-2019 Focus Areas:

- Continue to use the MIAA as an Educational Resource
- Work to create a Coaches Handbook
- Continue to use <u>R-School</u> as a database for current Coaching Certifications
- Work with Principal and Athletic Trainer on our Emergency Plan for TMHS and Athletics
- Finish Classes towards my CAA

At the completion of the presentations the meeting was opened for questions and/or comments from the School Committee. Mr. Sullivan asked what the one thing is that the School Committee can do for the principals. Ms. Polimeno commented that it is awesome seeing your leadership working together. Ms. Polimeno commented on the great review Mr. Malone recently received from the School Committee. She remarked that he has brought the very best to the district and he gives support right down to the students.