

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

Minutes

Regular Meeting #1336

Monday, January 13, 2020
7:00 PM

Media Center
Wachusett Regional High School
1401 Main Street, Holden

Wachusett Regional School District Committee

Kenneth Mills, Chair	Robert Imber
Christina Smith, Vice-chair	Laura Kirshenbaum
Melissa Ayala	Linda Long-Bellil
Scott Brown	Amy Michalowski
Maleah Gustafson (7:25 PM)	Benjamin Mitchel
Sherri Haber	Karl Ottmar
Jeffrey Haynes	Adam Young

Committee Members Absent:

Michael Dennis	Matthew Lavoie
Anthony DiFonso	Megan Weeks
Stephen Godbout	Linda Woodland
Sarah LaMountain	

Committee Members Participating Remotely:

Asima Silva

Administration Present:

Darryll McCall, Superintendent of Schools
Robert Berlo, Deputy Superintendent
Daniel Deedy, Director of Business and Finance
Jeff Carlson, Director of Human Resources
Brendan Keenan, Director of Social Emotional Learning
Christine Smith, Administrator of Special Education
Rebecca Petersen, Executive Secretary to the Superintendent

Student Representatives Present:

Rianna Massoni-Nesman

Others present, who desired to be recorded as present (see attached Attendance Sheet – attachment 1).

Chair Mills called the meeting to order at 7:02 PM. He announced the meeting was being broadcast live on Channel 194 and is also streaming on HCTV.com.

Chair Mills welcomed Jeffrey Haynes of Rutland to the School Committee.

Chair Mills reported Member Silva is participating remotely; therefore, all votes will be by roll call.

I. Public Hearing

No members of the public wished to address the School Committee.

II. Chair's Opening Remarks

Chair Mills welcomed Houghton Elementary School students Viola DeCisero, Lexy Perry, Bella Sovchuk, Logan Butler, Ben Iarrobino, and Alex Soto, along with Houghton teachers Darlene Stoever and Jennifer Halloran and invited them to the podium. Ms. Stoever and Ms. Halloran gave an overview of the recently completed Houghton Elementary School 4th grade class assignment *Immigration Simulation*. The students each addressed the Committee, presenting their individual project assignments. At the conclusion of the student presentations, and some positive words about the project by a Houghton parent, the Houghton representatives were thanked for attending the meeting and sharing their projects, and were given a round of applause.

Chair Mills continued with his opening remarks, explaining the format for the meeting and that this is the opportunity for members to provide District administration with their FY21 budget priorities as the budget is being developed.

III. Student Representatives' Reports

Student Representative Massoni-Nesman had many items of interest to report to the Committee. She began by congratulating DECA (Distributive Education Clubs of America) students for successes realized in recent regional competitions. Student Representative Massoni-Nesman continued by reporting that mid-terms at WRHS will begin on January 21st, winter sports are in full swing and preparation for spring sports will soon be getting underway, the next Drivers Education class has started, class elections will be taking place soon, and that there were several performances/concerts at the high school during December. Student Representative Massoni-Nesman attending the November 2019 MASS/MASC Joint Conference and she gave a brief report on the events she attended. Lastly, Student Representative Massoni-Nesman spoke about technology use at the high school, noting that computers in the language lab spaces are not often in use, suggesting perhaps those spaces could be used for other purposes. Additionally she reported on some printing issues high school students have experienced.

7:25 PM Member Gustafson joined the meeting.

IV. Superintendent's Report

Chair Mills asked if members had any objection to altering the meeting agenda in order to address a motion about student transportation, noting that Ron Ernenwein, President of AA Transportation Co., Inc. was in the audience. No members objected to taking this agenda item out of order.

A. Recommendations Requiring Action by the School Committee

Motion: Subject to the approval by the duly authorized members of Village Transportation LLC, and the duly authorized shareholders of AA Transportation Company, Inc.; to approve the recommendation to authorize the assignment of the District's contracts with Village Transportation LLC of Sterling, MA, to provide in-District special education van transportation services (through June 30, 2021) and out-of-District special education van transportation services (through June 30, 2020) to AA Transportation Company, Inc. of Shrewsbury, MA, effective January 14, 2020.

(A. Young)
(S. Brown)

Director Deedy approached the podium. Director Deedy spoke highly of AA Transportation Co., Inc., giving an overview of the services provided and the in-District and out-of-District special education services to be added to the contract with AA Transportation Co., Inc. Some members had questions and Mr. Ernenwein approached the podium. Brief additional discussion ensued.

7:36 PM Student Representative Massoni-Nesman left the meeting.

Roll call vote:

In favor:

Kenneth Mills
Christina Smith
Melissa Ayala
Scott Brown
Maleah Gustafson
Sherrie Haber
Jeffrey Haynes
Robert Imber
Laura Kirshenbaum
Linda Long-Bellil
Amy Michalowski
Benjamin Mitchel
Karl Ottmar
Asima Silva
Adam Young

Opposed:

None

The motion passed unanimously.

Chair Mills thanked Mr. Ernenwein for attending the meeting and for his company's services to the District. Mr. Ernenwein left the meeting.

B. Discussion of Report

Chair Mills again explained the format of the meeting, explaining each member will have up to two minutes to voice priorities/budget comments in order to give District administration direction and input about the FY21 budget, in preparation for further budget discussions at the January 27, 2020 School Committee meeting *Budget Retreat II*. Member Woodland, who was not in attendance, had provided Chair Mills her comments and questions, which Chair Mills read aloud. Members were called upon to share their input:

Resource Nurse	Smith, Woodland, Imber, Ottmar, Michalowski, Ayala, Gustafson, Long-Bellil, Mills
Director of Vocational Education	Smith, Imber, Kirshenbaum, Michalowski
Counselors	Smith, Imber, Haber, Michalowski, Ayala, Silva, Mills
Facilities and Security	Smith, Haynes
Implementation of Five-year Plan	Imber
More robust math and science education/curriculum	Kirshenbaum
Class size/Staffing	Michalowski, Kirshenbaum, Haber, Brown, Silva
Consistency of curriculum/equity at lower grades	Haber
Executing of plans (Tech. Textbook, Staffing)	Young
Properly resource at elementary level	Ottmar, Ayala
Some sort of magnet school structure (i.e. STEAM @ TPS)/STEAM at other schools)	Ottmar, Gustafson
Staffing at Mountview	Michalowski, Gustafson, Brown, Mills
Better use of technology in the schools	Michalowski, Haynes
SEL	Ayala, Brown
Health teachers at middle schools	Ayala
Getting town support of the budget	Mitchel, Haynes, Young, Mills
Technology/Media Specialist at the elementary level	Gustafson
Special Education Team Leader	Long-Bellil
Assistant Principal at Naquag	Haynes, Mills
Special Education staffing	Brown
Advance Placement offerings/math and science	Silva
Revenue losses – need to account for these in budget development	Mills
Try to avoid need to go to 1/12 th budget	Mills

At the conclusion of members sharing their priorities, Chair Mills asked Superintendent McCall if he had clarifying questions for members, which he did not. Superintendent McCall did thank members for their input.

Superintendent McCall told the Committee about an exercise Director Deedy did to project what it would cost to “just open the doors” for the 2020-2021 school year.

The results of Director Deedy's informal exercise resulted in a projection of 4% increase over the FY20 budget will be needed for the FY21 budget, in order to address obligations associated with the Technology Plan, the Textbook Plan, health insurance, employee contractual obligations, etc. Superintendent McCall also mentioned discussions at the November 2019 Budget Roundtable when Member Town officials spoke about anticipated increases in terms of the District's FY21 budget appropriation. Superintendent McCall noted that, to date, he has not received any official correspondence or notification from the towns about this request.

Superintendent McCall listed his budget priorities for the coming year:

- Social Emotional Learning
- Counselors at the elementary level
- Assistant Principal at Naquag Elementary School
- Resource Nurse
- Mountview staffing
- Middle school health teachers

Superintendent McCall noted there are some special education positions being considered but have not yet been finalized. He further commented that implementation of the Student Opportunity Act and what districts will be required to do to meet requirements of this new legislation is still unknown, and schools districts and superintendents are awaiting direction from DESE and the Commissioner about this implementation. Lastly, he stressed the importance of getting the FY21 budget supported and passed by the Member Towns at the May Annual Town meetings, noting from experience that operating under a 1/12th budget is very difficult for all concerned.

Chair Mills gave members another opportunity to make comments or ask questions. Member Gustafson asked about plans for spaces for classrooms if staff is added at a school(s). She also asked about the philosophical direction of the new Administrator of Special Education and what budget impact this direction may have.

8:18 Vice-chair Smith left the table.

Member Michalowski asked the Superintendent the status of the Staffing Plan. Superintendent McCall explained this plan is still in draft form.

8:21 PM Vice-chair Smith returned to the table.

8:23 PM Member Young left the table.

8:26 PM Member Young returned to the table.

Member Michalowski asked if Director Deedy's projected 4% increase to open the doors includes projected revenue associated with full-day kindergarten as well as other sources of income/revenue. Superintendent McCall took a moment to report on a decrease in District enrollment (approximately 7,100 down to 7,000), which does impact projections.

Director Deedy approached the podium. Director Deedy explained the 4% increase projection does not include new positions, but does include contractual obligations and an anticipated increase in health insurance. Director Deedy went through, very briefly, each appropriation to explain how he came to the 4% estimate.

Member Imber inquired about the status of the School Committee voting on the Staffing Plan.

At the conclusion of FY21 budget discussions, Superintendent McCall reported on the January 8, 2020 Annual Scholars' Luncheon held at the College of the Holy Cross.

At Member Woodland's inquiry, through Chair Mills, Director Deedy approached the podium and spoke about the Title IIA grant.

Chair Mills asked Superintendent McCall the anticipated next steps to comply with the SOA (Student Opportunity Act), to which Superintendent McCall again explained nothing in writing/official has been received from DESE giving direction to districts on implementation. Superintendent McCall did mention the increase for the Wachusett District will not be as substantial as what larger districts, such as Worcester and Boston, will realize. Superintendent McCall is hopeful to have some information/direction from DESE in the next several weeks.

Member Michalowski voiced her opinion that it would be helpful and informational if District administration could create a bulleted list of where the District is in relation to the Technology Plan.

V. Unfinished Business

There was no unfinished business brought before the Committee.

VI. Secretary's Report

A. Approval of #1335 Regular Meeting Minutes of the Wachusett Regional School District Committee held on December 9, 2019

Motion: To approve the minutes of the regular meeting of the WRSDC held on December 9, 2019.

(S. Brown)

(C. Smith)

Roll call vote:

In favor:

Kenneth Mills
Christina Smith
Melissa Ayala
Scott Brown
Maleah Gustafson
Sherrie Haber

Robert Imber
Laura Kirshenbaum
Linda Long-Bellil
Amy Michalowski
Asima Silva

Opposed:
None

Abstained:
Jeffrey Haynes
Benjamin Mitchel
Karl Ottmar
Adam Young

The minutes were approved 11-0-4.

- B. Approval of Executive Session Minutes of the Wachusett Regional School District Committee held on September 23, 2019

Approval of minutes of September 23, 2019 executive session was passed over.

VII. Treasurer's Report/Financial Statements

Chair Mills reminded the Committee that if there were questions regarding the Director of Business and Finance's report that Members should contact the Superintendent; if there were questions regarding the Treasurer's Report, Members should contact the Business/Finance Subcommittee Chair.

VIII. Committee Reports

- A. Management Subcommittee (K. Mills, Chair, C. Smith, Vice-chair, S. Brown, M. Dennis, R. Imber, M. Lavoie, A. Young)

Chair Mills reported the Management Subcommittee has not met since the last School Committee meeting.

- B. Education Subcommittee (R. Imber, Chair, C. Smith, Vice-chair, M. Ayala, S. Haber, L. Kirshenbaum, L. Long-Bellil, A. Silva)

Subcommittee Chair Imber reported this subcommittee met immediately before this School Committee meeting as well as on January 6, 2020.

8:44 PM Superintendent McCall left the table.

Subcommittee Chair Imber reported the subcommittee is addressing policy review, which will continue at upcoming meetings. Subcommittee Chair Imber called members' attention to Deputy Superintendent Berlo's report of January 8, 2020, in

which proposed changes to the High School Programs of Studies for 2020-2021 were outlined (attachment 2).

Motion: To accept the report of new course offerings at Wachusett Regional High School for the 2020-2021 school year as detailed in Deputy Superintendent Berlo's report of January 8, 2020.

(R. Imber)

(C. Smith)

Subcommittee Chair Imber spoke to the motion, and some questions were asked and answered.

Roll call vote:

In favor:

Kenneth Mills
Christina Smith
Melissa Ayala
Scott Brown
Maleah Gustafson
Sherrie Haber
Jeffrey Haynes
Robert Imber
Laura Kirshenbaum
Linda Long-Bellil
Amy Michalowski
Benjamin Mitchel
Karl Ottmar
Asima Silva
Adam Young

Opposed:

None

The motion passed unanimously.

8:47 PM Superintendent McCall returned to the table.

- C. Business/Finance Subcommittee (M. Dennis, Chair, B. Mitchel, Vice-chair, M. Gustafson, L. Long-Bellil, K. Ottmar)

In Subcommittee Chair Dennis' absence, Vice-chair Mitchel reported the subcommittee has not met since the last School Committee meeting.

- D. Legal Affairs Subcommittee (S. Brown, Chair, M. Lavoie, Vice-chair, R. Imber, A. Michalowski)

Subcommittee Chair Brown reported this subcommittee will meet on January 28, 2020.

- E. Superintendent Goals and Evaluation Subcommittee (M. Lavoie, Chair, A. Michalowski, Vice-chair, A. DiFonso, K. Mills, M. Weeks)

In Subcommittee Chair Lavoie's absence, Vice-chair Michalowski reported this subcommittee will meet next on February 3, 2020.

- F. Facilities and Security Subcommittee (A. Young, Chair, L. Woodland, Vice-chair, S. Godbout)

Subcommittee Chair Young reported this subcommittee met immediately before this meeting and will meet next on January 27, 2020.

- G. Audit Advisory Board (B. Mitchel, Chair)

AAB Chair Mitchel reported this board has not met since the last School Committee meeting.

- H. Ad Hoc Subcommittees

1. Ad Hoc Subcommittee to Negotiate the Superintendent's Contract (K. Mills, Chair, M. Weeks, Vice-chair, S. Brown, M. Dennis, M. Lavoie)

Ad Hoc Subcommittee Chair Mills reported this subcommittee will meet on January 21, 2020, and he anticipates the full School Committee will meet in executive session to updated by the Ad Hoc Subcommittee sometime in February.

- I. Building Committees

- J. School Council Reports:

Central Tree Middle School (S. Haber), Chocksett Middle School (L. Woodland), Davis Hill Elementary School (K. Mills), Dawson Elementary School (L. Kirshenbaum), Glenwood Elementary School (A. DiFonso), Houghton Elementary School (M. Ayala), Mayo Elementary School (A. Young), Mountview Middle School (S. Brown), Naquag Elementary School (M. Lavoie), Paxton Center School (K. Ottmar), Thomas Prince School (A. Silva), Wachusett Regional High School (L.

Member Woodland (read by Chair Mills) – Chocksett Middle School and the Early Childhood Center

Member Long-Bellil - WRHS

Member Gustafson - SEPAC

Member Ayala – Houghton Elementary School

Member Haber – Central Tree Middle School

Member Kirshenbaum – Dawson Elementary School

Chair Mills – Davis Hill Elementary School

IX. Public Hearing

No members of the public wished to address the School Committee.

X. New Business

Member Imber requested a Staffing Plan update/plans for vote by the full School Committee be brought before the Committee.

9:03 PM Member Silva terminated her remote participation.

XI. Adjournment

Motion: To adjourn.

(R. Imber)
(S. Brown)

Vote:

In favor:

Kenneth Mills
Christina Smith
Melissa Ayala
Scott Brown
Maleah Gustafson
Sherrie Haber
Jeffrey Haynes
Robert Imber
Laura Kirshenbaum
Linda Long-Bellil
Amy Michalowski
Benjamin Mitchel
Karl Ottmar
Adam Young

Opposed:

None

The motion was unanimously approved.

The meeting adjourned at 9:04 PM.

Respectfully submitted,

Darryll McCall, Ed.D.

Superintendent of Schools

DM:rlp

Attachments:

- Attachment 1 – Sign-in sheets
- Attachment 2 – Deputy Superintendent Berlo's report of 1/8/2020

Attachment 1

**Regular Meeting
Monday, January 13, 2020**

FOR YOUR INFORMATION AND REVIEW IN ADVANCE OF SPEAKING, PLEASE TAKE A COPY OF THE *GUIDELINES FOR PUBLIC HEARING* (printed on light yellow paper).

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WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE
Regular Meeting
Monday, January 13, 2020

PLEASE **PRINT** YOUR NAME AND YOUR TOWN

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Wachusett Regional School District

To: Darryll McCall, Ed.D., Superintendent of Schools

From: Robert Berlo, Deputy Superintendent

Date: January 8, 2020

Re: Deputy Superintendent's Report

This month, this report will focus solely on the proposed changes to the high school program of studies.

Per our Curriculum Adoption Policy (refer to [P3341](#) for full text), "the Wachusett Regional School District Committee (WRSDC) will rely on its professional staff to design, revise, and implement instructional programs and courses." The policy also goes on to state that, "the Superintendent has the authority to approve new and revised programs and courses of study after they have been thoroughly studied and found to support educational goals." The high school staff has provided their input into the proposed changes to the High School Program of Studies, and Principal Beando and the Deputy Superintendent have discussed these changes with each department head and have brought forward to the Superintendent those changes that best support the school and district goals. The Superintendent, along with the high school Principal and the Deputy Superintendent have reviewed these changes and the Superintendent has approved of the changes.

Finally, the Curriculum Adoption Policy states that, "the WRSDC shall be informed of all new courses" and will "receive reports on changes under consideration. The acceptance of these reports, including a listing of the high school program of studies, will constitute its adoption of the curriculum for official purposes."

This month's Deputy Superintendent Report constitutes the report on changes mentioned above. The "listing of the high school program of studies" that includes both the new and existing courses, can be found on the high school's website (refer to the [Wachusett Regional High School Educational Guide](#)).

The proposed changes are detailed in the remainder of this report (below).

Wachusett Regional High School

Proposed changes to the High School Program of Studies for 2020-2021

1. Proposed Course: Introduction to Percussion

- a. General Information:
 - i. Offered By: Music Department
 - ii. Grade Level(s): 9-12
 - iii. Course status: New course; does not replace an existing class

- b. Rationale: This course will be run in a similar fashion to our beginning guitar and beginning piano courses, allowing all students another choice of musical instrument to be exposed to in order to foster a lifelong love of music. By adopting this course, students who are interested in learning the various percussion instruments would have an opportunity for musical performance.
- c. Course Description: This course is a 'hands on' course designed for students who are interested in learning to play percussion and have limited or no prior experience. The course will include familiarization with the various percussion instruments, including mallet percussion, concert drums, and drum set, music reading and basic theory. By the end of the semester students will be able to play a variety of music independently as well as in an ensemble setting with classmates. Student progress will be measured and graded by periodic performance exams.

2. Proposed Course: Entrepreneurship

- a. General Information:
 - i. Offered By: Business Department
 - ii. Grade Level(s): 10-12
 - iii. Course status: New course; does not replace an existing class
- b. Rationale: Business continues to be the number one major in colleges throughout the United States. Entrepreneurship among women and minorities is growing at amazing rates presenting an opportunity to educate these two groups. The breakdown of business ownership is:
 - 1.7 million traditional corporations
 - 7.4 million partnerships
 - 23 million sole proprietors
- c. Course Description: This business-focused elective is designed to support our students majoring in business as they prepare for their collegiate careers. The skills learned in Entrepreneurial classes such as creativity and originality, complex problem solving, and resilience are transferable to many other areas in life and career. Aside from the actual skill set covered in entrepreneurial classes, this course has been designed to develop a mindset that will help our students succeed in their future endeavors even if college is not in their immediate plans.

3. Proposed Course Taking IT Global 1 and

4. Proposed Course Taking IT Global 2

- a. General Information:
 - i. Offered By: History/Social Studies Department
 - ii. Grade Level(s): 11-12
 - iii. Course status: New course; does not replace an existing class
- b. Rationale: A group of Wachusett students came forward requesting we provide more course offerings connected with global cultures. After examining our existing electives, we have found that the Social Studies Department does in fact need an elective that examines regions outside of the United States as well as offering students the opportunity to continue their study of history. Currently our electives focus on civics, economics, psychology, sociology, and U.S. government. We do not have an elective that includes the study of history. Additionally, the civics, U.S. government, and

economics classes are largely focused on topics connected to the United States and this class would have a global focus.

- c. Course Description: Taking It Global 1 is a course offered in the first semester focusing on Africa and Latin America. Taking It Global 2 is a course offered in the second semester focusing on Asia and the Middle East. Students may take both semesters or just semester 1 or semester 2. For both offerings, students will explore current events by delving into the history and culture of those regions in this largely project-based course. Students will also focus on global citizenship and explore materials from a variety of sources including TakingItGlobal, an international program, developed in Canada and supported by the United Nations, designed to encourage young adults to become global leaders.

5. Proposed Course: AP Physics C

- a. General Information:
 - i. Offered By: Science Department
 - ii. Grade Level(s): mostly 12 but possibly grade 11
 - iii. Course status: New course; would replace Honors Modern Physics *however* AP Physics C will *still serve* the current Honors Modern Physics student population.
- b. Rationale: Currently, there are no science courses for students who are looking to major in engineering or math in college. There also is a need to provide students who have doubled up on AP Math electives a *math-based* AP Science course. Finally, We have a desire to increase AP offerings in Science. AP® Physics C will complement the current AP Science electives (AP Biology and AP Environmental Science) and strengthen the transcripts of WRHS potential engineering/math majors by making them more competitive than peers from other schools which do not offer AP Physics C.
- c. Course Description: AP® Physics C is designed to provide an extensive, first-year college-level, calculus-based, physics education.

6. Proposed Course: Reading and Writing About Illness

- a. General Information:
 - i. Offered By: ELA Department
 - ii. Grade Level(s): 11-12
 - iii. Course status: New course; would not replace anything
- b. Rationale: Reading and writing about illness provides a critical space to engage and teach students for several reasons:
 - i. Everyone experiences illness in some capacity. The human experience of illness, although perceived and understood very differently by different cultures, offers a commonality, or at least a point of engagement. We all engage with illness and so do and will our students and their loved ones. Illness is deeply personal and individual yet communal because we all experience it.
 - ii. Although some social changes have occurred, the language surrounding illness remains largely language of difference, language of “othering.” This separation between the sick and the well creates a space wherein we can discuss difference in a context Wachusett students can grasp more readily.
 - iii. Empathy: We need much more of it and we create it through a personal connection with texts and an ability to understand the experiences of those around us.

- iv. Although our students enjoy the privilege of the English elective system, the department offerings do not specifically address the interests of science-minded students.
 - v. Additionally, Reading and Writing About Illness would offer students interested in pursuing the health sciences partnership program, a career in healthcare, or programs of study in the sciences a competitive advantage, differentiating their high school transcripts as they apply to selective programs.
 - vi. As Domain 5 of the WRSD's strategic plan makes clear, students' social, emotional, and physical health is critical to learning and education. The English elective Reading and Writing About Illness would support this directive, giving students a space to safely engage in critical consideration of and discussions on themes central to and for their physical, emotional, and social health and wellbeing.
- c. Course Description: This course unites elements of health and medicine with fundamental aspects of what it means to be human: feeling pain and empathy, considering mortality, navigating social conventions and the loss of them. Through discussions, diverse texts, and a variety of writing and projects, students will engage in texts to consider how literary conventions interact with science and medicine, to investigate and explore the forms and techniques authors employ to construct and depict illness, and to consider how we as readers read and react to these texts and how these works influence our understanding of illness, ourselves, and those around us.

7. Proposed Course: Digital & Information Literacy for Modern Life

- a. General Information:
 - i. Offered By: ELA Department
 - ii. Grade Level(s): 9-12
 - iii. Course status: New course; would not replace anything
- b. Rationale: Students need to be technologically and informationally literate to be successful, informed citizens. Both students and teachers have asked about the possibility of a class like this to teach valuable critical-thinking life skills.
- c. Course Description: Learn how to protect yourself online, identify bad information, find good information, curate information, and present your ideas. Digital & Information Literacy for Modern Life covers topics including information evaluation for diverse media sources, 21st-century communication skills, intentional and mindful interaction with technology, social media safety and online etiquette, and your digital footprint. This course aims to provide students with skills necessary to navigate the complexities that arise from living in an increasingly information-rich digital society, both virtually and face-to-face. Digital & Information Literacy for Modern Life is intended for all students.