



Southern Region Council Meeting

September 11, 2014

Lorri Hayes, UniServ Director



NEA New Hampshire

Building our Association, One Member at a Time

NEA-NEW HAMPSHIRE
SOUTHERN REGION COUNCIL MEETING
THURSDAY, SEPTEMBER 11, 2014 AT 4:30 PM (Light Dinner)

MEETING: 5:00 pm

Brady Sullivan Tower, 1750 Elm Street, Manchester, NH

Please attend the September Southern Region Council Meeting. It's important to have your local association represented. If you cannot attend, please send another member. Your association members deserve to benefit from the affiliation and have a voice in decision-making.

AGENDA:

- 4:30 PM Light Dinner
- Minutes
- Cadillac Tax Info, Jeff Kantorowski NEA NH
- Southern Council Election of Officers
- Budget Discussion and Approval
- NEA NH Executive Board Report
- UniServ Director Report
- Additional Agenda Items

PLEASE!! Help us protect your dues dollars...RSVP either way (if you can or cannot attend) to Kris Fessenden at NEA-NH 224-7751, Ext. 346; or Email: kfessenden@nhnea.org by September 5, 2014.

***You may use the "visitors" parking for the meeting. Dinner will be served in the Tower Café (ground floor). After dinner, our meeting will begin at 5 PM in our office, suite #603.*

Minutes of the Southern Region Council Meeting, 6/12/14

Attendees: Mary Epstein (Amherst SSA); Barb Tsiaras (Bedford); Jill Owens (Hampstead SS); Kathy Kirby (Hollis); Penny Arsenault & Chuck Stohl (Hollis ESSA); Carolyn Leite (Litchfield); Kathleen Martin (Merrimack ESSA); Kerry Struth & Peter Tselios (Pelham); Brenda Hobbs (Pelham ESPA); Greg Paris (Salem); Yvonne Borghetti (Salem ESPA).

Secretary's Report – April 2014 minutes. In the minutes re: RA – the last line of the paragraph was amended, “Kathy Kirby was nominated to be the delegate to the RA and was elected unanimously.” Motion made to change these minutes was voted as follows: 14 YES and 1 abstained.

Treasurer's Report – Only one deposit since we last met of \$36.00. Interest is .08. The balance is \$9,173.75 is the balance. Accepted unanimously.

Officer stipends – \$150 = Treasurer; \$300 = Chair; Vice-chair = \$250; Secretary = \$200. Vote: 14 in favor; 1 abstention.

990's AND INCORPORATION - Janice Fitzpatrick came to speak to the council.

- Guide given to council members. Every association needs an Employer Identification Number (EIN) number. Chances are that if you have a bank account, your EIN should be on your statement. If you are fairly sure you have not been issued one or it has been a very long time, a 1024 form needs to be filed to obtain non-profit association status. If you have not filed for many years, consider starting over by giving your association a slightly new name, but check with Janice if this is the best path to take. Get a new EIN and a new bank account. As of January 2014, there is an “expedited process” to file with the IRA. Janice can give you a code and it will be expedited.
- You pay \$25 to the state and it is every five years on the five and the zero years.
- As of 2008, to keep this status, **every association needs to file a 990 form every year. Your return is due five months and fifteen days after the close of your tax year.** Each association has a tax-exempt purpose and if you are making money for other than a tax-exempt purpose, you will be subject to taxes on your local dues at the corporate rate.
- NEA dues and NEA NH dues do not count because government sees it as a pass through. Pay the dues bill every month. If you have fundraiser, for example, or any other source of funds, you need to file to declare those funds. It is only on line and in the packet distributed, there are steps to follow.
- Each local association has to provide a 1099 form should be sent to each officer in a local association or ANYONE who is paid over \$600. Additionally, each local association needs to file a 1096 form with the IRS.
- Each month it would be helpful to have a flow chart of what needs to be done by each local association pertaining to financial requirements. Lorri is planning to prepare such a document in the “Back To School” packet.

NEA-NH PAC

- We have been challenged to raise money for the NEA-NH PAC. The NH House has to remain in a democratic majority. Each regional council is given a goal of \$1,000. Ideas – a bushel of apples will be put out and have each person taking an apple pay \$1; pass the hat each time we have a meeting here; 50/50 raffle; instead of a Yankee Swap here, put the \$10 or \$15 in for PAC in December & then in January we have a re-gift swap; tag sale with items donated from members.

2014-15 REGIONAL COUNCIL MEETINGS

Motion: We meet the second Thursday of the month for the 2014-15 school year. Unanimously approved. Consideration for next year –

- discuss saving money for PAC by postponing dinner celebrations, Pampered Chef party, etc.

- October - implications of the Affordable Care Act and the “Cadillac Tax”
- December - member benefits
- Ongoing - monthly discussions of membership building incentives
- November - How do we elect the right people to our school board? How do we build a coalition?
- January – Budget and Re-gift, a.k.a. Tacky Teacher Trade-off. Wear a tacky sweater.
- February – Legislative Update
- [REDACTED]
- We will wait to decide on other monthly themes.

2014-15 REGIONAL COUNCIL BUDGET

- Jill made the motion to form a regional budget subcommittee that will look into how much money we will need next year and the dues for next year. Subcommittee will meet on July 28 at 5 PM. Right now it is \$2 per member. Members: Peter, Greg, Chuck, Jill, Carolyn & Lorri.

REGIONAL COUNCIL OFFICER ELECTIONS

- tabled until September 2014
- officers need to have bylaws and constitution at the September meeting

NEA NH EXECUTIVE BOARD REPORT

- ESP conference went well
- NHESO has been ratified
- Member Benefits shown and it is supposed to become much more friendlier
- Electronic ballot saved NEA-NH money with a few minor glitches
- Hiring a Government Relations Director
- Hiring a Coordinator to form/recruit new locals (similar to a Business Development Manager)
- Membership is down, but Southern Region is down 40 members
- Reports given by Scott, Janice (successful collection of past dues has increased), etc.

UNISERV DIRECTOR REPORT

- each local needs to place their order for membership materials by June 15.
- Amazon Smiles: every order you place with them, every time you order, they will make a donation to NH Foundation for Teachers & Learning (it is a certain percentage of your order). Until 6/15, they will give an additional \$5 on top of the donation.
- A change in
- Equalized payment for hourly employees – Pelham thought they did not have to do this; Dept of Labor agreed. NEA NH will have to seek legislation to change this. It is a violation of RSA 275:12A if the hourly employee is not paid fully within eight days the equalized pay. Some months hourly employees are underpaid. The Dept. of Labor ruled that they will allow this practice to continue but they will work with NEA NH to write legislation to change this and continue with the 26 equal payments.

Motion to adjourn at 7:30 made by Chuck Stohl and seconded by Penny Arsenault.

August Reconciliation

Southern Region NEA NH
9/7/2014

Page 2

Cleared Transaction Detail

Date	Num	Payee	Memo	Category	Clr	Amount
Cleared Checks and Payments						
6/14/2014	534	Jill Owens	President	Executive Board Position	R	-300.00
6/14/2014	535	Carolyn Leite	Vice-President	Executive Board Position	R	-250.00
6/14/2014	536	Kathy Kirby	Secretary	Executive Board Position	R	-200.00
6/14/2014	537	Penny Arsenault	Treasurer	Executive Board Position	R	-150.00
6/19/2014	538	NHFTL	Sponsor Golf Course Hole	Donation	R	-250.00
Total Cleared Checks and Payments				5 Items		-1,150.00
Cleared Deposits and Other Credits						
6/30/2014	EFT	Interest Earned	June	Interest Inc	R	0.07
7/31/2014	EFT	Interest Earned	July	Interest Inc	R	0.07
8/25/2014	WEP	Deposit reimbursement	Reimbursement by NEA ...	Executive Board Position	R	750.00
8/31/2014	EFT	Interest Earned	August	Interest Inc	R	0.07
Total Cleared Deposits and Other Credits				4 Items		750.21
Total Cleared Transactions				9 Items		-399.79

BANK STATEMENT -- CLEARED TRANSACTIONS:

Previous Balance:		9,173.75
Checks and Payments	5 Items	-1,150.00
Deposits and Other Credits	4 Items	750.21
Service Charge	0 Items	0.00
Interest Earned	0 Items	0.00
Ending Balance of Bank Statement:		8,773.96

YOUR RECORDS -- UNCLEARED TRANSACTIONS:

Cleared Balance:		8,773.96
Checks and Payments	0 Items	0.00
Deposits and Other Credits	0 Items	0.00
Register Balance as of 9/7/2014:		8,773.96
Checks and Payments	0 Items	0.00
Deposits and Other Credits	0 Items	0.00
Register Ending Balance:		8,773.96



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Commercial Account
 Statement

1 OF 2

Beginning August 01, 2014
 through August 31, 2014

SOUTHERN REGION NEA NH
 41 S HILLS DR
 BEDFORD NH 03110-4922

Commercial Checking



SUMMARY

Balance Calculation		Balance	
Previous Balance	8,173.89	Average Daily Balance	8,227.11
Checks	150.00 -	Interest	
Debits	.00 -	Current Interest Rate	.01%
Deposits & Credits	750.00 +	Annual Percentage Yield Earned	.01%
Interest Paid	.07 +	Number of Days Interest Earned	31
Current Balance	8,773.96 =	Interest Earned	.07
		Interest Paid this Year	.55

Your next statement period will end on September 30, 2014.

Previous Balance

TRANSACTION DETAILS

8,173.89

Checks * There is a break in check sequence

Check #	Amount	Date	Check #	Amount	Date
0	150.00	08/13			

⊖ Total Checks
150.00

Deposits & Credits

Date	Amount	Description
08/25	750.00	Deposit

⊕ Total Deposits & Credits
750.00

Interest

Date	Amount	Description
08/29	.07	Interest

⊕ Total Interest Paid
.07

= Current Balance
8,773.96

Daily Balance

Date	Balance	Date	Balance	Date	Balance
08/13	8,023.89	08/25	8,773.89	08/29	8,773.96



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Commercial Account
Statement

1 OF 2

Beginning July 01, 2014
through July 31, 2014

SOUTHERN REGION NEA NH
41 S HILLS DR
BEDFORD NH 03110-4922

Commercial Checking

SUMMARY

Balance Calculation

Previous Balance	8,423.82
Checks	250.00 -
Debits	.00 -
Deposits & Credits	.00 +
Interest Paid	.07 +
Current Balance	8,173.89 =

Balance

Average Daily Balance	8,238.33
Interest	
Current Interest Rate	.01%
Annual Percentage Yield Earned	.01%
Number of Days Interest Earned	31
Interest Earned	.07
Interest Paid this Year	.48

Your next statement period will end on August 29, 2014.

Previous Balance

8,423.82

TRANSACTION DETAILS

Checks * There is a break in check sequence

Check #	Amount	Date	Check #	Amount	Date
538	250.00	07/09			

⊖ Total Checks
250.00

Interest

Date	Amount	Description
07/31	.07	Interest

⊕ Total Interest Paid
.07

⊖ Current Balance
8,173.89

Daily Balance

Date	Balance	Date	Balance	Date	Balance
07/09	8,173.82	07/31	8,173.89		



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Commercial Account
 Statement

1 OF 2

Beginning June 01, 2014
 Through June 30, 2014

SOUTHERN REGION NEA NH
 41 S HILLS DR
 BEDFORD NH 03110-4922

Commercial Checking

SUMMARY

Balance Calculation

Previous Balance	9,173.75
Checks	750.00 -
Debits	.00 -
Deposits & Credits	.00 +
Interest Paid	.07 +
Current Balance	8,423.82 =

Balance

Average Daily Balance 9,103.75

Interest

Current Interest Rate	.01%
Annual Percentage Yield Earned	.01%
Number of Days Interest Earned	30
Interest Earned	.07
Interest Paid this Year	.41

Your next statement period will end on July 31, 2014.

Previous Balance

9,173.75

TRANSACTION DETAILS

Checks * There is a break in check sequence

Check #	Amount	Date	Check #	Amount	Date
534	300.00	06/30	536	200.00	06/27
535	250.00	06/27			

⊖ Total Checks
 750.00

Interest

Date	Amount	Description
06/30	.07	Interest

⊕ Total Interest Paid
 .07

⊖ Current Balance
 8,423.82

Daily Balance

Date	Balance	Date	Balance
06/27	8,723.75	06/30	8,423.82

SOUTHERN REGION

Budget Planner

FISCAL YEAR 2014-2015



Cash Flow

Cash Flow	Projected	Actual	Variance
Total Income	15,174	0	-15,174
Total Expense	15,174	0	15,174
TOTAL CASH FLOW	0	0	0

ANNUAL INCOME

Annual Income	Projected	Actual	Variance
Regional Dues	0	0	0
NEA NH Regional Payment	6,000	0	-6,000
Income from FY 2012-2013	9,174	0	-9,174
Other	0	0	0
TOTAL INCOME	15,174	0	-15,174

Annual Expenses

Training Expense	Projected	Actual	Variance
Training	2,800	0	2,800
	0	0	0
	0	0	0
	0	0	0
	0	0	0
SUBTOTAL	2,800	0	2,800

Scholarships	Projected	Actual	Variance
Scholarships	3,600	0	3,600
ESP		0	0
NLT		0	0
RA		0	0
		0	0
		0	0

SUBTOTAL	3,600	0	3,600
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Council Meetings	Projected	Actual	Variance
Council Meetings	3,350	●	3,350
Mileage		○	0
Meals		○	0
		○	0
SUBTOTAL	3,350	0	3,350

NHFTL	Projected	Actual	Variance
NHFTL Golf Tournament	250	●	250
		○	0
		○	0
SUBTOTAL	250	0	250

Grants	Projected	Actual	Variance
Grants	2,000	●	2,000
		○	0
		○	0
		○	0
		○	0
SUBTOTAL	2,000	0	2,000

SRC E-Board Stipends	Projected	Actual	Variance
Chairperson	300	●	300
Vice Chairperson	250	●	250
Secretary	200	●	200
Treasurer	200	●	200
		○	0
SUBTOTAL	950	0	950

SRC Reserve	Projected	Actual	Variance
Reserve Account	2,224	●	2,224
		○	0
		○	0
		○	0
		○	0
		○	0

			0
			0
SUBTOTAL	0	0	0

Column1	Projected	Actual	Variance
			0
			0
			0
			0
SUBTOTAL	0	0	0

Report ID: GLS7002N
 Bus. Unit: NHEA1--NEA-NEW HAMPSHIRE
 Ledger: ACTUALS -- NEA-NEW HAMPSHIRE
 For Fiscal Year 2014 Period 1 to 12
 Account: 4326 Cost Cntr: 0% SID: ALL Project ID: ALL Sort Sequence: Account

PeopleSoft GL
 GENERAL LEDGER - DETAIL

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Account	Description	Cost Cntr	SID	Proj	Jrnl Date	Journal ID	Jrnl Ln Ref	Source	Voucher ID	Debit	Credit	Balance	
4326	REGIONAL TRAINING-SOUTHERN		0										
	ARSENAULT-001 SOUTHERN REGIONA				09/18/2013	AP00358032		AP	00055340	24.60	0.00		
	BALLARD-001 SOUTHERN REGIONAL				09/18/2013	AP00358032		AP	00055341	23.47	0.00		
	BELFIORE-001 SOUTHERN REGIONAL				09/18/2013	AP00358032		AP	00055342	18.95	0.00		
	BORGHETTI-001 SOUTHERN REGIONA				09/18/2013	AP00358032		AP	00055343	29.38	0.00		
	CIRELLI-001 SOUTHERN REGIONAL				09/18/2013	AP00358032		AP	00055344	9.04	0.00		
	CRANDELL-001 SOUTHERN REGIONAL				09/18/2013	AP00358032		AP	00055345	23.73	0.00		
	DIZAZZO-001 SOUTHERN REGIONAL				09/18/2013	AP00358032		AP	00055346	29.38	0.00		
	EPSTEIN-001 SOUTHERN REGIONAL				09/18/2013	AP00358032		AP	00055347	22.60	0.00		
	HOBBS-001 SOUTHERN REGIONAL C				09/18/2013	AP00358032		AP	00055348	31.08	0.00		
	KIRBY-002 SOUTHERN REGIONAL C				09/18/2013	AP00358032		AP	00055349	27.43	0.00		
	OWENS-001 SOUTHERN REGIONAL C				09/18/2013	AP00358032		AP	00055350	36.16	0.00		
	PARIS-001 SOUTHERN REGIONAL C				09/18/2013	AP00358032		AP	00055351	14.69	0.00		
	RORDAM-001 SOUTHERN REGIONAL C				09/18/2013	AP00358032		AP	00055352	18.95	0.00		
	WALKER-001 SOUTHERN REGIONAL C				09/18/2013	AP00358032		AP	00055353	23.73	0.00		
	HAYES-001 EXP VOU 9/2-9/15/13				09/18/2013	AP00358032		AP	00055374	25.00	0.00		
	Monthly SubTotals : Begin Balance =>									0.00	358.19	0.00	358.19
	GRANITE-008 SOUTHERN REGIONAL				10/01/2013	AP00358907		AP	00055465	210.00	0.00		
	MOSLEY-001 BUILDING REP TRAINI				10/02/2013	AP00358908		AP	00055474	150.00	0.00		
	GRANITE-008 REGIONAL WORKSHOPS				10/09/2013	AP00359448		AP	00055517	330.00	0.00		
	KIRBY-002 SOUTHERN REGIONAL C				10/15/2013	AP00360280		AP	00055556	27.43	0.00		
	HOBBS-001 SOUTHERN REGIONAL C				10/15/2013	AP00360280		AP	00055555	31.08	0.00		
	GAGNE-003 SOUTHERN REGIONAL C				10/15/2013	AP00360280		AP	00055554	9.04	0.00		
	EPSTEIN-001 SOUTHERN REGIONAL				10/15/2013	AP00360280		AP	00055553	22.60	0.00		
	WALKER-001 SOUTHERN REGIONAL C				10/15/2013	AP00360280		AP	00055560	22.60	0.00		
	SCOPA-001 SOUTHERN REGIONAL C				10/15/2013	AP00360280		AP	00055559	16.95	0.00		
	PARIS-001 SOUTHERN REGIONAL C				10/15/2013	AP00360280		AP	00055558	14.69	0.00		
	OWENS-001 SOUTHERN REGIONAL C				10/15/2013	AP00360280		AP	00055557	36.16	0.00		
	GRANITE-008 SOUTHERN REGIONAL				10/29/2013	AP00361453		AP	00055678	170.00	0.00		
	Monthly SubTotals : Begin Balance =>									358.19	1,040.55	0.00	1,398.74
	BORGHETTI-001 SO REGIONAL COUN				11/05/2013	AP00361592		AP	00055721	29.38	0.00		
	BALLARD-001 SOUTHERN REGIONAL				11/19/2013	AP00362571		AP	00055867	22.34	0.00		
	SCOPA-001 SOUTHERN REGIONAL C				11/19/2013	AP00362571		AP	00055878	16.95	0.00		
	PILLION-001 SOUTHERN REGIONAL				11/19/2013	AP00362571		AP	00055877	16.95	0.00		
	PARIS-001 SOUTHERN REGIONAL C				11/19/2013	AP00362571		AP	00055876	14.69	0.00		
	OWENS-001 SOUTHERN REGIONAL C				11/19/2013	AP00362571		AP	00055875	36.16	0.00		
	KIRBY-002 SOUTHERN REGIONAL C				11/19/2013	AP00362571		AP	00055874	27.43	0.00		

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GENERAL LEDGER - DETAIL

Report ID: GLS7002N
 Bus. Unit: NHEAL--NEA-NEW HAMPSHIRE
 Ledger: ACTUALS -- NEA-NEW HAMPSHIRE
 For Fiscal Year 2014 Period 1 to 12
 Account: 4326 Cost Cntr: 0% SID: ALL Project ID: ALL Sort Sequence: Account

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Account	Description	Cost Cntr	SID	Proj	Jrnl Date	Journal ID	Jrnl Ln Ref	Source	Voucher ID	Debit	Credit	Balance	
IANNUCILL-001	SOUTHERN REGION				11/19/2013	AP00362571		AP	00055873	16.95	0.00		
HOBBS-001	SOUTHERN REGIONAL C				11/19/2013	AP00362571		AP	00055872	31.08	0.00		
GORDON-002	SOUTHERN REGIONAL C				11/19/2013	AP00362571		AP	00055871	40.68	0.00		
GAGNE-003	SOUTHERN REGIONAL C				11/19/2013	AP00362571		AP	00055870	9.04	0.00		
CIRELLI-001	SOUTHERN REGIONAL				11/19/2013	AP00362571		AP	00055869	6.78	0.00		
BORGHETTI-001	SOUTHERN REGIONA				11/19/2013	AP00362571		AP	00055868	29.38	0.00		
Monthly SubTotals : Begin Balance =>										1,398.74	297.81	0.00	1,696.55
WALKER-001	SOUTHERN REGIONAL C				12/17/2013	AP00364775		AP	00056025	30.51	0.00		
RORDAM-001	SOUTHERN REGIONAL C				12/17/2013	AP00364775		AP	00056024	38.79	0.00		
PARIS-001	SOUTHERN REGIONAL C				12/17/2013	AP00364775		AP	00056023	14.69	0.00		
OWENS-001	SOUTHERN REGIONAL C				12/17/2013	AP00364775		AP	00056022	37.29	0.00		
HOBBS-001	SOUTHERN REGIONAL C				12/17/2013	AP00364775		AP	00056021	31.07	0.00		
GAGNE-003	SOUTHERN REGIONAL C				12/17/2013	AP00364775		AP	00056020	9.04	0.00		
FRANCOEUR-001	SOUTHERN REGIONA				12/17/2013	AP00364775		AP	00056019	22.60	0.00		
EPSTEIN-001	SOUTHERN REGIONAL				12/17/2013	AP00364775		AP	00056018	22.60	0.00		
CIRELLI-001	SOUTHERN REGIONAL				12/17/2013	AP00364775		AP	00056017	7.91	0.00		
BALLARD-001	SOUTHERN REGIONAL				12/17/2013	AP00364775		AP	00056016	14.43	0.00		
GRANITE-008	RECLASS EXP TO SOU				12/31/2013	AP00367461		AP	00056386	240.00	0.00		
Monthly SubTotals : Begin Balance =>										1,696.55	468.93	0.00	2,165.48
GRANITE-008	REG COUNCIL - SOUT				01/15/2014	AP00366381		AP	00056211	10.00	0.00		
PLATINUM-001	1414 SHEPARD				01/21/2014	AP00366805		AP	00056283	238.00	0.00		
STOHL-001	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056316	27.20	0.00		
SCOPA-001	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056315	18.80	0.00		
PARIS-001	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056314	14.56	0.00		
OWENS-001	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056313	35.84	0.00		
KIRBY-002	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056312	30.00	0.00		
HOBBS-001	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056311	30.80	0.00		
HANSON-004	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056310	16.80	0.00		
GAGNE-003	SOUTHERN REGIONAL C				01/28/2014	AP00367462		AP	00056309	8.96	0.00		
FRANCOEUR-001	SOUTHERN REGIONA				01/28/2014	AP00367462		AP	00056308	22.40	0.00		
EPSTEIN-001	SOUTHERN REGIONAL				01/28/2014	AP00367462		AP	00056307	22.40	0.00		
BALLARD-001	SOUTHERN REGIONAL				01/28/2014	AP00367462		AP	00056306	13.20	0.00		
Monthly SubTotals : Begin Balance =>										2,165.48	488.96	0.00	2,654.44
PLATINUM-001	9911 SHEPARD				02/20/2014	AP00369077		AP	00056503	386.00	0.00		

Report ID: GLS7002N
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Account	Description	Cost Cntr	SID	Proj	Jrnl Date	Journal ID	Jrnl Ln Ref	Source	Voucher ID	Debit	Credit	Balance	
Monthly SubTotals : Begin Balance =>										2,654.44	386.00	0.00	3,040.44
STOHL-001	SOUTHERN REGIONAL C				03/25/2014	AP00371194		AP	00056702	30.00	0.00		
SCOPA-001	SOUTHERN REGIONAL C				03/25/2014	AP00371194		AP	00056701	16.80	0.00		
PARIS-001	SOUTHERN REGIONAL C				03/25/2014	AP00371194		AP	00056700	14.56	0.00		
OWENS-001	SOUTHERN REGIONAL C				03/25/2014	AP00371194		AP	00056699	35.84	0.00		
HOBBS-001	SOUTHERN REGIONAL C				03/25/2014	AP00371194		AP	00056698	30.80	0.00		
GAGNE-003	SOUTHERN REGIONAL C				03/25/2014	AP00371194		AP	00056697	8.96	0.00		
CRANDELL-001	SOUTHERN REGIONAL				03/25/2014	AP00371194		AP	00056696	20.16	0.00		
BORGHETTI-001	SOUTHERN REGIONA				03/25/2014	AP00371194		AP	00056695	29.12	0.00		
BALLARD-001	SOUTHERN REGIONAL				03/25/2014	AP00371194		AP	00056694	21.60	0.00		
Monthly SubTotals : Begin Balance =>										3,040.44	207.84	0.00	3,248.28
GRANITE-008	SOUTHERN REGIONAL				04/10/2014	AP00372782		AP	00056856	140.00	0.00		
Monthly SubTotals : Begin Balance =>										3,248.28	140.00	0.00	3,388.28
REGIONAL TRAINING-SO	CENTRAL				05/31/2014	0000375577		JE		247.04	0.00		
Monthly SubTotals : Begin Balance =>										3,388.28	247.04	0.00	3,635.32
STOHL-001	SOUTHERN REGIONAL C				06/23/2014	AP00377873		AP	00057446	29.00	0.00		
OWENS-001	SOUTHERN REGIONAL C				06/23/2014	AP00377873		AP	00057445	35.84	0.00		
PARIS-001	SOUTHERN REGIONAL C				06/23/2014	AP00377873		AP	00057452	14.56	0.00		
KIRBY-002	SOUTHERN REGIONAL C				06/23/2014	AP00377873		AP	00057451	32.80	0.00		
EPSTEIN-001	SOUTHERN REGIONAL				06/23/2014	AP00377873		AP	00057450	22.40	0.00		
BORGHETTI-001	SOUTHERN REGIONA				06/23/2014	AP00377873		AP	00057449	29.12	0.00		
HOBBS-001	SOUTHERN REGIONAL C				06/23/2014	AP00377873		AP	00057448	30.80	0.00		
ARSENAULT-001	SOUTHERN REGIONA				06/23/2014	AP00377873		AP	00057447	22.40	0.00		
GRANITE-008	BBQ FOR 15				06/25/2014	AP00377875		AP	00057516	187.50	0.00		
Monthly SubTotals : Begin Balance =>										3,635.32	404.42	0.00	4,039.74
STOHL-001	SOUTHERN REGIONAL C				08/14/2014	AP00381600		AP	00057696	30.00	0.00		
PARIS-001	SOUTHERN REGIONAL C				08/14/2014	AP00381600		AP	00057695	14.56	0.00		
OWENS-001	SOUTHERN REGIONAL C				08/14/2014	AP00381600		AP	00057694	36.96	0.00		
SOUTHERN-001	REIMBURSE REGIONA				08/14/2014	AP00381600		AP	00057771	750.00	0.00		
GRANITE-008	SOUTHERN REGIONAL				08/14/2014	AP00381600		AP	00057753	17.00	0.00		

PeopleSoft GL
GENERAL LEDGER - DETAIL

Report ID: GLS7002N
 Bus. Unit: NHEA1--NEA-NEW HAMPSHIRE
 Ledger: ACTUALS -- NEA-NEW HAMPSHIRE
 For Fiscal Year 2014 Period 1 to 12
 Account: 4326 Cost Cntr: 0* SID: ALL Project ID: ALL Sort Sequence: Account

Page No. 4
 Run Date 02 Of 2014
 Run Time 14:02:41

<u>Account</u>	<u>Description</u>	<u>Cost Cntr</u>	<u>SID</u>	<u>Proj</u>	<u>Jrnl Date</u>	<u>Journal ID</u>	<u>Jrnl Ln Ref</u>	<u>Source</u>	<u>Voucher ID</u>	<u>Debit</u>	<u>Credit</u>	<u>Balance</u>
	Monthly SubTotals :									4,039.74	0.00	4,888.26
4326	REGIONAL TRAINING-SOUTHERN		0									
												Beginning Balance: 0.00
												Total Activity: 4,888.26
												Ending Balance: 4,888.26
<hr/>												
	Account 4326 Totals :											
										0.00	4,888.26	4,888.26

Report ID: GLS7002N
Bus. Unit: NHEA1--NEA-NEW HAMPSHIRE
Ledger: ACTUALS -- NEA-NEW HAMPSHIRE
For Fiscal Year 2014 Period 1 to 12
Account: 4326 Cost Cntr: 0% SID: ALL Project ID: ALL

PeopleSoft GL
GENERAL LEDGER - DETAIL

Page No. 5
Run Date 09/06/2014
Run Time 14:02:42

Sort Sequence: Account

<u>Account</u>	<u>Description</u>	<u>Cost Cntr</u>	<u>SID</u>	<u>Proj</u>	<u>Jrnl Date</u>	<u>Journal ID</u>	<u>Jrnl Ln Ref</u>	<u>Source</u>	<u>Voucher ID</u>	<u>Debit</u>	<u>Credit</u>	<u>Balance</u>
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ARTICLE V

QUORUM

Twenty-five (25%) percent of the maximum number of voting members shall be a quorum for the Regional Council. (See Article III, Section 1.)

ARTICLE VI

POWERS OF OFFICERS

SECTION 1 The chairperson shall preside over all meetings of the Regional Council, appoint the chairpersons and members of committees, approve expenditures of money by the Treasurer and perform all other functions usually attributed to this office.

SECTION 2 The Vice Chairperson shall perform all functions usually attributed to the office. She/he shall become the Chairperson if the Chair becomes vacant.

SECTION 3 The Secretary shall carry out all duties customarily performed by a secretary, including providing minutes of the meetings.

SECTION 4 The Treasurer shall carry out all functions customarily performed by a Treasurer. She/he shall: (1) authorize the payment of all expenditures approved by the Regional Council (2) be responsible for receiving and banking all fees and other Council moneys; and (3) disburse such funds in payment of bills and other council transactions approved by the Regional Council. A financial report shall be made quarterly by the Treasurer.

SECTION 5 Terms and Succession

- A. The officers shall serve for one (1) year and may be reelected without an intervening term.
- B. The Southern Regional Representative(s) to the NEA-NH Executive Board should serve for terms concurrent with their state terms. The NEA-NH Constitution will determine the number of representatives from the Southern Region.
- C. Terms of office shall commence after each election, preferably at the September meeting of each year.

ARTICLE VII

POWER OF REGIONAL COUNCIL

SECTION 1 The Regional Council shall be the governing body of the region. It shall approve the budget, establish policies on funding regional programs, act on reports of committees, and approve resolutions and other policy statements. All appropriate powers not delegated to the officers or other groups of the region shall be vested in the Regional Council

SECTION 2 The Regional Council shall make recommendations in the hiring of a UniServ Director subject to agreement with NEA-NH.

ARTICLE VIII

COMMITTEES

The Chairperson may appoint committees which are necessary to carry on the business of the Association.

ARTICLE IX

AUTHORITY

Robert Rules of Order shall be the parliamentary authority for the Council on all questions not covered by Articles of Agreement and Bylaws and such standing rules as the Council Members may adopt.

ARTICLE X

FUNDING

SECTION 1 Subject to these bylaws, the funding of regional programs and stipends for Regional Council Officers shall be determined by the Regional Council by a majority vote of those present and voting at any duly called meeting.

SECTION 2 Dues shall be assessed upon each member local Association based on the number of active members in said local Association.

SECTION 3 Funding assistance to locals and members within the region may be dependent upon payment of regional dues paid in accordance with Article XI.

ARTICLE XI

DUES TRANSMITTAL POLICY

All regional dues shall be paid by March 15, unless there are extenuating circumstances which have been approved by the Regional Council.

**Edit needed:
ARTICLE XII**

AMENDMENTS

These Bylaws may be amended at any meeting of the Regional Council by a two-thirds (2/3) vote of the voting members of the council present, provided that such proposed amendments shall have been presented at a hearing at least fifteen (15) days prior to the meeting or provided that notice and proposed amendments shall have been mailed to each local president or designee.

Southern Regional Council Constitution and Bylaws established October, 2012.

Inequality Is a Drag

AUG. 7, 2014

For more than three decades, almost everyone who matters in American politics has agreed that higher taxes on the rich and increased aid to the poor have hurt economic growth.

Liberals have generally viewed this as a trade-off worth making, arguing that it's worth accepting some price in the form of lower G.D.P. to help fellow citizens in need.

Conservatives, on the other hand, have advocated trickle-down economics, insisting that the best policy is to cut taxes on the rich, slash aid to the poor and count on a rising tide to raise all boats.

But there's now growing evidence for a new view — namely, that the whole premise of this debate is wrong, that there isn't actually any trade-off between equity and inefficiency. Why? It's true that market economies need a certain amount of inequality to function. But American inequality has become so extreme that it's inflicting a lot of economic damage. And this, in turn, implies that redistribution — that is, taxing the rich and helping the poor — may well raise, not lower, the economy's growth rate.

You might be tempted to dismiss this notion as wishful thinking, a sort of liberal equivalent of the right-wing fantasy that cutting taxes on the rich actually increases revenue. In fact, however, there is solid evidence, coming from places like the International Monetary Fund, that high inequality is a drag on growth, and that redistribution can be good for the economy.

Earlier this week, the new view about inequality and growth got a boost from Standard & Poor's, the rating agency, which put out a report supporting the view that high inequality is a drag on growth. The agency was summarizing other people's work, not doing research of its own, and you don't need to take its judgment as gospel (remember its ludicrous downgrade of United States debt). What S.& P.'s imprimatur shows, however, is just how mainstream the new view of inequality has become. There is, at this point, no reason to believe that comforting the comfortable and afflicting the afflicted is good for growth, and good reason to believe the opposite.

Specifically, if you look systematically at the international evidence on inequality, redistribution, and growth — which is what researchers at the I.M.F. did — you find that lower levels of inequality are associated with faster, not slower, growth. Furthermore, income redistribution at the levels typical of advanced countries (with the United States doing much less than average) is “robustly associated with higher and more durable growth.” That is, there's no evidence that making the rich richer enriches the nation as a whole, but there's strong evidence of benefits from making the poor less poor.

But how is that possible? Doesn't taxing the rich and helping the poor reduce the incentive to make money? Well, yes, but incentives aren't the only thing that matters for economic growth. Opportunity is also crucial. And extreme inequality deprives many people of the opportunity to fulfill their potential.

Think about it. Do talented children in low-income American families have the same chance to make use of their talent — to get the right education, to pursue the right career path — as those born higher up the ladder? Of course not. Moreover, this isn't just unfair, it's expensive. Extreme inequality means a waste of human resources.

And government programs that reduce inequality can make the nation as a whole richer, by reducing that waste.

Consider, for example, what we know about food stamps, perennially targeted by conservatives who claim that they reduce the incentive to work. The historical evidence does indeed suggest that making food stamps available somewhat reduces work effort, especially by single mothers. But it also suggests that Americans who had access to food stamps when they were children grew up to be healthier and more productive than those who didn't, which means that they made a bigger economic contribution. The purpose of the food stamp program was to reduce misery, but it's a good guess that the program was also good for American economic growth.

The same thing, I'd argue, will end up being true of Obamacare. Subsidized insurance will induce some people to reduce the number of hours they work, but it will also mean higher productivity from Americans who are finally getting the health care they need, not to mention making better use of their skills because they can change jobs without the fear of losing coverage. Over all, health reform will probably make us richer as well as more secure.

Will the new view of inequality change our political debate? It should. Being nice to the wealthy and cruel to the poor is not, it turns out, the key to economic growth. On the contrary, making our economy fairer would also make it richer. Goodbye, trickle-down; hello, trickle-up.

Poor Parents Need Work-Life Balance Too

Michelle Chen on July 25, 2014 - 4:00PM ET

Tiffany Beroid, a member of OUR Walmart, maintains Walmart retaliated against her by cutting hours after she requested a schedule change. (Courtesy of OUR Walmart)

The recent reports of moms getting arrested for leaving their kids unattended while they work or go to a job interview shows the reality of "work-life balance" when you're living paycheck to paycheck. The burden for many low-wage hourly workers isn't seeking balance, it's walking a tightrope. Millions of workers have nonstandard schedules, irregular shifts or on-call jobs without set hours, so they scramble from shift to shift, from daycare to night classes, or anxiously call in each day in hopes of getting a few hours of work. Having no control over your work schedule means your boss controls not only how much you're paid but how much time you spend with your kids.

Labor advocates are calling for workplace policies that give workers more stable schedules and more control over their hours. Now Washington may step in with legislation to check the volatility of the daily grind.

The "Schedules that Work" bill (introduced by Representatives George Miller and Rosa DeLauro and Senators Tom Harkin and Elizabeth Warren) is the proletarian answer to the workplace "flex" policies that are common in corporate offices. After all, poor parents need flexibility more than anyone, as they cope with the chaos of economic hardship and work unstable jobs with few benefits..

The bill provides workers a so-called "right to request," or the ability to engage in a dialogue with their boss about a schedule change ahead of time, without fear of retaliation. In some cases, the employer would be mandated to accommodate a family or medical issue. Shift and on-call workers in some low-wage industries would also gain protections against arbitrary schedule changes.

Middle-class professionals may regularly negotiate work time through flexible work arrangements, generous paid leave time and telecommuting options. But in industries like retail chains or fast food, where "just in time" production systems require round-the-clock processing and sales, part-time and shift workers struggle between not getting enough hours to earn a living wage, and having to work whatever shift their manager dumps on them at any hour. Survey data shows that about half of hourly wage workers lack control over their work schedules.

Unless they can persuade their boss to accommodate their needs, a volatile schedule can destabilize their family lives. Parents struggle to find last-minute babysitting arrangements to take a shift, or they may be unable to enroll in a regular daycare that requires up-front monthly payments, since their income varies week to week.

A punishing work schedule derailed Tiffany Beroid's whole career path. She was trying to hold down a full-time position as a customer service manager at a Walmart in Maryland, while studying to be a nurse. But when she asked for a schedule change to allow her to juggle her school and work duties, she tells *The Nation*, the management was less than family friendly: "[Walmart] retaliated by cutting my hours. So even though I was full-time in the system, I was receiving nineteen or twenty-five hours some weeks, maybe forty hours if I was lucky, once a month."

Her situation was further complicated by her pregnancy, which caused blood pressure problems that prompted her to request light duty at work—on her doctor's advice. Then, she says, the management abruptly forced her to take unpaid leave, and the strain on her family eventually forced her to drop out of school.

Under the Schedules that Work Act, workers like Beroid would be entitled to a schedule change if their request related to health, family caregiving duties, another job they are working or an educational or training program. The employer could refuse for "bona fide business reasons," according to an analysis by think tank Center for Law and Social Policy (CLASP), but they would in any case have to consult with the employee "in a timely, interactive process."

Workers in certain industries where shift work is prevalent—restaurants, retail and building cleaning—would be entitled to at least two weeks advance notice of their schedule. Employers would pay an hour's wages for each shift change without twenty-four hours' notice. If a worker shows up for a shift and is sent home early—say, because business is slow—she can get compensated for at least four hours of wages. On-call workers, who are required to check in to confirm their schedules, also get an hour's pay if they call-in but get no work.

But as with many labor protections geared toward low-wage workers, enforcement is a sticking point. Labor advocates say workers may face retaliation for merely requesting a schedule change.

After Beroid dropped out of school, for example, Walmart dropped her. She had become involved with OUR Walmart, a national union-backed organization that advocates for a fairer and more family-focused scheduling policies. Following months of campaigning, the company reformed its workplace policies in March to provide greater accommodations, including light duty, to women with pregnancy complications. But Beroid barely had a chance to savor the victory before she suddenly lost her job—she suspects, because of her activism. (Beroid says she has filed a complaint of unlawful dismissal with the National Labor Relations Board. Walmart, which has denied previous charges of retaliation against activist employees, states via e-mail that she "was dismissed from the company because she didn't always show up for work when she was scheduled").

Beyond Walmart, Beroid says, the federal legislation would give workers a mechanism so employers can be held to account. "Even though Walmart has made these changes for the public's eyes, if they're not enforcing them, I know if the bill was actually to take effect, then they would have to follow these rules and enforce these policies."

CLASP policy analyst Liz Ben-Ishai says via e-mail that since enforcement is generally driven by individual workers' complaints, taking legal action against a boss would be hard for "low-wage workers without support or resources, who fear retaliation." But the Labor Department could "proactively enforce" fair-scheduling policies, by undertaking "targeted investigations of companies that are, for example, known to violate other laws and therefore more likely to be in violation of this one."

The legislation parallels "right to request" policies that have already passed in San Francisco and Vermont. San Francisco workers. And several states, including New York and California, have "reporting time" laws that guarantee a certain minimum pay for shift workers if their hours are suddenly cut. Some companies have individually instituted flexible scheduling practices, as studies have shown this can improve workplace productivity and limit turnover.

Research by Susan Lambert of the University of Chicago's School of Social Service Administration shows that among early-career workers, aged 26 to 32, overall nearly 40 percent "know their work schedule one week or less in advance." Workers of color are more likely to work on such short notice. About three in four hourly workers reported experiencing unstable schedules in the past month, and "[p]art-time employees, skilled tradesmen, and workers in low-status occupations are particularly likely to know their schedule at most a week in advance." And lost time is lost income: hourly workers with unstable schedules reported that "their hours vary by what amounts to about 50 percent on average of their usual work hours."

There are many other legislative solutions that advocates are pushing to make wage work more family friendly and sustainable for poor households. Paid sick days policies, which have been introduced or enacted in several states and cities, allow workers to attend to medical needs without losing wages. Stronger social support programs, such as public childcare and pre-kindergarten, along with a higher minimum wage, would also provide more financial bandwidth to cope with precarious jobs.

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But regardless of how much they make per hour, scheduling stability is key to economic stability, especially for the growing number workers who work insecure jobs, lack basic benefits like healthcare or do not have a union to represent them.

Beroid still campaigns with OUR Walmart to make sure it upholds its new policies. "There's a lot of associates in the store who are afraid to speak out," she says, despite the reforms. "So there's a lot of women, whether they're single or married, that are trying to provide for their children, trying to work with the way Walmart gives them schedules, of going to work late at night, being back to work early in the morning, not able to provide childcare."

As her daughter nears her second birthday, Beroid plans to go back to school. And she'd like to return to Walmart, too, once her boss is ready to offer a real work-life balance—one that lets her set her own priorities.

Read Next: *"We're Arresting Poor Mother's for Our Own Failures."*

These Are The Best Places In America To Raise Girls

Posted: 09/04/2014 6:11 pm EDT Updated: 09/04/2014 6:59 pm EDT



o

Parents with girls take notice: The region where you raise your daughter could have a significant impact on her well-being, according to a new report from the Girl Scout Research Institute.

The report, titled "The State Of Girls: Thriving Or Surviving?," outlines the best and worst states for young females around the country. The report gleaned its results from data on girls' physical health and safety, as well as their economic well-being, education, emotional health and extracurricular or out-of-school activities.

As shown in the map below, taken from the report, states in the Midwest, Northeast and Mid-Atlantic regions are believed to be better for girls. States in the South tended to receive lower rankings.



The top-scoring states included New Hampshire, North Dakota, South Dakota, Massachusetts and Vermont. The lowest-ranked states were Louisiana, Oklahoma, Arizona, New Mexico, Nevada and finally, in last place, Mississippi.

The results are similar to those found in the 2014 KIDS COUNT Data Book from the Annie E. Casey Foundation, which looked at the overall well-being of American children. Indeed, the Girl Scout Research Institute followed a similar methodology as KIDS COUNT.

The KIDS COUNT report found Massachusetts, Vermont and Iowa to be the top states for children. It ranked Arizona, Nevada and New Mexico as the lowest.

Kamla Modi, senior researcher for the Girl Scout Research Institute, told The Huffington Post that she believes girls' educational outcomes can be a key indicator of their well-being. The top-ranked state in the GSRI report, New Hampshire, came in second place with regard to educational outcomes. Mississippi, the lowest-ranked state, came in 44th place for educational

Nevada came in last place when ranked by educational outcomes, and was the 49th-ranked state overall. Liz Ortenburger, CEO of Girl Scouts Southern Nevada, said she is not surprised by these results.

"I think there's no doubt that Nevada was the most, or one of the most, hard-hit states by the recent recession," Ortenburger told HuffPost. "We are all coming out of that in a difficult way ... While this [report] is probably an accurate portrayal, at the grass-roots level I know that I am seeing change -- slowly, but definitely a positive change."

When asked about education in the region, Ortenburger said, "We have a high immigrant population in schools and we do struggle with poverty in southern Nevada ... We're all concerned about education and about a child simply being enrolled in the classroom all year long. We find people rapidly moving around [our region] because we have so many families living on the fringe economically."

Ortenburger continued, "The idea that you need to be worried if your kid is going to be in the same school has to take the back seat to whether or not you will have food on the table."

Becky Traweek, CEO of the Greater Girl Scouts of Mississippi, told HuffPost that despite Mississippi's low rankings in the new report, "data is not destiny."

"The information in this state level fact sheet from State of Girls illustrates a huge opportunity for the entire United States to advocate on behalf of girls, to encourage more donor support for girls and to encourage more community support for all girls in the country," said Traweek in an email.

Modi told HuffPost that there is not a report on the state of boys in America that she knows of, so she could not expound on the specific disparities in how boys and girls are faring.

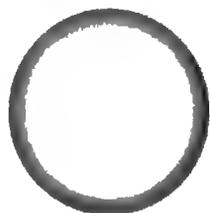


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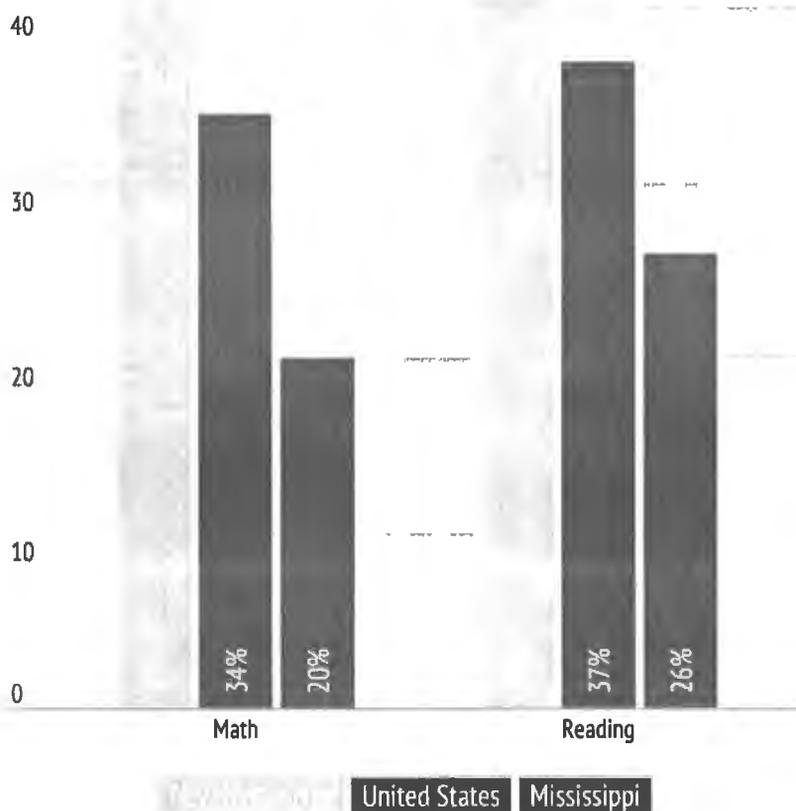


rklein90

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Girls Who Are Proficient Or Above In Eighth-Grade Math And Fourth-Grade Reading



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Data comes from the 2011 National Assessment of Educational Progress.



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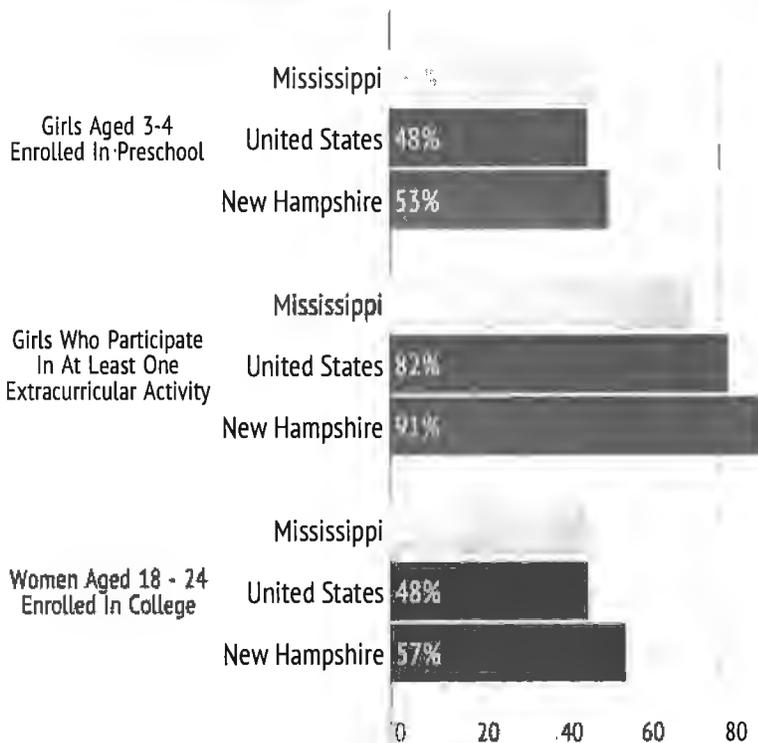
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School Enrollment And Extracurricular Activites



Data comes from the 2012 U.S. Census Bureau and the U.S. Centers for Disease Control and Prevention 2011 - 2012.



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The Modern Classroom: Students, Teachers and Data-Driven Education



By James O'Brien 1 day ago

The days of paper textbooks seem destined to become as distant a memory as cursive handwriting. In 2014, [big data](#) is reshaping the way students receive curriculum and learn, and the tools of the new and digital classroom are changing the dynamics for educators.

"Data is changing the way people think," says [Eileen Murphy Buckley](#), founder and CEO of [ThinkCERCA](#), a company in the data-driven education space. "From critical accountability to teacher accountability to the way we arrange time, our learning spaces, technologies — data is disrupting everything."

See also: [Big Data's Effect on Organ Transplant Wait Lists](#)

The inclusion of the computer in K–12 classes is nothing new; they've been on desks since the days of Texas Instruments. In more recent times, however, pupils aren't turning to their screens to learn a little BASIC or play a round of Oregon Trail — they're increasingly experiencing data-driven teaching as a fully integrated part of a post-textbook, personalized academic process.

How data-driven classrooms operate



Image: Flickr, [Jirka Matousek](#)

If you think about the impact of technology on our lives today, algorithms are analyzing our behavior — both on and offline — all the time. They shape what we do in the moment, and they often steer us toward what we do next.

At many online stores — [Amazon](#), for example — the ideas, suggestions and products in front of you are frequently placed there based on data gleaned from your order history, browsing habits and numerous other factors.

Education has entered this ecosystem, too. In the data-driven classroom, the concept of digitally collecting and analyzing students' work — at the district level and above — is already deeply a part of how school systems track and report performance. It's a key part of the standardized-testing milieu that [No Child Left Behind](#) made commonplace.

On the level of the individual classroom, digital curricula and data is changing the way teachers — and, in turn, learning — work. On the level of the individual classroom, digital curricula and data is changing the way teachers — and, in turn, learning — work. Below are just a few examples of the intersection of data and education.

- **Scoring and grading:** In simple ways, applications such as BubbleScore allow teachers to either deliver multiple-choice tests via mobile devices or scan and score paper exams via mobile-device cameras. Tools like these typically allow instructors to export results to grade books and track progress along defined parameters — helpful for reporting under Common Core and state standards, for example.
- **Personalized, adaptive learning:** More than just streamlining assignments and the grading process, data-driven classrooms opened up the experience of what students learn, when they learn it and at what level. Companies such as Knewton create digital courses that use big-data-fueled predictive analytics to pinpoint what a student is mastering (or not mastering), and what modules of a lesson plan best suit them under those circumstances.
- **Problem management:** When it comes to issues that can arise in the classroom — a student handing in writing that might not be his own, for example — data is also at teachers' disposal. One company, iParadigms, leverages big data to cross-reference written work with public databases and other online resources. Its apps verify that all material submitted is original to the student writer.

There's a key factor at the core of all this functionality: The teacher, and the role he still plays at the center of data's classroom transformation.

The human factor: Teachers and data



Image: Flickr, www.audio-luci-store.it

As classrooms become more and more connected to data and its far-reaching potential, the human mind that's managing the process remains very much central to students' experiences.

Even companies that are promoting digital integration in the classroom remain keenly focused on the individual at the head of the class.

Even companies that are promoting digital integration in the classroom remain keenly focused on the individual at the head of the class.

For example, a core component of ThinkCERCA's software is that while it guides students through the process of writing an effective argument, it also puts that writing — and the associated analysis — back in the hands of human beings. It's the teacher who assesses each pupil's work, and their interaction with the student is the cornerstone upon which ThinkCERCA's algorithms rely.

"I would say that we really give teachers small data," says Buckley. "It's really about capturing all the small human processes and putting those in front of people. You can liken it to [a fitness- and food-logging app]. You put in what you eat, and over time it gives you back data that you can understand in a very meaningful way."

Seeking to quantify human behavior that surrounds the back and forth of writing and teaching, ThinkCERCA's analytics (over time) can provide schools and educators with a new understanding of whether they're posing the right questions about their classrooms and methods in the first place.

And that, if you ask one educator, is the preferred approach to the data-driven classroom.

"Big data could be leveraged to upend the standardization model altogether and enable a creativity- and problem-solving based approach," says Justin Lyon, a former high-school math teacher and the founder of Critical. "Big data could free students and educators up to do stuff that matters."

Are you an educator using data in the classroom? Tell us how in the comments.

Anatomy of the Market Basket meltdown

Local CEOs, the former US secretary of labor, a MIT Sloan professor, and more offer their reflections on the company's disastrous summer.

| BY ROBERT REICH, ADAM RIED, RENEE RICHARDSON GOSLINE, ELIOT TATELMAN, LAURA SEN, AND MARK POTHIER
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ROBERT REICH

On emphasizing profits over people

Under CEO Arthur T. Demoulas, Market Basket had a winning business model: He treated employees, managers, and customers as members of a common enterprise, from which everyone gained. Arthur T. rolled out a 4 percent discount on nearly all goods at the start of 2014, arguing his customers could use the money more than his fellow shareholders. He paid his employees and managers decent wages, and he treated them with respect. He made sure they understood the objectives, and then let them decide how to achieve them. The greed team that ousted Arthur T., by contrast, is running the company as if they're take-it-or-leave-it martinets — and everyone is losing.

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MATT HOGAN

Meat clerk Eric Cabral, Market Basket store No. 39, Nashua.



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this route. Trying to squeeze out more profits will drive customers away, decrease employee loyalty, and increase worker turnover.

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LUCINDA ROGERS

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There's abundant evidence that a company organized as a common enterprise does better over the long term than a company designed to maximize shareholder returns over the short term. Arthur T.'s business model wasn't based on zero-sum thinking. He understood that giving everyone a stake in the business would generate gains for everyone, including shareholders.

The reaction to Arthur T.'s ouster proves the point. Customers are staying away from Market Basket stores, even though it's costing them, forcing them to buy more expensive food elsewhere. Striking employees are sacrificing paychecks and risk losing their jobs, but giving in means getting stuck with new CEOs and a board that are likely to cut pay and raise prices. Local politicians have weighed in with statements of support. This isn't the age-old labor versus management conflict. It's labor, management, customers, community, and fired CEO versus greedy directors — something rare in the annals of American business.

Solidarity — a term we haven't heard much in recent years — means hanging in there together or you'll hang separately. It entails short-term sacrifice for the sake of long-term gain. Arthur T. apparently understands this. I wish more CEOs and directors did.

> *Robert Reich, a former US secretary of labor and Massachusetts gubernatorial candidate, teaches public policy at the University of California, Berkeley.*

ADAM RIED

On a foodie's paradise in peril



LUCINDA ROGERS



Leung: What is the board doing?

The grocery chain's board of directors has the power and responsibility to solve the impasse, and they haven't done so.

MORE COVERAGE

More vendors say they cut ties

More Market Basket coverage

When visitors arrive in Boston, their list of must-sees usually includes the same big hits: Harvard Square, Fenway Park, the North End, the JFK Library. When my friends — an admittedly food-obsessed lot of cookbook and blog writers — come to town, I include a less likely stop, the Market Basket in Somerville's Union Square.

I'm a Market Basket devotee for the great quality, great prices, and great selection. The produce department is particularly outstanding. Parsley, scallions, watercress, fennel, radishes, dinosaur kale, you name it, all the herbs and greens practically glow with freshness. This for incredibly fair prices, often much less than other big stores.

GRAPHIC: How Market Basket prices compare to competitors

When I was talking to a fellow food writer about an assignment I'd received to develop a recipe for roast pork in banana leaves, she said, not surprisingly, "Well, where are you going to find banana leaves?" I figured I would have to scour the Internet or perhaps ask a friend in Costa Rica to FedEx a box full, but when I next went to Market Basket for my own dinner ingredients, it turned out they had banana leaves right there, both fresh and frozen.

Sour oranges to make an authentic Cuban mojo? No problem. Little Thai eggplants for curry or matsutake mushrooms for a stir-fry? You bet. Fresh sardines for the grill? They have those, too. I even get my preferred brand of cat litter there.

The people watching is good, too, from neighborhood old-timers to recent immigrants to Boston food royalty. I don't like to drop names, but isn't that Chez Henri's Paul O'Connell over in the Goya aisle? Market Basket has something for everyone, and I hope we don't lose it.

> *Adam Ried writes the Globe Magazine's Cooking column and appears regularly on America's Test Kitchen.*

RENEE RICHARDSON GOSLINE

On a story line fueled by social media

The heated drama of the Market Basket saga seems at odds with the prosaic supermarket filled with fresh vegetables, bags of rice, and the sounds of Muzak. But the study of economic sociology has shown that shoppers don't just make a cold calculation that leads them to the seller with the lowest prices. Instead, our choices as consumers are embedded in real-life, warm-blooded social relationships.

In the case of Market Basket, consider the butcher, the cashier, and the bagger: These connections affect consumers' attachments. The values espoused by Market Basket — local, family-owned, employee-friendly — have resonated with shoppers who may have felt that these principles were going the way of milk delivery and the doctor's house call.

This kind of alignment of values is the foundation of building trust in any relationship, even one with a business. Research has shown that people can develop relationships with companies not unlike those they develop with other humans. If two people (or a person and a brand) can be characterized as “strangers,” trust is low, but so are expectations. And some consumers relate to certain brands in a closer bond, even a friend-like connection, as in the case of Harley-Davidson or Apple. The implication? Just like in human-to-human relationships, violations of established shared values can lead to feelings of betrayal.



LUCINDA ROGERS

MAP: Reports from Market Basket stores in the region

The rise of social media has greatly increased consumer-to-consumer influence on these relationship judgments. Everyone has a voice — and the people have spoken for Market Basket. How do consumers determine who deserves their support? In the case of Market Basket, a 71-chain corporation with \$4 billion in revenue, a David and Goliath narrative has played a key role. Retweeting a story about the “good” CEO and displaced average Joe employees is taking a stand for the little guy. Clearly, the viral, social media potential of the story was large. Online activism allows people to easily signal their values and craft a desirable social identity. The lesson? A brand’s narrative is a powerful tool in shaping judgment, and it is co-created by consumers.

I always tell my students: If you’re not listening to your consumers’ opinions about your brand, you’re not doing your job. No matter who’s in charge at Market Basket, the organization should make choices that lead to customer forgiveness and a stronger relationship, not suspicion and the inevitable relationship downgrade that would follow.

> Renee Richardson Gosline is an assistant professor at the Massachusetts Institute of Technology’s Sloan School of Management.

ELIOT TATELMAN

On the pitfalls of running a family firm

My grandfather started Jordan's Furniture in 1918 and brought in his brother-in-law. It was originally called Gray's Furniture, and it was a tiny little store that they were running together. They decided to open another store, so they put a few names in a hat and they called it Jordan's. They had a battle. My grandfather took Jordan's and his brother-in-law took Gray's, and they never got along after that.

Just being in a family and having everyone get along can be problematic. Now you put a business in the middle of it — and money and lifestyles and people's personalities and who works harder than somebody else and who is smarter and who gets more respect or has more responsibility and who's making more money — and it all leads to tension and problems that can cause a lot of grief for the company.

Barry and I learned from our parents that getting along was more important than the business. The business is secondary; family is first. We always made the same salary and thought that's the way it should be. If we disagreed on something, one of us would give in and say it's not worth it, and that would be the end of it. If maybe one of us had had a stronger personality, the same thing that happened to the Demoulases could have happened to us.

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But how do employees feel when management and owners aren't getting along? And you think customers don't feel that if employees do? You can find the best advertising, the best design, and the most beautiful store, put it in the best location, and have the best prices, but if every employee isn't in a good mood, it all fails. It's about the people.



LUCINDA ROGERS

It's not rocket science; it's common sense. I spend most of my time at Jordan's making people feel good.

I didn't go to Market Basket all the time, but every time I went in there, the employees seemed to be happy and the place was busy. If you asked where something was, they'd take you to it. It seems Arthur T. had a way of motivating people and making them feel respected and allowing them to succeed and grow. Now with Arthur S. coming, they seem to think all that will go away. Whether it will or not I don't know, but they're all scared. Look what happened — the stores are empty, nobody's there. It's a disaster scene.

Arthur T.'s success, I believe, was in managing and promoting from within. Employees could start as a clerk and work their way up and be appreciated. They got good health coverage, and if something happened, the company would be there for them. And he developed managers all over with the same skills and the same corporate culture he had.

This was a successful company with happy people, and to have it all turned around like this is crazy. I feel bad for the people, but I have to say I am enjoying reading about it, because it's a great lesson on business. It reiterates my theory of how important employees are. I don't want to blow my own horn, but it's a theory we've tried to use all along. We tried to make people feel good about working at the company, make raving fans of our employees. We're probably not as good at it as Arthur T. is. I don't know Arthur T., but I'd love to meet him, follow him around for a month and see how he accomplished what he did. My hat's off to him.

> Eliot Tatelman is president and CEO of Jordan's Furniture. As told to Elizabeth Gehrman; interview has been edited and condensed.

LAURA SEN

On CEOs and their bosses

Much has been written about the leadership at Market Basket, and Arthur T. Demoulas must be quite a leader to have thousands of employees demonstrate in his favor. But the Market Basket issue is not one of leadership, despite what so many are insisting; it is one of ownership in a private, family business. It is that complication, more

complicated than anyone outside the family can ever appreciate, that makes the ultimate path to resolution of the Market Basket imbroglio so difficult to see from where we are today.

There is no question that much of what is good and bad in the world of CEOs relates to leadership. Great CEOs can lead their companies to new heights, just as poor CEOs can be destructive. However, reaching the pinnacle of being a CEO brings perils of its own that are easily overlooked. It takes an even keel not to fall subject to the idea that you are always right when thousands of employees tend to agree with everything you say and seek to please you with everything they do.



LUCINDA ROGERS

RELATED: Who owns Market Basket? A look at the shareholders

But the Market Basket story is not really about what Arthur T. did or did not do to avoid the perils of CEO leadership or how he grew the company before he lost control of it. It's not about his managing style or the apparently warm feelings his employees have for him. It is about the realities of the business world. And in this case the reality is that Arthur T.'s ownership block, since the defection of one relative, is less than 50 percent. For no matter how talented and beloved CEOs are, even they have a boss — the board of directors. And, yes, even the board of directors has a boss — the company shareholders. In a public company, it may be a long way from the CEO to the board, and even further up to the shareholders, but in the Market Basket world, the distance is inches.

One of my early bosses at Zayre Corp. (the company introduced the warehouse retail concept to the Northeast as the founders of BJ's Wholesale Club in 1984) advised me to follow a simple rule of business — read the org chart and do what your boss wants. It may sound harsh, and there may be situations where that rule shouldn't apply, but at the end of the day it often makes sense. Everybody has a boss. The Market Basket board is Arthur T.'s boss, and

it fired him at the behest of the controlling block of shareholders. Arthur T. wants to buy the controlling shareholders' interest so he can be both the CEO and the owner — a reasonable goal, from his point of view, making him the boss.

RELATED: Meet the Market Basket board of directors

But any person who has siblings knows that in family disagreements, a reasonable position is not always met with a reasonable result. Families are interesting entities, and the Demoulas family has been battling for decades. It is all about the ownership (not the leadership) at Market Basket, so no matter when it ends, don't expect a logical outcome. Families often just don't work that way.

> *Laura Sen is president and CEO of BJ's Wholesale Club.*

MARK POTHIER

On customer loyalty's dark side

The nice-guy boss just got fired. Naturally, you put your job at risk by demanding his return and urging customers to spend their money elsewhere until that happens. Sticking up for a newly unemployed multimillionaire is more important than making the mortgage, right?

I didn't think so. But that was the remarkable course of action taken by thousands of employees at Market Basket. To hear the employees tell it, this battle was about defending the dwindling middle class and putting people over greed. We won't answer to anyone but Arthur T., they said. Besides keeping prices down at the registers, he paid well, offered plush benefits, and knew legions of employees by name. Did I mention he paid well?

