MANCHESTER BOARD OF EDUCATION
REGULAR MEETING
Monday, January 8, 2018
Lincoln Center

Building & Sites Committee Meeting 5:30 P.M. – Director’s Room
Executive Session – Superintendent’s Contract 6:30 P.M. – Director’s Room
Board of Education Meeting 7:00 P.M. – Hearing Room

A. OPENING
   1) Call to order
   2) Pledge of Allegiance
   3) Secretary’s Welcome
   4) Board of Education Minutes 11-27-17 A – 3

B. COMMITTEE REPORTS – None

C. CONSENT CALENDAR
   1.) Personnel Information C-1
   2.) Transfer of Funds C-2
   3.) Extended Field Trip Request Form – Manchester High School – Travel Club
      Euro-Trip to Spain and France – 17 Students - April 6, 2018 – April 13, 2018
      Chaperones – Jena Biondino and Baileys Irizarry C-3
   4.) Establish an appropriation for FY 2017-2019 for the Title I, Part A – Improving
      Basic Programs Grant, to be funded by the Connecticut State Department of
      Education in the amount of $1,621,938 C-4
   5.) Establish an appropriation for FY 2017-2019 for the Title II, Part A – Supporting
      Effective Instruction Grant, to be funded by the Connecticut State Department of
      Education in the amount of $249,895 C-5
   6.) Establish an appropriation for FY 2017-2018 for the Title IV, Part A – Student
      Support and Academics enrichment Grant, to be funded by the Connecticut State
      Department of Education in the amount of $29,270 C-6
   7.) Establish an appropriation for FY 2017-2018 for the Bilingual Education Grant, to
      be funded by the Connecticut State Department of Education in the amount of $5,139
      C-7
   8.) Establish an appropriation for the FY 2017-2019 for the Nellie Mae Education
      Foundation, Inc. Grant to be funded by the Nellie Mae Foundation, Inc. in the
      amount of $295,000 C-8

D. REPORT FROM STUDENT REPRESENTATIVE - Nabila Hoor Un Ein and Patrick Doherty

E. PUBLIC COMMENTS (any item before the board)

F. SUPERINTENDENT’S REPORT
   1.) 2018-2019 Budget Presentation – Mr. Matthew Geary, Superintendent of Schools

G. UNFINISHED BUSINESS – None

H. NEW BUSINESS – None

I. PUBLIC COMMENTS (comments limited to items on tonight’s agenda)

J. COMMUNICATIONS - None
**K. ITEMS FOR FUTURE AGENDAS**

<table>
<thead>
<tr>
<th>Date</th>
<th>Committee</th>
<th>Location</th>
<th>Item Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday, January 22, 2018</td>
<td>P&amp;F Committee - Director's Rm</td>
<td>Teacher Evaluation Update</td>
<td>Update on Teacher Attendance and Climate</td>
</tr>
<tr>
<td>Monday, February 12, 2018</td>
<td>Policy Committee - Director's Rm</td>
<td>Update on 2018-19 Budget Questions</td>
<td>Update on NEASC</td>
</tr>
<tr>
<td>Monday, February 26, 2018</td>
<td>C&amp;I Committee - Conference Rm</td>
<td>Keeney School Improvement Plan</td>
<td>Opportunities for College Credit at MHS</td>
</tr>
<tr>
<td>Monday, March 12, 2018</td>
<td>B&amp;S Committee - Director's Rm</td>
<td>Fall/Winter Data Update</td>
<td>HP School Improvement Plan</td>
</tr>
<tr>
<td>Monday, March 26, 2018</td>
<td>P&amp;F Committee - Highland Park</td>
<td></td>
<td>Academics Update</td>
</tr>
<tr>
<td>Monday, April 23, 2018</td>
<td>Policy Committee - Director's Rm</td>
<td></td>
<td>Iling School Improvement Plan</td>
</tr>
<tr>
<td>Monday, April 30, 2018</td>
<td>C&amp;I Committee - Conference Rm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, May 14, 2018</td>
<td>B&amp;S Committee - Director's Rm</td>
<td></td>
<td>Update on Building Projects</td>
</tr>
<tr>
<td>Tuesday, May 29, 2018</td>
<td>P&amp;F Committee - Director's Rm</td>
<td>Manchester High School Improvement Plan</td>
<td></td>
</tr>
<tr>
<td>Monday, June 11, 2018</td>
<td>Policy Committee - Director's Rm</td>
<td></td>
<td>Adult Education Update</td>
</tr>
<tr>
<td>Monday, June 25, 2018</td>
<td>C&amp;I Committee - Director's Rm</td>
<td></td>
<td>Spring Data Update</td>
</tr>
<tr>
<td>Monday, July 9, 2018</td>
<td>No subcommittee</td>
<td></td>
<td>Close of School Update</td>
</tr>
<tr>
<td>Monday, August 27, 2018</td>
<td>No subcommittee</td>
<td></td>
<td>Opening of School Update</td>
</tr>
</tbody>
</table>

**L. ADJOURNMENT**

Welcome to the Manchester Board of Education meeting. Observers are always welcome. The following instructions are to assist those who wish to speak during the Public Comment session(s):

1) Print your name and address on the sign-in sheet at the podium for accurate record keeping.
2) State your name and address for the record. Students state name only.
3) First Session: Three minute time limit for any item that may come before the Board. Listen for the bell.
4) Second Session: Comments must be limited to items on the Board’s agenda for this meeting. The Board Chair has the discretion to limit comment time.
5) Written statements may be substituted for Board members if time runs out for speaker.
6) Immediate replies to questions/concerns should not be expected (Board Chair/Superintendent’s discretion).
7) Inappropriate topics: Confidential information, personal issues and legal concerns. Please avoid derogatory and profane language. Board of Education Policy #1220.
PERSONNEL ACTION

APPOINTMENTS

Elana Plenby to be a Social Worker teacher at Washington Elementary School. Ms. Plenby received a Master Degree in Social Work at University of Connecticut. Ms. Plenby resides in West Hartford. It is recommended that her appointment be approved effective December 11, 2017 (MA/Step 1, $49,280)

Katie Ford to be a Special Education teacher at Illing Middle School. Ms. Ford received a Master of Arts Degree in Teaching, Special Education at The Graduate School of College. Ms. Ford resides in Hebron. It is recommended that her assignment be approved effective January 16, 2018 (MA/Step 8, $65,418)

Crystal Ferreira to be a Social Worker teacher at Martin Elementary School. Ms. Ferreira received a Master of Social Work at Fordham University. Ms. Ferreira resides in Brookfield. It is recommended that her appointment be approved effective January 8, 2018 (MA+30/Step 1, $53,641)

RESIGNATIONS

Courtney Zuckerman, Science teacher at Manchester High School has submitted a letter of resignation for personal reasons effective the end of business day on December 15, 2017. Ms. Zuckerman has been with Manchester Public Schools since August 24, 2015. It is recommended that her request be approved.

Emily Durham, Social Studies teacher at Manchester High School has submitted a letter of resignation for personal reasons effective the end of business day on January 3, 2018. Ms. Durham has been with Manchester Public Schools since August 26, 2013. It is recommended that her request be approved.
Town of Manchester
Board of Education

To:                  Manchester Board of Education
From:               Mr. Matthew Geary, Superintendent of Schools
Subject:            Transfer of Funds
Date:               November 15, 2017

Background:         In accordance with Board of Education Policy 3160, Transfer of Funds between Categories, I am requesting the Board approve the following transfers in the FY 2017-2018 Budget.

Discussion/Analysis: Transfer from System-wide Curriculum & Instruction Contracted Substitutes in the amount of $12,800. Transfer to System-wide Curriculum & Instruction Instructional Supplies and Materials in the amount of $12,800.

Financial Impact:   None

Other Board/Commission Action: None

Recommendations:   The Superintendent of Schools recommends that the Board of Education approve these transfers in the FY 2017-2018 Budget.

Matthew Geary
Superintendent of Schools
Manchester, Connecticut
January 8, 2018
**TRANSFER**
Manchester Public Schools
Manchester, Connecticut

To: Accounting Department

Date: 11-15-2017

School: Central Office
Approval Signature: [Signature]
Date of Approval: 11-15-17

**JUSTIFICATION:**
To fund instructional materials

**SUBJECT:** TRANSFER BUDGET MONIES FROM ONE LINE ACCOUNT TO ANOTHER

<table>
<thead>
<tr>
<th>DECREASE</th>
<th>Substitutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12,800</td>
<td>Account #: 402 99210 5432</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCREASE</th>
<th>Instructional Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12,800</td>
<td>Account #: 402 99221 5611</td>
</tr>
</tbody>
</table>

**Accounting Department Only**

Board Approval Needed: **X** Yes  No

Date of Board Approval: 

Date Completed: Name: 

V:\Forms\Budget Transfers\Transfer to Special Ed.doc
To: Manchester Board of Education

From: Mr. Matthew Geary, Superintendent of Schools

Subject: Transfer of Funds

Date: November 28, 2017

Background: In accordance with Board of Education Policy 3160, Transfer of Funds between Categories, I am requesting the Board approve the following transfers in the FY 2017-2018 Budget.

Discussion/Analysis: Transfer from System-wide Special Education Consultants in the amount of $10,000. Transfer to System-wide Special Education Computer Supplies and Materials in the amount of $10,000.

Financial Impact: None

Other Board/Commission Action: None

Recommendations: The Superintendent of Schools recommends that the Board of Education approve these transfers in the FY 2017-2018 Budget.

Matthew Geary
Superintendent of Schools
Manchester, Connecticut
January 8, 2018
Manchester Public Schools  
Manchester, Connecticut  

To: Accounting Department  
Date: 11/28/2017  

School: Central Office - Special Education  
Principal’s Sign:  
Date of Approval: 11/28/17  

Justification (Required Field):  
To replenish our Computer Supplies account  

Subject: Transfer Budget Monies from One Line Account to Another:  

<table>
<thead>
<tr>
<th>DECREASE In whole dollars only:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,000 Account # 20899120 5320</td>
<td>Description: Consultants</td>
</tr>
<tr>
<td>$_____ Account # _______________</td>
<td>Description: _______________</td>
</tr>
<tr>
<td>$_____ Account # _______________</td>
<td>Description: _______________</td>
</tr>
</tbody>
</table>

$10,000 TOTAL DECREASE  

<table>
<thead>
<tr>
<th>INCREASE In whole dollars only:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,000 Account # 20899120 5612</td>
<td>Description: Computer Supplies</td>
</tr>
<tr>
<td>$_____ Account # _______________</td>
<td>Description: _______________</td>
</tr>
<tr>
<td>$_____ Account # _______________</td>
<td>Description: _______________</td>
</tr>
</tbody>
</table>

$10,000 TOTAL INCREASE (Must match total decrease)  

Accounting Department Only  

Board Approval Needed: Yes [X] No [ ]  
Date of Board Approval:  
Date Transfer Completed:  
Name:  

2-10
To: Manchester Board of Education

From: Mr. Matthew Geary, Superintendent of Schools

Subject: Transfer of Funds

Date: December 4, 2017

Background: In accordance with Board of Education Policy 3160, Transfer of Funds between Categories, I am requesting the Board approve the following transfers in the FY 2017-2018 Budget.

Discussion/Analysis: Transfer from Elementary Enrichment Professional Development in the amount of $2,720. Transfer to Elementary Enrichment Other Purchased Services in the amount of $2,720.

Financial Impact: None

Other Board/Commission Action: None

Recommendations: The Superintendent of Schools recommends that the Board of Education approve these transfers in the FY 2017-2018 Budget.

Matthew Geary
Superintendent of Schools
Manchester, Connecticut
January 8, 2018
Transfer to cover cost of Leland Faulkner Performance for the Elementary Schools and Bennet Academy.

<table>
<thead>
<tr>
<th>SUBJECT:</th>
<th></th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>DECREASE:</th>
<th>Enrichment</th>
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<tbody>
<tr>
<td>$2,720.00</td>
<td>Account #: 170 20100 5330</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td>$</td>
<td>Account #:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCREASE:</th>
<th>Language Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,720.00</td>
<td>Account #: 170 20100 5590</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>$</td>
<td>Account #:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Accounting Department Only

Board Approval Needed: X Yes No

Date of Board Approval: 

Date Completed: Name: 

U:\Cherie\Forms\Budget Transfer Form.docx
To: Manchester Board of Education

From: Mr. Matthew Geary, Superintendent of Schools

Subject: Transfer of Funds

Date: December 5, 2017

Background: In accordance with Board of Education Policy 3160, Transfer of Funds between Categories, I am requesting the Board approve the following transfers in the FY 2017-2018 Budget.

Discussion/Analysis: Transfer from Manchester High School Art Instructional Supplies and Materials in the amount of $100. Transfer to Manchester High School Art Dues and Fees in the amount of $100.

Financial Impact: None

Other Board/Commission Action: None

Recommendations: The Superintendent of Schools recommends that the Board of Education approve these transfers in the FY 2017-2018 Budget.

Matthew Geary
Superintendent of Schools
Manchester, Connecticut
January 8, 2018
To: Accounting Department

Date: 12/05/2017

School: Manchester High School
Principal's Sign:  
Date of Approval: 12/05/2017

JUSTIFICATION (Required Field): To fund registration fee for 2018 CT Regional Scholastic Arts Awards

<table>
<thead>
<tr>
<th>SUBJECT: TRANSFER BUDGET MONIES FROM ONE LINE ACCOUNT TO ANOTHER:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DECREASE</strong> In whole dollars only:</td>
</tr>
<tr>
<td>$ 100.00 Account # 10461100 5611 Description: MHS Art Instructional Supplies</td>
</tr>
<tr>
<td>$____ Account # _____ Description: _____</td>
</tr>
<tr>
<td>$____ Account # _____ Description: _____</td>
</tr>
<tr>
<td>$ 100.00 TOTAL DECREASE</td>
</tr>
</tbody>
</table>

| **INCREASE** In whole dollars only:                          |
| $ 100.00 Account # 10461100 5810 Description: MHS Art Dues/Fees |
| $____ Account # _____ Description: _____                      |
| $____ Account # _____ Description: _____                      |
| $ 100.00 TOTAL INCREASE (Must match total decrease)          |

Accounting Department Only

Board Approval Needed: Yes [ ] No [ ]

Date of Board Approval: ________________________________

Date Transfer Completed ____________________ Name: _____________________
To: Manchester Board of Education

From: Mr. Matthew Geary, Superintendent of Schools

Subject: Transfer of Funds

Date: December 19, 2017

Background: In accordance with Board of Education Policy 3160, Transfer of Funds between Categories, I am requesting the Board approve the following transfers in the FY 2017-2018 Budget.

Discussion/Analysis: Transfer from System-wide Information Services Other Purchased Services in the amount of $60,000. Transfer to System-wide Information Services Computer Equipment in the amount of $60,000.

Financial Impact: None

Other Board/Commission Action: None

Recommendations: The Superintendent of Schools recommends that the Board of Education approve these transfers in the FY 2017-2018 Budget.

Matthew Geary
Superintendent of Schools
Manchester, Connecticut
January 8, 2018
Manchester Public Schools  
Manchester, Connecticut

To: Accounting Department  
Date: 12/19/2017

School: Kennedy Education Center  
Principal's Sign: [Signature]

Date of Approval: 12/20/17

**JUSTIFICATION (Required Field):** Move money from Information Services Other Purchased Services account to increase the Equipment account (see attached for details).

**SUBJECT:** TRANSFER BUDGET MONIES FROM ONE LINE ACCOUNT TO ANOTHER:

<table>
<thead>
<tr>
<th>DECREASE In whole dollars only:</th>
</tr>
</thead>
<tbody>
<tr>
<td>$60,000 Account # 41499280 5590</td>
</tr>
<tr>
<td>$___ Account # ___</td>
</tr>
<tr>
<td>$___ Account # ___</td>
</tr>
</tbody>
</table>

$60,000 **TOTAL DECREASE**

<table>
<thead>
<tr>
<th>INCREASE In whole dollars only:</th>
</tr>
</thead>
<tbody>
<tr>
<td>$60,000 Account # 41499280 5734</td>
</tr>
<tr>
<td>$___ Account # ___</td>
</tr>
<tr>
<td>$___ Account # ___</td>
</tr>
</tbody>
</table>

$60,000 **TOTAL INCREASE** (Must match total decrease)

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**Accounting Department Only**

Board Approval Needed: Yes [ ]  No [ ]

Date of Board Approval: __________________________

Date Transfer Completed: _______________  Name: __________________________

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2-10
I'm requesting a rather large budget transfer so I thought it wise to show you where the money is coming from.

$60,000 from 5590 to 5734

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Remaining</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town of Manchester</td>
<td>$91,000</td>
<td>$53,934</td>
<td>$37,066</td>
<td>New erate bidding process reduced the amount coming from BOE</td>
</tr>
<tr>
<td>Annual Support Fee for AVST voice mail</td>
<td>$37,000</td>
<td>$25,423</td>
<td>$11,577</td>
<td>Town went out to bid and found a more competitive price</td>
</tr>
<tr>
<td>Frontline Technologies IEP Direct</td>
<td>$31,000</td>
<td>$20,459</td>
<td>$10,541</td>
<td>Removed medicaid portion from IEP Direct due to new billing process</td>
</tr>
</tbody>
</table>

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</thead>
</table>

"If I were to wish for anything, I should not wish for wealth and power, but for the passionate sense of the potential...for the eye which sees the possible. Pleasure disappoints, possibility never."

-Kierkegaard
Town of Manchester
Board of Education

To: Manchester Board of Education
From: Matthew Geary, Superintendent of Schools
Subject: Item for Appropriation, Title I, Part A – Improving Basic Programs Grant FY 2017-2019
Date: December 14, 2017

Background:
The Connecticut State Department of Education has awarded funding under the Title I, Part A - Improving Basic Programs Grant FY 2017-2019. This grant will be used to support district and school improvement efforts.

Discussion/Analysis:
The Title I, Part A - Improving Basic Programs Grant FY 2017-2019 grant will support programs to ensure that all students demonstrate the competencies and skills necessary to achieve mastery in literacy and numeracy as articulated in the Connecticut’s Core Standards. Strategies will be implemented to increase the level of students ready for learning in school and beyond, particularly those in underperforming subgroups, as measured by state and local assessments.

Financial Impact:
None

Other Board/Commission Action:
None

Recommendations:
The Superintendent recommends that the Board of Education request the Board of Directors establish an appropriation for $1,621,938 under the Title I, Part A – Improving Basic Programs Grant FY 2017-2019, to be funded by the Connecticut State Department of Education.

Attachments:
Award letter and budget

Matthew Geary
Superintendent of Schools
January 8, 2018
<table>
<thead>
<tr>
<th></th>
<th>Grant Recipient</th>
<th>4 Award Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MANCHESTER PUBLIC SCHOOLS</td>
<td>Grant Type: FEDERAL</td>
</tr>
<tr>
<td></td>
<td>45 NORTH SCHOOL STREET</td>
<td>Statute: P.L. 107-110</td>
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<tr>
<td></td>
<td>MANCHESTER, CT 06040-2022</td>
<td>CFDA #: 84.010A</td>
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<tr>
<td></td>
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<td>SDE Project Code: SDE000000000002</td>
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<tr>
<td></td>
<td></td>
<td>Grant Number: 077-000 12060-20679-2018-82070-170002</td>
</tr>
<tr>
<td>2</td>
<td>Grant Title</td>
<td>5 Award Period</td>
</tr>
<tr>
<td></td>
<td>TITLE I IMPROVING BASIC PROGRAMS</td>
<td>7/1/2017 - 6/30/2019</td>
</tr>
<tr>
<td>3</td>
<td>Education Staff</td>
<td>6 Authorized Funding</td>
</tr>
<tr>
<td></td>
<td>Program Manager:</td>
<td>Grant Amount: $1,621,938</td>
</tr>
<tr>
<td></td>
<td>Marlene Padernacht 860-713-6568</td>
<td>Funding Status: Final</td>
</tr>
<tr>
<td></td>
<td>Payment &amp; Expenditure Inquiries:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Karen Calabrese 860-713-6472</td>
<td></td>
</tr>
</tbody>
</table>

7 Terms and Conditions of Award

This grant is contingent upon the continuing availability of funds from the grant's funding source and the continuing eligibility of the State of Connecticut and your town/agency to receive such funds.

Fiscal and other reports relating to this grant must be submitted as required by the granting agency. Written requests for budget revisions for expenditures made between July 1, 2017 and June 30, 2018 must be received at least 60 days prior to the expiration of the grant period but no later than May 1, 2018. For grants awarded for two-year periods beginning July 1, 2017, final second-year budget revision requests covering the entire two-year period must be received at least 60 days prior to the expiration of the grant period but no later than February 1, 2019. The grantees shall provide for an audit acceptable to the granting agency in accordance with the provisions of Sections 7-354a and 7-356a of the Connecticut General Statutes. The following attachment(s) are incorporated by reference: ED114.

The grant may be terminated upon 30 days written notice by either party. In the event of such action, all remaining funds shall be returned in a timely fashion to the granting agency.

Although this grant is issued for a two-year period, Section 1127 of P.L. 107-110 requires that 85% of this Title I allocation must be expended by September 30, 2017. This requirement does not apply to districts that receive less than $50,000 in Title I funds. The percentage limitation on carryover funds may be waived once every three years if the State Department of Education deems a district's waiver request to be reasonable and necessary.

This grant has been approved. 12/14/2017

Melissa K. Wladecky Hickey, Ed.D
Reading/Literacy Director
CT. State Department of Education

Box 2219 • Hartford, Connecticut 06145
An Equal Opportunity Employer
## BUDGET FORM

**ED 114**

**Fiscal Year:** 2018  
**Grantee Name:** MANCHESTER  
**Grantee:** 077-000  
**Funding Status:** Final  
**Vendor ID:** 00077

**Project Title:** TITLE IMPROVING BASIC PROGRAMS  
**Fund:** 12050  
**SPID:** 20679  
**Year:** 2018  
**PROG:** 82070  
**CF1:** 170002  
**CF2:**  
**Authorized Amount:** $1,621,938

**Grant Period:** 7/1/2017 - 6/30/2019  
**Project Code:** 8DE00000000002

### AUTHORIZED AMOUNT BY SOURCE:

#### LOCAL BALANCE:

<table>
<thead>
<tr>
<th>CODES</th>
<th>DESCRIPTIONS</th>
<th>PUB BUD</th>
<th>NPB BUD</th>
<th>NEGL BUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>PERSONAL SERVICES - SALARIES</td>
<td>1,241,290</td>
<td>7,000</td>
<td></td>
</tr>
<tr>
<td>200</td>
<td>PERSONAL SERVICES-EMPLOYEE BENEFITS</td>
<td>154,439</td>
<td>535</td>
<td></td>
</tr>
<tr>
<td>300</td>
<td>PURCHASED PRO/TECH SERVICES</td>
<td>117,814</td>
<td>3,109</td>
<td>4,797</td>
</tr>
<tr>
<td>400</td>
<td>PURCHASED PROPERTY SERVICES</td>
<td>8,792</td>
<td></td>
<td>747</td>
</tr>
<tr>
<td>500</td>
<td>OTHER PURCHASED SERVICES</td>
<td>53,129</td>
<td>8,528</td>
<td>11,848</td>
</tr>
<tr>
<td>600</td>
<td>SUPPLIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>700</td>
<td>PROPERTY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>800</td>
<td>MISCELLANEOUS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>914</td>
<td>INTERNAL TRANSFERS</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>917</td>
<td>INDIRECT COST</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$1,585,374</strong></td>
<td><strong>$19,172</strong></td>
<td><strong>$17,392</strong></td>
</tr>
</tbody>
</table>

**CARRYOVER DUE:**

<table>
<thead>
<tr>
<th>CODES</th>
<th>DESCRIPTIONS</th>
<th>PUB BUD</th>
<th>NPB BUD</th>
<th>NEGL BUD</th>
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**Original Request Date:** 8/29/2017

This budget was approved by Marlene Padernacht on 12/7/2017.
Town of Manchester
Board of Education

To: Manchester Board of Education
From: Matthew Geary, Superintendent of Schools
Subject: Item for Appropriation, Title II, Part A—Supporting Effective Instruction Grant FY 2017-2019
Date: December 14, 2017

Background:
The Connecticut State Department of Education has awarded funding under the Title II, Part A—Supporting Effective Instruction Grant FY 2017-2019. This grant will be used to ensure that all students are performing at or above grade level.

Discussion/Analysis:
The Title II, Part A—Supporting Effective Instruction Grant FY 2017-2019 grant will support programs to ensure that all students identified as not reaching goal receive intensive intervention that will significantly accelerate their academic progress. As a result of these targeted interventions in numeracy and science instruction, regular instruction and additional services such as tutoring, fewer students will need referrals for special education services and more students will meet their fullest learning potential. Methods implemented for this approach include, but are not limited to: numeracy/literacy training and ongoing professional development, as well as a focused attention on quality Tier I instruction for all students.

Financial Impact:
None

Other Board/Commission Action:
None

Recommendations:
The Superintendent recommends that the Board of Education request the Board of Directors establish an appropriation for $249,895 under the Title II, Part A—Supporting Effective Instruction Grant FY 2017-2019, to be funded by the Connecticut State Department of Education.

Attachments:
Award letter and budget

Matthew Geary
Superintendent of Schools
January 8, 2018
# STATE OF CONNECTICUT
## DEPARTMENT OF EDUCATION
### GRANT AWARD NOTIFICATION

<table>
<thead>
<tr>
<th>Grant Recipient</th>
<th>Award Information</th>
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| MANCHESTER PUBLIC SCHOOLS  
45 NORTH SCHOOL STREET  
MANCHESTER, CT 06040-2022 | Grant Type: FEDERAL  
Statute: P.L. 107-110  
CFDA #: 84.367A  
SDE Project Code: SD0000000000002  
Grant Number: 077-000-12060-20858-2018-84131-170002 |

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<td>7/1/2017 - 6/30/2019</td>
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| Program Manager:  
Marlene Padermacht 860-713-6568 | Grant Amount: $249,895  
Funding Status: Final |
| Payment & Expenditure Inquiries:  
Karen Calabrese 860-713-6472 |

7 Terms and Conditions of Award

This grant is contingent upon the continuing availability of funds from the grant's funding source and the continuing eligibility of the State of Connecticut and your town/agency to receive such funds.

Fiscal and other reports relating to this grant must be submitted as required by the granting agency. Written requests for budget revisions for expenditures made between July 1, 2017 and June 30, 2018 must be received at least 60 days prior to the expiration of the grant period but no later than May 1, 2018. For grants awarded for two-year periods beginning July 1, 2017, final second-year budget revision requests covering the entire two-year period must be received at least 60 days prior to the expiration of the grant period but no later than February 1, 2019. The grantees shall provide for an audit acceptable to the granting agency in accordance with the provisions of Sections 7-394a and 7-396a of the Connecticut General Statutes. The following attachment(s) are incorporated by reference: ED114.

The grant may be terminated upon 30 days written notice by either party. In the event of such notice, all remaining funds shall be returned in a timely fashion to the granting agency.

This grant has been approved.  
12/14/2017

Melissa K. Wlodarczyk Hickey, Ed.D  
Reading/Literacy Director  
CT, State Department of Education

Box 2219 • Hartford, Connecticut 06145  
An Equal Opportunity Employer
# BUDGET FORM

**ED 114**  
**Fiscal Year:** 2018  
**Grantee Name:** MANCHESTER  
**Grant Title:** TITLE II-PART A TEACHERS  
**Project Title:** SPID: 20658  
**Fund:** 12060  
**Year:** 2018  
**Grant Period:** 7/1/2017 - 6/30/2019  
**Project Code:** SDE0000000000002  
**CFI:** 170002  
**CF2:**  
**Funding Status:** Final  
**Vendor ID:** 00077  
**Authorized Amount:** $249,895

## AUTHORIZED AMOUNT BY SOURCE:

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**Original Request Date:** 11/9/2017

This budget was approved by Marlene Padernacht on 12/7/2017.
Town of Manchester  
Board of Education

To: Manchester Board of Education
From: Matthew Geary, Superintendent of Schools
Subject: Item for Appropriation, Title IV, Part A, Student Support and Academic Enrichment Grant, FY 2017-2018
Date: December 14, 2017

Background:
The Connecticut State Department of Education has awarded FY 2017-2018 funding under the Title IV, Part A, Student Support and Academic Enrichment Grant. This grant will be used to improve student’s academic achievement.

Discussion/Analysis:
The FY 17/18 grant will be used for:

- Provide all students with access to a well-rounded education
- Improve school conditions for student learning
- Improve the use of technology in order to improve the academic achievement and digital literacy of all students

Financial Impact:
None

Other Board/Commission Action:
None

Recommendations:
The Superintendent recommends that the Board of Education request the Board of Directors establish an appropriation for $29,270 under the FY 2017-2018 Title IV, Part A, Student Support and Academic Enrichment Grant to be funded by the Connecticut State Department of Education.

Attachments:
Award letter and budget

Matthew Geary  
Superintendent of Schools  
January 8, 2018
# Grant Award Notification

<table>
<thead>
<tr>
<th>Grant Recipient</th>
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<td>MANCHESTER PUBLIC SCHOOLS</td>
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<tr>
<td>Scott Newgass 860-807-2044</td>
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<tr>
<td>Karen Calabrese 860-713-6472</td>
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### Terms and Conditions of Award

This grant is contingent upon the continuing availability of funds from the grant’s funding source and the continuing eligibility of the State of Connecticut and your town/agency to receive such funds.

Fiscal and other reports relating to this grant must be submitted as required by the granting agency. Written requests for budget revisions for expenditures made between July 1, 2017 and June 30, 2018 must be received at least 60 days prior to the expiration of the grant period but no later than May 1, 2018. For grants awarded for two-year periods beginning July 1, 2017, final second-year budget revision requests covering the entire two-year period must be received at least 60 days prior to the expiration of the grant period but no later than February 1, 2019. The grantee shall provide for an audit acceptable to the granting agency in accordance with the provisions of Sections 7-394a and 7-396a of the Connecticut General Statutes. The following attachment(s) are incorporated by reference: ED114.

The grant may be terminated upon 30 days written notice by either party. In the event of such action, all remaining funds shall be returned in a timely fashion to the granting agency.

This award is provided to address the LEA proposal for Title IV, Part A services to students. All expenses must be drawn down and all activities delivered by June 30th, 2018.

This grant has been approved.

Charlene Russell-Tucker  
Associate Commissioner  
Division of Family and Student Support Services

12/12/2017
**ED 114**

**Fiscal Year:** 2018

**Grantee Name:** MANCHESTER

**Grant Title:** STUDENT SUPPORT AND ACADEMIC ENRICHMENT GRANT

**Project Title:** TITLE IV, PART A

**Fund:** 12060

**SPID:** 22854

**Grant Period:** 7/1/2017 - 6/30/2018

**Year:** 2018

**PROG:** 82079

**CFI:** 170002

**CF2:**

**Vendor ID:** 00077

**Funding Status:** Final

**Authorized Amount:** $29,270

**PROJECT CODE:** SDE000000000002

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**AUTHORIZED AMOUNT BY SOURCE:**

**CARRYOVER DUE:** $29,270

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**Original Request Date:** 12/7/2017

This budget was approved by Scott Newgass on 12/7/2017.
Town of Manchester
Board of Education

To: Manchester Board of Education
From: Matthew Geary, Superintendent of Schools
Subject: Item for Appropriation, Bilingual Grant 2017-2018 FY
Date: December 26, 2017

Background:
The Connecticut State Department of Education has awarded funding under the Bilingual Education Grant FY 2017-2018. This grant will be used to support children identified as English Language Learners (ELL) in our schools.

Discussion/Analysis:
The FY 2017-2018 Bilingual Education Grant will be used to purchase materials to support the language and transition needs of Bilingual students at each school and support parental activities for ELL students and families.

Financial Impact:
The District has been granted $5,139 for the 2017-2018 FY.

Other Board/Commission Action:

Recommendations:
The Superintendent recommends that the Board of Education request the Board of Directors establish an appropriation for $5,139 under the FY 2017-2018 Bilingual Education grant, to be funded by the Connecticut State Department of Education.

Attachments:
Award letter and budget

Matthew Geary
Superintendent of Schools
January 8, 2018
STATE OF CONNECTICUT
DEPARTMENT OF EDUCATION

GRANT AWARD NOTIFICATION

1 Grant Recipient
MANCHESTER PUBLIC SCHOOLS
45 NORTH SCHOOL STREET
MANCHESTER, CT 06040-2022

4 Award Information
Grant Type: STATE
Statute: C.G.S.10-17a-h
CFDA #: None
SDE Project Code: SDE000000000002
Grant Number: 077-000 11000-17642-2018-82079-170002

2 Grant Title
BILINGUAL EDUCATION

5 Award Period
7/1/2017 - 6/30/2018

3 Education Staff
Program Manager:
Megan Alubicki (860) 713-6786
Payment & Expenditure Inquiries:
Karon Calabrese 860-713-6472

6 Authorized Funding
Grant Amount: $5,139
Funding Status: Final

7 Terms and Conditions of Award
This grant is contingent upon the continuing availability of funds from the grant's funding source and the continuing eligibility of the State of Connecticut and your town/agency to receive such funds.

Fiscal and other reports relating to this grant must be submitted as required by the granting agency. Written requests for budget revisions for expenditures made between July 1, 2017 and June 30, 2018 must be received at least 60 days prior to the expiration of the grant period but no later than May 1, 2018. For grants awarded for two-year periods beginning July 1, 2017, final second-year budget revision requests covering the entire two-year period must be received at least 60 days prior to the expiration of the grant period but no later than February 1, 2019. The grantee shall provide for an audit acceptable to the granting agency in accordance with the provisions of Sections 7-394a and 7-396a of the Connecticut General Statutes. The following attachment(s) are incorporated by reference: ED 114.

The grant may be terminated upon 30 days written notice by either party. In the event of such action, all remaining funds shall be returned in a timely fashion to the granting agency.

This grant has been approved. 12/21/2017

Melissa K. Wlodarczyk Hickey, Ed.D
Reading/Literacy Director
CT. State Department of Education

Box 2219 • Hartford, Connecticut 06145
An Equal Opportunity Employer
**BUDGET FORM**  
Created On: 12/21/2017

**ED 114**  
Fiscal Year: 2018  
Grantee Name: MANCHESTER  
Grantee: 077-000  
Grant Title: BILINGUAL EDUCATION  
Funding Status: Final  
Vendor ID: 00077  
Project Title:  
Fund: 11000  
SPID: 17042  
Year: 2018  
PROG: 82079  
CF1: 170002  
CF2:  
Authorized Amount: $5,139  
Grant Period: 7/1/2017 - 6/30/2018  
Project Code: SDE00000000000002  

**AUTHORIZED AMOUNT BY SOURCE:**  

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**LOCAL BALANCE:**

**CARRYOVER DUE:**

**CURRENT DUE:** $5,139  

Original Request Date: 8/16/2017

This budget was approved by Megan Alubicki on 12/19/2017.
Town of Manchester  
Board of Education

To: Manchester Board of Education  
From: Matthew Geary, Superintendent of Schools  
Subject: Item for Appropriation Nellie Mae Education Foundation, Inc. Grant FY 17-19  
Date: January 2, 2018

**Background:** This grant was awarded to Manchester Public Schools (MPS) to 1) conduct a district-community processes that analyzes historical barriers and other patterns within the school district that prevent it from equitably preparing all students to graduate from high school ready for college and career, and 2) identify *student-centered practices* and other appropriate interventions that will address the identified equity barriers.

**Discussion/Analysis:** The work on Personalized Student-Centered Learning (PSCL) has allowed the district to thoroughly examine its practices and policies. MPS believes its chronic achievement gap is caused by inequitable access to resources and opportunities in school and community. Through this grant, MPS hopes to learn so much more about the root causes of persistent gaps in college and career readiness, and develop the high-leverage interventions with the most potential to effectively solve this complex problem.

**Financial Impact:** None

**Other Board/Commission Action:** None

**Recommendations:** The Superintendent recommends that the Board of Education request the Board of Directors establish an appropriation for FY 17/19 for the Nellie Mae Education Foundation, Inc. grant in the amount of $295,000.

**Attachments:** Copy of Memorandum of Understanding.

[Signature]
Matthew Geary  
Superintendent of Schools  
Manchester, Connecticut  
January 8, 2018
MEMORANDUM OF UNDERSTANDING
Between
Nellie Mae Education Foundation, Inc.
and
Manchester Public Schools, CT

January 1, 2018 to February 28, 2019

Introduction

The following Memorandum of Understanding (MOU) is between Manchester Public Schools (hereinafter referred to as "Grantee" or "MPS") and the Nellie Mae Education Foundation (hereinafter referred to as "NMEF" or "Foundation"). Through its Understanding Root Causes of Inequities grant program (see Appendix A), NMEF has awarded a planning grant of $295,000 to MPS to 1) conduct a district-community processes that analyzes historical barriers and other patterns within the school district that prevent it from equitably preparing all students to graduate from high school ready for college and career, and 2) identify student-centered practices and other appropriate interventions that will address the identified equity barriers. The following MOU provides the background of the Grantee, a summary of the funded project, Grantee responsibilities, reporting requirements, payment schedule, terms of the grant, and budget $295,000.

Grantee Background

Manchester Public Schools (MPS) is located in Manchester, Connecticut. Manchester is the fifteenth largest city in the state of Connecticut with a population of 58,241. The median household income in Manchester is $63,198. MPS is made-up of 15 schools, including 1 preschool center, 9 elementary schools, 2 middle schools, 1 high school, 1 alternative education center, and 1 regional academy. During the 2016-17 school year, the district enrolled 6,300 students. The district's student population is approximately 27% Latino, 22% African American, 8% English Language Learners, 16% students with disabilities, and 52% eligible for free or reduced lunch.

The Mission of the Manchester Public Schools is to engage all students in the highest quality 21st century education preschool through graduation. Through an active partnership with students, school personnel, families and community, the Manchester Public Schools will create safe, inclusive schools where equity is the norm and excellence is the goal. All students will be prepared to be lifelong learners and contributing members of society.

Project Description and Objectives

Manchester’s whole reason for shifting its practices to support Personalized Student-Centered Learning (PSCL) is to address the opportunity gaps that lead to disparate outcomes for several groups of students.
The work on PSCL has allowed the district to thoroughly examine its practices and policies and it has synthesized its findings in the statement below, which was developed by the district Personalized Student Centered Learning team. As the district continues to move to a more personalized student-centered model, it will address each of the causes it has identified for the gap in achievement.

MPS acknowledges that in its system Black students, Latino students, English Learners, Students with Disabilities, or who identify as LGBTQIA+, and economically disadvantaged students are underrepresented among those who excel in school and overrepresented among those with low grades, low test scores, and disciplinary or attendance problems.

As the district collectively reflects on its chronic achievement gap, MPS believes it is caused by inequitable access to resources and opportunities in school and community; lack of understanding and acceptance of cultural differences; irrelevant curriculum; implicit bias; underdeveloped capacity to meet learners where they are and to navigate difficult circumstances; fatigue; lack of trust; deep seated belief that some students don’t belong in its classroom, school, or community; low expectations for some students; and fear.

As a result of this substantial achievement gap in MPS, the district believes that a transformational shift to personalized student-centered learning in addition to other interventions the district implements may change both its culture, expectations, opportunities, and outcomes for every child and also inform and transform its adult communities in the same manner.

At this point, MPS has observed and have some understanding of the manifestations of its systemic inequities from achievement gap to social isolation. However, MPS knows that this funding from the Nellie Mae Education Foundation will give it the chance to more deeply understand the root causes of systemic inequities while also thinking through and planning for potential solutions with stakeholders, community partners, thought partners, and external experts. Through this grant, MPS hopes to learn so much more about the root causes of persistent gaps in college and career readiness, and develop the high-leverage interventions with the most potential to effectively solve this complex problem.

Objectives:

- To more deeply understand how policies, practices, and school culture contribute to inequities that exist in Manchester Public Schools.

- Create a plan involving multiple interventions that addresses systems, practices, and procedures that will reduce/eliminate inequities so that all students are college and career ready.

- To ensure that all stakeholders in the schools and community understand both the historical, negative patterns that have been barriers to equity and support the changes that will lead to having all students graduate college and career ready.

- To propose pilot interventions that shift systems, practices, and procedures in order to reduce/eliminate inequities so that all students are college and career ready.
• Facilitate an inclusive, participatory, and transparent district-community processes that authentically engages stakeholders (e.g., students, parents, teachers, etc.), particularly marginalized stakeholders (e.g., Black and Latino students, English language learners, immigrants, low-income students and parents, etc.), in a dialogue focused on analyzing the district’s historical barriers and other patterns that prevent it from equitably preparing all students college and career.

• Analyze the district’s historical barriers and other patterns that prevent it from equitably preparing all students (e.g., Black and Latino students, English language learners, special education students, and low-income students) to graduate from high school ready for college and career.

• Identify student-centered practices and other appropriate interventions that will address the identified equity barriers.

Requirements

By accepting this grant, the Grantee commits to meeting the following requirements:

• Participate in two orientation webinars, the first focused on building common understanding of equity and the second focused on sharing community engagement strategies (Dates to be determined with grantee input, but should take place between January and March 2018).

• Identify technical assistance provider(s). For the Grantee’s reference, NMEF will send Grantee a list of technical assistance providers with equity expertise by February 1, 2018. The Grantee may select a TA provider(s) from that list to accomplish the work detailed in this MOU. (Deadline for this deliverable to be determined with Grantee input, but the goal is to have a provider selected between March and April of 2018).

• In collaboration with technical assistance provider(s), submit updated plan for community engagement process focused on identifying equity barriers and possible interventions (Deadline for this deliverable to be determined with Grantee input. The goal is to have an updated plan between April and May of 2018).

• Send five to ten representatives to Foundation-organized summits in May and October 2018 to share plans and ideas with fellow grantees in the portfolio; and

• Participate in documentation of learning for the grant-funded project, which may include providing interviews and documents for review to a third party, as well as organizing occasional site visits or meetings to discuss the work.
Reporting

As outlined in the Organizational Agreement below, the Grantee will provide periodic progress reports and spending reports. Progress reports include accomplishments towards reaching stated goals, outcomes of the work, critical analysis of lessons learned, and proposed changes to be made to the project. One month before reporting due dates, the Foundation will provide guidance to the Grantee on specific items to include in the progress report.

Additionally, the spending reports should detail expenditures to date (actual expenses vs. budgeted expenses). If contracts, sub-grants, or stipends are paid with NMEF grant funds, the Grantee must provide a list of names (consultants, subcontractors, individuals (including students)) and organizations (including Grantee organization if applicable) with amounts paid to such organizations, consultants, contractors, and/or individuals.

Organizational Agreement

NMEF will award a grant totaling $295,000 to support the program outlined in this MOU. The grant period shall run from January 1, 2018 to February 28, 2019. This grant will be payable based on the budget in Appendix B and subject to the terms contained herein. Payments will be made to the Grantee per the following schedule:

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<th>Date</th>
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<tr>
<td>May 1, 2018</td>
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<td>March 29, 2019</td>
<td>Upon receipt and review of a final progress report and spending report (actual expenses vs. budgeted expenses). Please review Reporting section of the MOU for details.</td>
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The Grantee agrees and consents to the following conditions of the grant:

1. Funds will be used solely for the purposes stated in the MOU. Any portion of the grant which has not been expended within the time period specified in the MOU will be repaid to the Foundation.
2. Grantee will advise the Foundation immediately if the federal government, IRS, or state or local authorities gives the Grantee notice of a change in its tax status.

3. The Foundation requires that grantees seek approval for any reallocation of their total budget funds that is over 5%.

4. All sub-contract/grants equal to or above $100,000 are subject to Foundation approval and will be required to follow Foundation budget guidelines. Sub-contract/grantee budgets over $100,000 must be submitted to the Foundation for approval before payment will be made towards them.

5. Grantee shall not use any portion of the funds granted herein to carry on lobbying or otherwise to attempt to influence specific legislation, either by direct or grassroots lobbying, nor to carry on directly or indirectly a voter registration drive, nor to make grants to individuals on a non-objective basis, nor to use the funds for any non-charitable or non-educational purpose.

6. In order to promote the work of the Foundation and its grantees in a way that strategically enhances the public profile of both parties, the Grantee shall contact the communications department of the NMEF before any media outreach/communication surrounding the awarding of the grant. The Grantee will coordinate with Shaun Adamec, Director of Strategic Communications. He can be reached at sadamec@nmefoundation.org or 781.348.4204.

7. Grant funds must be invested in highly liquid, FDIC insured bank accounts with the primary objective of preservation of principal so that they are available for the project. Interest accrued to the grant should be applied to the project and reported in the grant’s final financial report.

8. NMEF and the Grantee enter into this agreement in “good faith,” recognizing that implementation plans are based on information and circumstances presently known. The Grantee or NMEF may terminate this agreement with 30 days written notice. Should the agreement be terminated the Grantee will receive compensation for work completed to date, including all actual costs incurred and any non-cancellable obligations, and/or shall return to the Foundation all grant funds unused as of the date such notice of termination is sent.

While this memorandum of understanding is subject to future negotiations, it is signed by:

Signed by:  
Matthew Geary, Superintendent of Schools  
Manchester Public Schools, CT

Date: 12/28/2017

Signed by:  
Nicholas C. Donohue, President & CEO  
Nellie Mae Education Foundation

Date: 12/28/2017
Appendix A: Grant Fund Background

Through its Understanding Root Causes of Inequities grant fund, the Nellie Mae Education Foundation (NMEF) encourages New England school districts to facilitate inclusive, participatory, and transparent district-community processes that accomplish the following: 1) analyze historical barriers and other patterns that prevent districts from equitably preparing all students (e.g., Black and Latino students, English language learners, special education students, and low-income students) to graduate from high school ready for college and career, and 2) identify student-centered practices and other appropriate interventions that will address the identified equity barriers.

Background

The demand for a highly educated workforce is growing rapidly in the United States. However, persistent gaps in college and career readiness rates among high school graduates continue to disproportionately disadvantage Black and Latino students, English language learners, special education students, and low-income students in obtaining postsecondary education and competing in today’s changing job market. If New England is to successfully meet the projected workforce demands and ensure all residents have a fair opportunity to compete for jobs, new approaches are needed to ensure educational equity.

More Jobs Require Postsecondary Education

Nationally, workers with postsecondary education held 59 percent of jobs in 2010, up from 28 percent in 1973. By 2020, researchers project that 65 percent of all jobs in the United States will require some form of postsecondary education or training. In New England, the need for an educated workforce will be even greater, with 2020 projections suggesting that jobs in Massachusetts (72 percent), Rhode Island (70 percent), Connecticut (70 percent), and Maine (66 percent) will require even higher concentrations of workers with postsecondary education or training.

College and Career Readiness Gaps Persist

Despite the heightened demand for a highly educated workforce, New England K-12 education systems are not adequately preparing all students for postsecondary degree attainment or training.

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2 Ibid.

NMEF classifies a student as "college and career ready" if he or she enters a postsecondary institution within two years of graduating from high school (within five years) and does not need to take remedial courses. Too many students graduate from high school unprepared for college coursework and must take remedial courses once they enroll. Unfortunately, these students are more likely to drop out of college without a degree. In fact, research shows that only 9.5 percent of two-year college students starting in remedial courses will graduate within 3 years, and only 35.1 percent of 4-year college students starting in remedial courses will graduate within 6 years -- a reality that is disproportionately true for students of color and low-income students.4

According to research conducted by IMPAQ International (commissioned by NMEF), data from 2015 reveal that gaps in college and career readiness persist between certain student subgroups in New England:

- 55 percent of White students were college and career ready compared to only 39 percent of Black students and 32 percent of Latino students;
- 51 percent of all students were college and career ready compared to only 33 percent of English language learners and 29 percent of special education students; and
- 62 percent of non-low-income students were ready for college and career compared to only 35 percent of low-income students.5

Furthermore, as the region’s student population becomes more and more diverse, even greater numbers of students will be left behind if the above readiness gaps continue. For example, during the 1994-95 school year, students of color constituted 18 percent of all students in New England compared to 33 percent during the 2014-15 school year.6 This change can largely be attributed to the 11.8 percent increase in the Latino student population (growing from 155,420 to 338,280), the 85 percent increase in the Asian student population (growing from 54,490 to 100,798), the 13 percent increase in the Black student population (growing from 153,434 to 176,242), and the 16

5 “Nellie Mae Education Foundation’s Updated College and Career Readiness Measure Draft Summary of Findings,” study prepared by IMPAQ International (Columbia, MD: December 2016).
percent decrease in the White student population (decreasing from 1,685,056 to 1,411,793) during that timeframe.\(^7\)

With such disparate outcomes for these student subgroups, significant segments of New England’s population are being locked out of opportunities to obtain degrees and training that will better position them to compete in the new economy.

**Need to Examine Root Causes of Disparate College & Career Readiness Rates**

Systems thinkers in education note that “every system is perfectly designed to achieve the results it gets.”\(^8\) After decades of education reform efforts to close achievement gaps, why do public education systems continue to produce such disparate results? What will it take for New England school districts to design and maintain systems that ensure all students graduate ready for life after high school? NMEF does not have the answers to these questions. However, the Foundation believes that a design that closes gaps in college and career readiness rates must be grounded in a nuanced understanding of what factors contribute to perpetuating the gaps.

The Foundation’s work is centered on the goal of increasing the rate of college and career readiness in New England to 80 percent by 2030. Since 2010, the Foundation has supported districts to implement student-centered learning practices at the secondary level as a means for advancing readiness and closing gaps. With NMEF funding, district grantees have worked towards building new systems of learning opportunities that are personalized, engaging, competency-based, and happen anytime and anywhere. While progress is emergent in all of these areas, experience teaches that a greater and more precise focus on equity is needed to ensure that effective and equitable opportunity pathways are created so that all students graduate ready for college and career.

The Foundation defines **equity** as “a proactive, strategic approach to improving outcomes that accounts for structural differences in opportunities, burdens, and needs in order to advance targeted solutions that fulfill the promise of true equality for all.”\(^9\) Additionally, the Foundation places particular focus on **racial equity**, which is defined as: “a mindset and method for solving problems that have endured for generations, seem intractable, harm people and communities of color most acutely and ultimately affect people of all races.”\(^10\) Using a racial equity approach requires “seeing differently, thinking differently, and doing the work differently” and focusing on “results that make a

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\(^7\) Ibid.


\(^10\) Ibid.
difference and last. If New England school districts are to eliminate readiness gaps based on race and income and effectively prepare all students for life after high school, they will need to approach their work with an explicit focus on equity.

Over the past year, the Foundation’s Board and staff have been engaged in an Equity Assessment to help discern how to better focus on equity in education, starting with a look in the mirror. Many stakeholders provided input and perspectives that helped shape the Foundation’s understanding of how things are today and what is possible in the future. Using this Equity Assessment as a guide, the Foundation is reviewing its investment strategies through an equity lens and looking for ways to more meaningfully and proactively integrate an equity focus in its work.

With this grant fund, the Foundation hopes to spark deep reflection and constructive dialogue in communities across New England – communities that have held up a mirror and know that low readiness rates and gaps among student subgroups have persisted for too long and call for deeper analysis and understanding. NMEF seeks to support districts to authentically engage their communities in analyzing the readiness barriers that are embedded in the DNA of their structures, practices, rules, and resources, and identifying the appropriate interventions for addressing those barriers. The Foundation contends that student-centered learning practices hold promise in ensuring equitable preparation of all students. But, NMEF is also interested in hearing from districts and communities about other interventions that might effectively address the problems and conditions causing disparate readiness outcomes.

Goals

Through this grant fund, the Foundation strives to accomplish the following:

- Create deeper understanding of the systemic and school-level barriers that perpetuate gaps in college and career readiness based on race, language, special education status, and income;

- Identify interventions (including, but not limited to student-centered learning practices) that appropriately address identified college and career readiness barriers; and

- Help districts and communities collaborate on and coalesce around plans to reverse historical patterns and ensure all students graduate from high school ready for college and career.

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31 Ibid.
### Appendix B: Project Budget

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