

Value-Added Measures: Frequently Asked Questions

QUESTIONS RELEASED APRIL 2015

Q. What are some suggestions about how to highlight key information most efficiently regarding value-added reports for teachers and other staff when time is limited?

A: Use the VAM training materials on the TLE website under the Quantitative Components link at <http://www.ok.gov/sde/documents/2014-05-02/vam-training-pak-presentation-assistance-kit-tle>

Here are a few to start with:

- The sample Teacher and Administrator Value-Added Results Reports
- The six video training modules included in the VAM PAK (Presentation Assistance Kit)
- This FAQ document

Q. How is it possible that teachers with high-scoring students can receive a value-added result that is below average?

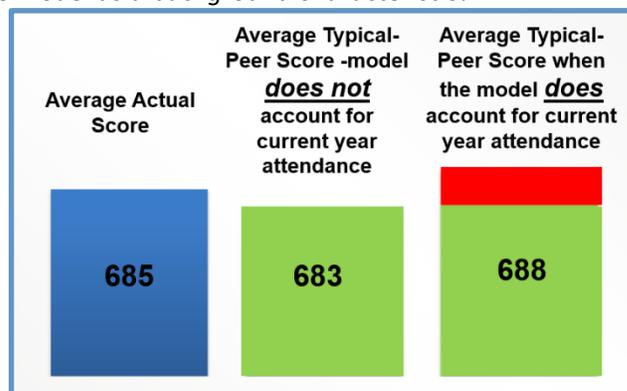
A: Value added is calculated as the difference between the average typical-peer score and the average actual score of a teacher's students. A teacher whose students performed well on the post-test can receive a low value-added result even if the typical-peer scores of his or her students were high. This would occur if a teacher taught students who performed very well on the previous tests used in the value-added model, but then did not make as much progress during the year as other students in the state with similar scores on the pre-tests. Because they compare actual and typical-peer scores, value-added models enable any teacher to be identified as a high performer, regardless of the baseline achievement levels or background characteristics of the teacher's students.

Q. Why do students' typical-peer scores take into account race/ethnicity and gender?

A: Based on the recommendation of educator working groups, the TLE Commission and Oklahoma State Board of Education determined that the value-added model should account for factors outside a teacher's control, including a variety of student background characteristics, when estimating typical-peer scores. At present, the student characteristics used to determine typical-peer scores for the Oklahoma Value-Added Model include Prior Achievement; Free/Reduced Lunch Status; Limited English Proficiency (LEP); Individualized Education Plan (IEP); Race/Ethnicity; Gender; Mobility; and Prior year attendance. These factors are important because the average student with a certain background characteristic might make less progress during the year than other students will, even among students who have the same scores on previous assessments. If the value-added model did not account for student background characteristics, teachers of disadvantaged students could receive low value-added results. This approach is designed to enable any teacher to be identified as a high performer, regardless of the baseline achievement levels or background characteristics of the teacher's students. It is a worthy goal for all educators in the state to work collectively to eliminate disparities in the growth achieved by students with different background characteristics. The value-added model recognizes and rewards the progress educators make toward this goal, but does not set an expectation that individual educators single-handedly eliminate long-standing achievement gaps.

Q: Why isn't current-year attendance of students factored into the model as a background characteristic?

A: The model does not account for the percentage of the current school year attended. The student characteristics included in the model are factors that are considered to be outside a teacher's control. Current year attendance is not included in the model because a highly effective teacher *can* have a positive impact on student attendance. When students' attendance increases significantly, value-added results for teachers should reflect that positive impact. . Consider the example illustrated in the visual shown here, displaying results



from a teacher whose class showed significantly improved attendance over the course of the year she taught them. The column on the left represents the average actual OCCT score for this teacher’s students. The second column represents the average typical-peer score calculated by the model, which does not account for current year attendance as a characteristic. Note that here, the average actual score is slightly above the average typical-peer score, representing a positive value-added result for the teacher. The column on the far right represents the calculated typical-peer score for the same students if the model does account for current year attendance. Notice that the score is slightly higher. By treating the improved attendance as if it were outside the teacher’s control, as the model does with other background characteristics, the typical-peer scores include increases in achievement that arise from increases in attendance, so they are not attributed to the teacher. Here, the higher typical-peer score results in a lower value-added result for a teacher who had a positive influence on his or her students’ attendance.

Q. How does roster verification impact value-added results included on the reports?

A. Information from roster verification is used to measure dosage, the amount of instructional time a teacher spends with each student. When the teacher indicates that the student was not in the class full time, less weight is applied to that student in the value-added calculation than to a student who was in the class full time. In calculating value-added results, roster verification helps ensure that teachers receive the appropriate amount of credit for each student’s performance.

Please refer to the Value-Added technical report, *2013-14 Measuring VAM in Oklahoma*, on the TLE webpage www.ok.gov/sde/tle for additional information.

PARTIAL Student Roster - Math (4-8)					
STUDENT	<small>Please note: Student roster has been truncated to save space on sample report only</small>	% of Year	x	% of Instruction	= Dosage
JOE BARKLEY		100%		100%	100%
SUSIE SMITH		50%		100%	50%
JIMMY JONES		100%		100%	100%

Q. I have seen some student rosters on value-added results reports with dosages of over 100%. Why does this happen?

A. The value-added model used the best available information about teacher-student-course links, but due to inconsistencies with how course-taking data was provided to the state, some rosters have displayed unexpectedly high dosages. There are several explanations for this. Two common issues the SDE staff has discovered while reviewing the data are as follows:

When self-contained course codes were loaded into the *Battelle for Kids* application, multiple rosters were generated. If teachers performed roster verification on rosters that applied to their teaching assignments but did not delete or did not have their administrators delete rosters that did not apply to them, they may be associated with subjects they do not teach on their value-added results reports. Another relatively common issue is that if a teacher was associated with rosters for multiple courses in one Value-Added subject area for the same group of students (for example, a Reading course and Language Arts course), the student dosages on the report will essentially be "doubled", reflecting the fact that the teacher contributed twice to a student's progress in that area. It is important to note that if all students in a teacher’s course had their dosages doubled, this would have no impact on the teacher’s value-added result. This is because each student’s relative weight in the estimate is unchanged. Please contact the SDE help desk with additional questions at (405) 521-3301.

Q. Why aren’t the value-added reports available immediately after the state test results are reported?

A. Each step in the process of preparing the value-added results includes rigorous quality control. Rushing the process could lead to inaccurate value-added results. This is the most important reason why value-added reports are not available immediately after the state test results are reported. For example, quality control is a critical part of preparing the test score data for use in the calculation of value-added results and then preparing the value-added results for publication in educators’ score reports. Value-Added results for a given school year are expected to be available the following winter.

Q. Is there a way for teachers to calculate their own value-added results to verify accuracy and track progress?

A: Unfortunately this is not possible at this time. Educators would need access to information that is not currently available to them, including the range of background information about students that is used in the value-added model. Also, some calculations require access to value-added results for all teachers. These include adjustments to account for different numbers of students and to make the results comparable between grades.

Q: I completed roster verification and had more than 10 students on my roster, so why did I not get a value-added result?

A: A teacher must have at least 10 students to receive a value-added result, but it is possible that a teacher with 10 or more students on his or her roster would not receive a value-added result. This is because some students are not eligible to be included in the value-added model, and only eligible students are counted when determining which teachers can receive a value-added result. The most common reason students were ineligible was for not having both a valid post-test score from one of the grades and subjects for which value-added is calculated and a valid pre-test score in the related subject from the previous year. For grades 4 through 8 math, algebra I, algebra II, and geometry, the related pre-test subject is another math assessment. For grades 4 through 8 reading and English III, the related subject is another reading/English language arts assessment.

Q.: What roles do the following educators play in rolling out value-added reports in my district? Superintendent, District Value-Added Trainer; Principal; Teacher?

A: Districts should customize the rollout of VAM results in ways that best align with their processes to support teacher-leader effectiveness. Here is a possible breakdown of some key responsibilities.

	Train all relevant staff on the Value – Added Model	Review Value-Added Teacher reports	Review Value-Added Principal reports	Provide access to the SSO site to District Trainers	Direct staff to the TLE webpage for more Information on VAM
Teacher		X			
District Value-Added Trainer	X				X
Principal		X	X		X
District Leader				X	X

Q: How do I access the most recent Value-Added Results Reports?

A: Value-Added Results Reports are accessible through the SSO2 portal. Refer to the guidance document “Accessing and Distributing Value-Added Results Reports for Teachers and Administrators” on the TLE webpage of the OSDE website at <http://www.ok.gov/sde/sites/ok.gov.sde/files/documents/files/2013-14%20Accessing%20%26%20Distributing%20VAM%20Reports-Instructions.pdf>

QUESTIONS RELEASED MARCH 2014

Value-added overview

Q: What is value added?

A: “Value added” is a measure of a teacher’s contributions to students’ academic growth. It is one of multiple measures that will be included in Oklahoma’s Teacher and Leader Effectiveness (TLE) system. To estimate a teacher’s value-added result, a value-added model compares two sets of test scores: (1) the average actual scores that the teacher’s students earned and (2) the average scores achieved by the students’ “typical peers” throughout the state. The difference between these two sets of scores is the teacher’s value added. In Oklahoma’s value-added model, “typical-peer scores” are estimated by looking at the achievement of students’ most similar “peers” in the state. These peers are similar in terms of scores earned on multiple assessments and other background characteristics. It is important to note that the value-added model is designed to isolate a teacher’s value added from other factors that might affect a student’s scores but that are outside the teacher’s control. These factors include students’ status as English-language learners, use of individual education plans, and prior year attendance at school.

Q: What are the “pre-test” and “post-test” scores used in the value-added model?

A: Educators may hear the terms “pre-test” and “post-test” used to describe how value-added results are calculated. In this context, the post-test is the state assessment taken by students after they have been taught for the majority of the year by the teacher being evaluated. Pre-tests are the tests taken by these same students near the end of the prior school year, usually before they were taught by the teacher being evaluated. Although the pre- and post-test scores are important, the value-added model does not directly compare these scores to determine a teacher’s value added.

Instead, the model compares a student's actual post-test score and the estimated typical-peer score on the same test. The typical-peer score is estimated based on pre-tests in multiple subjects and other student characteristics.

Q: How is a student's typical-peer score calculated? Is there a formula?

A: A student's typical-peer score reflects the average post-test scores of the student's most similar "peers" in the state. The typical-peer score is estimated using a statistical method that relates students' post-test scores to their pre-test scores on several assessments as well as additional student background characteristics. Because the statistical model is estimated after students take the post-test, there is no predetermined formula used to calculate typical-peer scores. Oklahoma is partnering with Urban Policy Development and Mathematica Policy Research to estimate typical-peer scores and value-added results.

Q: Is it possible for a teacher to receive a negative value-added result? If so, how does this impact their overall evaluation?

A: Yes. Since a teacher's overall value-added result represents how their students performed on average compared to similar peers, a negative value-added result simply means that their students performed below the average achievement level of their typical peers. If a teacher's students score at or above the average achievement levels of their typical peers, their value-added result will be at or above zero. Because the average Oklahoma teacher receives a value-added result of zero, half of teachers will receive a value-added result above zero and half below zero. Although the value-added result itself can be a positive or negative number, this is not true of the value-added TLE component score that is included in the overall effectiveness rating. All value-added results are converted to a TLE component score of 1-5. Therefore, even if their value-added result is negative, it is not possible for a teacher to receive a value-added TLE component score of less than 1. The average Oklahoma teacher will receive a TLE component score of 3.

Q: What other states and districts has Mathematica worked with to develop value-added models?

A: Mathematica has worked with a number of states and districts to develop and customize value-added models, including Pittsburgh Public Schools; the Pennsylvania State Department of Education; Charleston County School District, Memphis Public Schools; District of Columbia Public Schools; and the Office of the State Superintendent in Washington, DC.

Q: How can we compare students' performance on two different tests and get accurate value-added results for teachers?

A: The Oklahoma state assessments are not designed to allow direct comparisons of students' scores from grade to grade. A teacher's value added therefore cannot be calculated in that way. Instead, we estimate value added by comparing students' scores on a post-test and estimated typical-peer scores on the same test. For example, if a teacher's students scored an average of 800 on a pre-test and 810 on a post-test, the teacher's value-added result would not be 10. Rather, we would compare the average post-test score of 810 with the average typical-peer scores for those students. In a very simple value-added model that estimated typical-peer scores based on only a single pre-test, the model would examine the performance of the students' peers—other students in the state who scored 800 on the pre-test. If the peers' post-test scores averaged, say, 790, the teacher's value-added result would be 20 (810 minus 790). For additional accuracy, the typical-peer scores are based on multiple prior assessments and additional student characteristics. Incorporating this additional information can lead to more accurate typical-peer scores, based on peers who are very similar to a given teacher's students.

Q: How will Oklahoma's value-added model address factors that might affect student scores but are outside a teacher's control? Will these factors change over time?

A: The value-added model will adjust for a range of student characteristics that are outside a teacher's control. For the pilot during the 2013-14 and 2014-15 school years, the model will estimate typical-peer scores based on the following student characteristics: prior achievement on multiple assessments, status as an English-language learner, use of individual education plans, mobility across schools during the school year, attendance during the prior year, race/ethnicity, gender, and eligibility for free or reduced-price lunch. As these characteristics may be associated with factors that influence student test scores, the model will separate the effects of these factors from the teacher's

contribution. The characteristics used in the model will be re-evaluated after the pilot and may change as more data are gathered.

Q: Is it possible to include other factors, such as level of parent involvement or other environmental conditions that might impact a students' academic performance?

A: The value-added model can account for student characteristics that are measured accurately in the state's data system. Some factors that the state's data system does not directly measure may be related to student characteristics that are included in the value-added model. If so, then the typical scores can reflect these factors even though they are not directly included in the model. For example, parental involvement is likely to be captured in part by including students' prior achievement in the value-added model.

Q: Previously, teachers in the state have simply compared their students' pre-test and post-test scores. Isn't this an easier way of assessing student academic growth?

A: The Oklahoma state assessments are not designed to allow direct comparisons of students' scores from grade to grade. But even if they were, the value-added model provides a more accurate reflection of a teacher's performance than a simple comparison of pre- and post-test scores. This is because the value-added model separates each teacher's contribution to student test scores from other factors that may affect the scores. To isolate teachers' contributions, the value-added model accounts for the background characteristics of each student, including his or her prior scores on multiple assessments. Numerous studies have shown that such characteristics are linked to students' academic progress over the year. A simple comparison of student test scores from year to year would not adjust for these characteristics and would therefore reflect factors beyond teachers' control, such as students' status as English-language learners, use of individual education plans, and attendance at school. The Oklahoma value-added model adjusts for these factors by comparing students' actual scores to typical-peer scores.

Q: Does the value-added model account for learning loss over the summer?

A: Yes, the value-added model automatically adjusts for summer learning loss to the extent that the loss experienced by a teacher's students is similar to the loss experienced by the students used to estimate typical-peer scores. Because the model uses a large number of student characteristics to estimate the typical-peer scores, it allows for a great deal of variation in summer learning loss from one group of students to another.

Q: Can the value-added model show growth for students who start with very high scores?

A: Yes, effective teachers can achieve high value-added results regardless of their students' pre-test scores. This might seem surprising given that students who scored very well on pre-tests have little room to improve on their post-tests. However, value-added models adjust for this issue. Students who score well on one test tend to also do well on the next. However, on average, the students with the highest pre-test scores score slightly lower on the post-test. This means that a student scoring at the top of the pre-test scale will generally have a typical-peer score below the top of the post-test scale, leaving room for improvement. Thus, an effective teacher with high-scoring students on the pre-test can still have high value-added results if his or her students outperform their typical peers.

Q: What research has been done to demonstrate the validity of value added measures?

A: The Measures of Effective Teaching (MET) Project conducted one of the most comprehensive research studies on teacher effectiveness. Their research highlights some key findings about value-added measures, including measures of the relationship between value-added results and other teacher effectiveness measures, such as observations. Links to these findings from the MET project are provided below.

http://www.metproject.org/downloads/MET_Gathering_Feedback_Research_Paper.pdf (full version)

http://www.metproject.org/downloads/MET_Gathering_Feedback_Practioner_Brief.pdf (summary version)

Another significant research study, *Measuring the Impacts of Teachers II: Teacher Value-Added and Student Outcomes in Adulthood*, found that students taught by high value-added teachers were more likely to attend college and earned higher salaries. Indeed, they estimate that, compared to an average teacher, the most effective teachers contribute an additional \$250,000 to the lifetime incomes of the students they teach each year. Below is a link to a *New York Times* article summarizing the results of the study and highlighting key findings. Please note that while the findings are relevant

to our work in determining the best value-added approach for Oklahoma, the specific recommendations of the authors about how to use value-added results may not reflect the way they will be incorporated into evaluations in Oklahoma. Value-added results in Oklahoma's TLE system are one of multiple measures of effectiveness that will be used to support continuous improvement.

<http://www.nytimes.com/2012/01/06/education/big-study-links-good-teachers-to-lasting-gain.html>

Recent studies have also tested value-added measures to determine how well they predict how much teachers will raise test scores with different students or in other schools. The MET Project found that a teacher's value-added result aligned with how much the teacher affected achievement of students who were randomly assigned to his or her classroom in the subsequent year. Researchers at Mathematica found that student achievement at lower-performing schools increased when high value-added teachers from other schools were randomly assigned to move there. Another important study, *Measuring the Impacts of Teachers I: Evaluating Bias in Teacher Value-Added Estimates*, found evidence that value-added results provide accurate measures of teachers' contributions to students' academic growth; teachers who change to a new school or grade level have the same effect on their students' academic growth that was predicted by their value-added results. Links to the findings from the MET random assignment study, the Mathematica study, and a summary of the findings of these important studies by one of the MET researchers are provided below.

http://www.metproject.org/downloads/MET_Validating_Using_Random_Assignment_Research_Paper.pdf

<http://www.mathematica-mpr.com/our-publications-and-findings/projects/talent-transfer-initiative>

<http://www.brookings.edu/research/papers/2014/10/30-chalkboard-education-research-kane>

Q: What states are using value-added measures for teacher evaluation?

A: Some of the states and large school districts using value-added measures currently include: Charlotte-Mecklenburg, the District of Columbia Public Schools, Florida, Los Angeles Unified School District, New York City Public Schools, Ohio, the Pittsburgh Public School District, Tennessee and the Tulsa Public Schools. States currently developing value-added models include Nebraska, Nevada and Pennsylvania.

Q: Will value added encourage teachers to only teach in schools with high test scores?

A: The value-added model accounts for students' prior achievement and other background characteristics. It therefore allows any teachers to be identified as high performers, even if their students start with low test scores. Value-added models adjust for prior test scores, and are designed to credit teachers not for high test scores in isolation but for the amount of progress their students made over the year, compared with the progress made by similar students. In this sense, value-added measures can "level the playing field" in ways that other measures that focus on static achievement levels cannot. Indeed, a large body of research has shown that many teachers with high value added can be found in relatively low-performing schools. Recent evidence also suggests that such teachers bring their value added with them when they move to another school. For more information, see Mathematica's recent report on the Talent Transfer Initiative, which is the most rigorous study to date about the effects of moving effective teachers across schools:

<http://www.mathematica-mpr.com/our-publications-and-findings/projects/talent-transfer-initiative>.

Value-added and TLE

Q: When will this affect my evaluation?

A: Pilot value-added results will be provided to educators statewide during the 2013-2014 and 2014-2015 school years. These results will be used for informational purposes to help educators learn how to understand value-added measures and use them to drive improvement. Value-added results provided in March 2015 are based on instruction provided during the 2013-2014 school year and post-tests taken in 2014.

Q: How are value-added results converted into a 1-5 scale for TLE? Is there a new conversion each year?

A: A teacher's value-added result will be converted to a TLE score between 1.0 and 5.0 based on a translation table. The method of translation is described in detail in the technical report for the value-added models available on the TLE webpage.

Q: Which teachers receive value-added results?

A: During the pilot, which includes the 2013-14 and 2014-15 school years, teachers of the following courses receive value-added results: math and reading in grades 4 through 8; algebra I, algebra II, geometry, and English III. The subjects and grades for which value-added results are calculated will be reevaluated after the pilot and are subject to change. Teachers must have at least 10 students who are eligible to be included in the value-added model to receive a value-added result. Eligible students must have both a valid post-test score from one of the grades and subjects listed above and a valid pre-test score in the related subject from the previous year. For grades 4 through 8 math, algebra I, algebra II, and geometry, the related pre-test subject is another math assessment. For grades 4 through 8 reading and English III, the related subject is another reading/English language arts assessment.

Q: How will teachers in grades and subjects that do not receive value-added results be evaluated?

A: Teachers of grades and subjects that do not receive value-added results will be evaluated using an alternate measure of student academic growth. For more information about student academic growth measures for non-tested grades and subjects, visit the TLE website.

Q: When will teachers receive their value-added results?

A: The first set of pilot value-added results, based on test data from the 2012-13 school year was made available in summer 2014. Value-added results based on data from the 2013-14 school year was made available in March 2015. Upon full implementation, value-added results will be available to teachers in the late winter or early spring of the school year after the tests they are based on.

OSDE is building online dashboards to display all TLE data, including the value-added results. These dashboards are currently being piloted and are expected to be rolled out statewide beginning in the fall of 2016.

Capturing unique teaching situations, teacher and student transfers and absences

Q: How is student attendance, including ongoing course-specific absence, accounted for in roster verification?

A: The goal of roster verification is to allow teachers to review and (if needed) edit the roster data the school's student information system (SIS) has captured for the courses they teach. Although daily attendance is captured and reported through the school's SIS, roster verification offers teachers the opportunity to capture nuanced data about attendance that may not be accurately reflected otherwise. For example, if a student repeatedly misses a class due to related service provision and/or other ongoing conflicts, a teacher can use the roster verification process to make sure this repeated absence is reflected in the roster data that will be used to calculate value-added scores.

Q: Will students with IEPs be included in the value-added results for the regular classroom teacher or the resource teacher?

A: Students with IEPs who take the regular state assessments will be included in the value-added results for both the regular classroom teacher and the resource teacher. During roster verification both the general education teacher and the special education teacher will indicate their shared responsibility for delivering instruction to these students. The student scores will be weighted to reflect this shared responsibility when calculating the value-added results for both teachers. Students taking an alternate assessment will not be included in any set of value-added results. A teacher must have at least 10 students who are eligible to be included in the value-added model to receive value-added results. Consequently, resource teachers who do not meet this minimum will not receive value-added results

Q: How do we account for co-teaching when determining a teacher's value-added?

A: The Oklahoma Value-Added model will address co-teaching using an approach called the Full Roster Method. This approach uses information about the instructional time individual students are with a teacher provided during the roster verification process. For example, when two or more teachers claim the same students during the same term at the same percentage, the Full Roster Method assigns each teacher equal credit for the shared students. Thus, solo-taught and co-taught students who are claimed by the teacher at the same percentage contribute equally to teachers' value-added estimates.

Q: Does roster verification start this year?

A: Districts were required to pilot roster verification in the spring of 2014 in at least a representative sampling of school sites. Although full participation is not required until spring of 2015, districts were strongly encouraged to participate fully in spring of 2014. The quality of teacher-student links, which play a central role in value-added analysis, depends largely on the roster verification process. Teachers who participate in roster verification will benefit by receiving more accurate value-added results sooner than teachers who do not participate.

Q: How does the value-added model address teachers in block scheduling classes?

A: The value-added result will reflect the amount of instructional time a teacher spends with each student during the year. Teachers will have an opportunity to confirm this information during roster verification.

Q: How do we account for extended teacher absence due to circumstances such as illness or maternity leave?

A: Through roster verification, the teachers themselves (or their administrator if the teacher is not present) will report any extended period in which they were not present for instruction. This also includes situations where the teacher is reassigned or changed positions. This data will be used to assign value-added results that accurately reflect the amount of instructional time each student spent with a teacher. Districts may also address extended teacher absence through their local evaluation policies.

Q: If a teacher is reassigned to a different class within a school or moves to a new school or district during the school year, will they receive a value-added result?

A: This will depend on when the transfer happens during the year and whether or not they transfer to and from tested grades and subjects. Accurate student information system data and roster verification will help to ensure that teachers receive value-added results that correctly reflect their instructional time with students.

Q: What if we don't have a pre-test score for a student (for example, a student who transferred in from another state)?

A: Students without a valid pre-test score from the previous grade and year will be excluded from the calculation of a teacher's value-added result. To be included in the calculation, a student must have (1) a valid post-test score from a grade and subject for which value-added results are estimated and (2) a valid pre-test score in the related subject from the previous year. For math in grades 4 through 8, algebra I, algebra II, and geometry, the related pre-test subject is another math assessment. For reading in grades 4 through 8 and English III, the related pre-test subject is another reading/English language arts assessment. Students' pre-test scores in the related subject are typically the most important element used to estimate their typical-peer scores.

SESSION APPROVAL FORM

OKLAHOMA STATE DEPARTMENT OF EDUCATION



All information completed on this form and submitted for approval will be used to create the EngageOK program. Changes to the submission cannot be made after May 29, 2015.

STAFF MEMBER

PRESENTER NAME

SESSION TITLE

SESSION LENGTH

SESSION DATE

SESSION TIME SLOT (If this presentation will be repeated, please list all time slots.)

SESSION DESCRIPTION (Must be roughly 35 words and provide a clear outline of the session.)

GOALS AND OUTCOMES (Three things an educator or administrator will take away from your session)

FILES FOR WEBSITE UPLOAD (Please list all files and include them in your submission email)

Additional Information

AV NEEDS FOR ROOM

- Projector
- Screen
- Speakers for presentations with sound and/or videos
- Flip Chart
- iPad
- Podium
- Panel table with chairs at front of room
Number of chairs _____
- Microphone
- Additional microphones
Number of additional microphones _____
- Other (Please list below)

Desired Room Setup

- Classroom style
- Theater style
- Round tables

Phase I Approval

CABINET MEMBER

Phase II Approval

CABINET MEMBER

Final Approval

STAFF MEMBER

DATE

EXECUTIVE DIRECTOR

DATE

CABINET LEADER

DATE