

funds is for Minuteman tuition, rebuilding vocational education and for special education. Mr. Fantini, Co-Chair, then made a brief statement and introduced Superintendent Bobbie D'Alessandro for a further description of the FY 2002 School budget. Ms. D'Alessandro described the information to be presented at this meeting. She emphasized that the MCAS is not the only criterion for judging the school system. She submitted an information packet (**Attachment A**) and summarized the information. Ms. D'Alessandro noted reading improvements as measured by Stanford 9 Reading Assessment, algebra test increases, SAT score increases. She also reported continued decreases in student dropout rate. The Cambridge dropout rate is 3%, as opposed to a national rate of 10%. She noted curriculum improvements.

Ms. D'Alessandro said that last night the School Department took a very significant decision with regard to RSTA. They adopted a plan which will reduce RSTA to three programs. Five staff positions will be cut. She introduced James Conry, Executive Director of Management and Operations to provide more details and respond to fiscal questions.

Councillor Toomey asked about projected enrollment and for next year. Superintendent D'Alessandro noted that the first cycle of kindergarten enrollment has seen an increase. Mr. Conry stated that the current year enrollment is 7,208. Next year that number will decrease by 183 to 7,143. This represents a decrease of 165 at the elementary level. High school enrollment has been increasing slightly. There will be more students in the ninth grade next year than this year. These numbers include out-placed special education students, but do not include the 59 students enrolled at Minuteman. Mr. Conry reported that 67 ninth-graders have applied to Minuteman.

Councillor Toomey asked about Cambridge's agreement with Minuteman. Mr. Conry announced that there would be a 25% reduced rate for the year for all students who attend Minuteman next year. Councillor Toomey said that he has received many questions about how to enroll in Minuteman. He is concerned that the shortfall caused by Minuteman enrollment will be greater than projected.

Councillor Decker stated that she has also received calls regarding Minuteman. Fifteen years ago when she was in high school, students were tracked into vocational education. She said she would like more information about the guidance/counseling parents are getting about this choice in the elementary school.

Superintendent D'Alessandro described the program for providing information to eighth-graders and their parents.

Assistant Superintendent Carolyn Turk provided additional information about the much more rigorous academic focus for the new technical program. She also described the need to incorporate career awareness early in elementary school. She wants to see a budget item for this.

The committee then heard from Mr. Conry. He said that the schools are requesting an 8.1% increase on expenditures. The City Manager's budget guidelines for the schools call for a 5.85% increase. Mr. Conry stated that the School Department is estimating that Minuteman will produce a net cost of \$1.288 million. He noted that school council initiatives would go up from \$180,000 to \$241,020. Mr. Conry then described projected "present level cost increases." He noted that health insurance will see a 12% increase.

Superintendent D'Alessandro thanked Councillor Toomey for his help with restoration of Ch. 636 funds for special education.

Councillor Sullivan stated that the budget request for FY 2002 approaches the amount that was estimated for the FY 2003 school budget in last year's school budget five-year projections.

Councillor Davis asked about the cost per student for Minuteman. Mr. Conry said that it is \$11,375 (with the agreed-upon 25% discount) plus transportation. There will be some State aid reimbursement through the cherry sheet.

Mr. Fantini said he expects 100 new ninth-graders to go to Minuteman, for a total of 159.

Councillor Davis asked why not spend the \$2 million on a vocational education program at CRLS? Mr. Conry said that it cannot happen next year. The CRLS program has been decertified and cannot regain certification that quickly.

Vice Mayor Maher asked how Cambridge got into such a mess. Superintendent D'Alessandro said that a report five years ago from the State indicated serious problems. Then three years ago Cambridge requested a State audit, which revealed extensive problems. She said that over the years there were significant monitoring and evaluation issues. The state has been helpful in advising Cambridge. CRLS has to start small, with a competency-based curriculum. The School Committee approved a professional evaluation, which suggested starting with three programs, the three with the strongest curriculum base, then adding two more, for the five-program curriculum required for certification.

Mayor Galluccio said that there are concrete reasons for the state putting the program on probation: the space was cut in half, the equipment was not updated, teachers were not certified, there was insufficient integration with academics.

Councillor Decker asked whether the budget is building in the money to take the steps to improve the technical program. Superintendent D'Alessandro answered in the affirmative. Mr. Conry stated that the estimates are based on a recommendation from the NASTEC consultant study and reports. It includes \$170,000 for equipment, an executive director and a fulltime program developer to develop the new program, and replacing a noncertified teacher with a certified teacher in culinary arts.

Ms. Walser stated that they will provide the City Council with the consultant's report.

Mr. Grassi said that the report emphasizes that the decline of RSTA did not happen overnight and cannot be fixed overnight. The law requires a program with competencies in sequential courses. Superintendent D'Alessandro said that Minuteman offered technical assistance but the School Committee did not take the offer. Minuteman offered Cambridge the opportunity to look at the Minuteman program and to have staff consult with CRLS staff. The School Committee decided not to accept Minuteman's offer for the free technical assistance because of the issue of letting the competition give technical assistance to a program that would ultimately become its rival.

Councillor Davis expressed a concern about whether in the long term Cambridge can provide quality service that is equal to or less than the cost of paying tuition for students to attend Minuteman.

Ms. Turkel said that over four years there would be 400-600 kids attending Minuteman, resulting in a huge budget increase, and it would still be necessary to have technical courses at CRLS.

Ms. Walser said that a strong vocational education high school program will lead to a more diverse and inclusive high school. This a way to have a curriculum that accommodates special education students. Nationally, 40% of students are on special education plans and many of these kids flourish with the hand-on programs of vocational education.

Councillor Toomey stated his concern that the City has seen the long decline of the vocation education program. He expects it to cost \$20 million to get the program back on track. It was irresponsible for the School Committee to say no to the free technical assistance offered by Minuteman. No, to him, means that the School Committee is not committed to getting the program back on line.

Vice Mayor Maher stated that he agrees with Councillor Toomey. That program has had no permanent leader for four years. It is very difficult to come to the defense of the actions that have led to this result.

Ms. Turkel stated that she agrees with Vice Mayor Maher. She stated that her concern is the richness of the program. CRLS will not be able to accommodate 400-600 kids in vocational education majors for many, many years.

Councillor Born noted that the City Manager's budget guidelines called for a 4.1% budget increase for all city departments. Mr. Maloney said that the City Manager's guidelines would have allowed a 5.8% increase for the School Department. Mr. Maloney said that on the City side, the fiscal staff are struggling to keep the budget to an 8% tax levy increase. In response to a question from Councillor Born, Mr. Maloney said that the

City could not sustain the level of school budget growth proposed this year for a long time without reaching the levy limit. Councillor Born requested a comparison over the past ten years of the growth of the school tax-supplied budget and the city tax-supported budget. Mr. Maloney said that since 1994 the city tax levy support goes up 19.2% and school tax levy support goes up 36%. In fairness, a deeper analysis would be required. Councillor Born said that education has become a bigger and bigger piece of the pie. Councillor Born asked Mr. Healy if he had expected the school request to be two times his guidelines. Mr. Healy said that he did not expect it to be twice as big but he knew the Minuteman issue would impact the budget request. The numbers are greater than he had anticipated. He was glad to see that the second half of this year's Minuteman tuition covered in this year's budget (FY 2001) instead of next year as was originally planned. Mr. Healy said that there have been some successes in dealing with the declining enrollment, for example, the Fletcher/Maynard merger. In response to a question, he said that the number of personnel in Cambridge schools in some categories compared to the state wide average are double, for example clerical, aids. He said that he doesn't understand the clerical numbers.

Councillor Toomey asked about the ratio of administrators. Mr. Healy said that the number of Cambridge central office staff is double that of the state average. Mr. Healy stated that if the School Committee is not finished with its budget until after April 23, the City Council will get his budget, with his original guideline numbers for the school budget.

Councillor Born stated that the School Committee needs to make some choices, and cannot just assume that a "present level" budget is guaranteed.

Councillor Sullivan stated that the budget calendars do not line up, which makes additional requests especially difficult. He requested additional information on projected enrollments and exit interview information, and he noted that the Council also voted for a presentation on the student data report before the final budget hearing. He suggested another meeting of the co-chairs and the City Manager and Superintendent D'Alessandro as soon as possible. He also noted the difficulty of following the school budget.

Councillor Decker asked if the decision on the Amigos program as a new school with additional costs of a new principal, and maintenance staff is reflected in the budget, and if there is enough money for professional development and improvements in school-related cable costing. Mr. Healy stated that there is a capital allocation for cable improvements. Superintendent D'Alessandro said that Cambridge has applied for and received grants for professional development. Paula Evans stated that she is confident that the level of funding for professional development is adequate to meet the needs.

Regarding the Amigos program, Superintendent D'Alessandro said that Amigos will now be a separate school, but there will only be 30 new students. Mr. Conry said that costs are based on square footage, not number of administrative staff.

Vice Mayor Maher stated that it is imperative to rebuild confidence in the public schools. The public needs to feel there is quality in all schools. Administrative cost is a big issue for the City Council, and it is a big issue in all of the schools. Former principals who still get stipends and never go away do not raise the level of confidence in the way the schools are managed.

Councillor Toomey stated that he would like to see information as to the number of administrators from FY 1996 to the present. Councillor Decker said that she would also like to see information on the rationale. Superintendent D'Alessandro said that Cambridge defines the category of administrators differently than the state does. A state audit that reconciles this difference shows Cambridge at about the same number as the state average.

Councillor Toomey suggested that the School Committee reconsider the vote to decline technical assistance from Minuteman.

Superintendent D'Alessandro invited City Council members to come to the schools and see what has happened.

Councillor Sullivan asked about the possibilities of sharing with Minuteman rather than competing, with the idea that ultimately some of the Minuteman kids would come to CRLS for its strong programs and some Cambridge kids might go to Minuteman for its strong programs.

Mayor Galluccio agreed with Councillor Sullivan about the possibilities of CRLS and Minuteman complimenting each other rather than competing.

Councillor Sullivan thanked all those present for their participation.

The meeting was adjourned at 9:20 P.M. on motion Councillor Reeves.

For the Committee,

Handwritten signature of Michael A. Sullivan in cursive, with the initials "DMB" at the end.

Councillor Michael A. Sullivan, Chair

CAMBRIDGE PUBLIC SCHOOLS

159 THORNDIKE STREET CAMBRIDGE, MASSACHUSETTS 02141

N01-088
FY2001-02 Bgt.
Ref. Doc. #8



March 20, 2001


To the Honorable Members of the School Committee:

FY2001-02 Budget - Updated Financial Estimates

Please be notified that; attached for your information is an update of the FY2001-02 Budget financial estimates. This information includes updated estimates of costs for both present level and certain new/expanded budget items, including the RSTA/Minuteman restructuring costs, and Special Education strategic plan estimates, as well as other items. It also includes updated estimates of revenues allocated to cover increases in debt service costs, based on discussions with the City Manager.

At this point in the budget process, the School Department expenditure estimate for FY2001-02 is \$115,101,290, an increase of \$8,606,461, or 8.1%. The City Manager's revenue/appropriation guideline is \$110,868,531, an increase of \$4,373,702, or 4.1%. The difference is \$4,232,759.

Respectfully Submitted,


Bobbie D' Alessandro,
Superintendent of Schools

A. School Department Revenue Estimates and Appropriation Limit

		<u>% Incr</u>
1. FY 2000-01 Adopted Revenue Budget for School Department	\$ 106,494,829	
2. Plus: City Manager's Budget Guideline of \$4.427 million in Property Tax Increase for FY'0102 School Budget	4,427,061	5.85%
3. Less: a. Decrease in SBAB Reimbursement Revenues	(61,510)	
b. Decrease in available funds from Debt Stabil. fund	(387,645)	
4. Plus: Estimated increase in state CH70 aid (new formula)	<u>395,796</u>	
5. Equals: total School budget revenue increase	4,373,702	
6. Equals: FY 2000-01 Preliminary Approp. Limit	110,868,531	4.11%

B. School Department Budget & Expenditure Estimates

1. Fy'00-01 Base Budget (Same as item 1 above)	106,494,829	
2. Plus: Present Level Cost Increases:		
a. Operating Budget - Salary	4,524,494	
b. Operating Budget - Non-salary	817,383	
c. Debt Service Budget - Principal & Interest Cost Incr.	<u>373,131</u>	
sub-total: P/L cost increases	5,715,008	
3. Equals: "Present Level" Budget for Fy'0001	112,209,837	5.37%
4. Plus: New/Expanded Estimated Requirements:		
a. Net Minuteman tuition/RSTA cost increases	1,288,433	
b. Special education strategic plan	750,000	
c. State CH636 Desegregation Funding Loss - 50%	332,000	
d. District Improvement Plan Initiatives	150,000	
e. School Improvement Plan initiatives	241,020	
f. Contract Increases: Instr. materials reimb./tuition reimb.	<u>130,000</u>	
Sub-total:	2,891,453	<u>2.72%</u>
5. Equals: FY2000-01 School General Fund Budget Estimate	115,101,290	8.08%

C. Funding Shortfall/Reduction Target (A5 minus B5) (4,232,759)

D. Other Budget Allocations Requested:

1. CRLS Redesign Transition Bgt - Phase 2 Renovation Costs	550,000	(City Capital Bgt)
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FY01-02 Budget Estimates - Cost Increases/Decreases			rev. 3/19/01
	<u>Est. Amount</u>		<u>City Mgr. Guidelines</u>
1. Contracted Salary Increases 4%	2,643,440		2,643,440
2. Salary step/degree/longevity increases	711,770		-
3. Full funding of unfunded teacher & support positions	255,820		-
4. Health Insurance/Dental/Pension/Medicare increases	1,022,841		1,022,841
5. Estimated salary savings due to enrollment declines	(216,000)		-
6. Estimated savings due to systemwide MTRB Early Ret.	-		-
7. Funding incr. for final year of Technology Asst. policy	106,623		-
8. Special Education Tuition increases	546,880		-
9. Regular & Spec. Ed. Transportation Contract Increases	246,507		-
10. Energy cost increases	279,873		-
11. Voc. Ed. Tuition - Minuteman (50% roll-over)	442,515		-
less: Use of EOY balances to pay in FY00-01	(442,515)		
<i>(Salary outages)</i>			
12. Miscellaneous P/L cost increases/decreases	47,445		-
13. Building Rental decreases	(229,322)		-
14. Decrease in 2nd Year CRLS redesign Prof. Dev.	(74,000)		-
12. Debt Service (Principal & Int.) Cost Incr.	<u>373,131</u>		<u>373,131</u>
Total:	5,715,008		4,039,412
			(1,675,596)
2001-02 Financial Issues			
- Minuteman Tuition costs less RSTA savings - Net	1,288,433		
- Special Education Strategic Plan	750,000		
- State CH636 Desegregation Funding Loss - 50%	332,000		
- District Improvement Plan Initiatives	150,000		
- School Improvement Plan initiatives	241,020		
- Contract Increases: Instr. materials/tuition reimb.	<u>130,000</u>		
Total	2,891,453		(4,567,049)

FY2001-02 RSTA/Minuteman Budget Increase Estimate (Updated)			
1. Total Estimated Minuteman Tuition & Transportation			2,075,083
2. Less: FY-00-01 50% roll-over cost paid from end-of-year balances in June, 2001			(442,515)
3. Equals: Revised Minuteman tuition & transportation			1,632,568
4. Less: P/L tuition budget for Voc. Ed. tuitions			(210,000)
5. Equals: Net increase in tuition/transportation cost			1,422,568
6. Less: Proposed RSTA net budget reductions for restructured programs (including position reductions)			(134,135)
7. Equals: Net FY01-02 Budget Increase for Minuteman/RSTA			1,288,433
Estimate of FY01-02 School Improvement Plan Budget Increases			
1. Change allocation to flat rate of \$50/pupil:	6945	50	347,250
2. Plus: additional \$25/pupil for low-income students	2790	25	69,750
3. Equals: total School Improvement Plan allocations			417,000
4. Less: Existing SIP budget allocations			(181,230)
5. Equals: Net FY01-02 Budget increase amount			235,770

MEMORANDUM

DATE: March 21, 2001
TO: Bobbie D'Alessandro
Superintendent of Schools
FROM: Carolyn L. Turk
Acting Assistant Superintendent
Curriculum and Instruction
RE: A Sampling of Curriculum Related Projects:
January 1999-March 2001

Mathematics

- Implementation in all schools of **new inquiry based mathematics programs** K-8 that are aligned with the State Frameworks and NCTM Standards: Everyday Math, Investigations, The Connected Math Program
- Implementation of an **Algebra Assessment** at grades 7 and 8 to monitor progress
- Implemented the **America Counts Program** at grade 4 in four schools which provides support to students who are in need
- Implemented an **Early Numeracy Assessment** at grade 2 in all schools but one, for the purpose of identifying students who are in need of intervention before grade 2 and to establish a benchmark for mathematics learning by grade 2
- Implemented a pilot of the **Intergenerational Math Program** at grade 2 in two schools which provides one on one support to students in need

Science

- Developed **Science Staff Development Teams** to support teaching and learning K-12
- Currently implementing a **district-wide assessment project** to assess every student in grades K-8 on at least one science curriculum unit...this information will determine how resources are focused
- Development of a **Science Notebook Literacy Program** for grades K-6 and the implementation of A Saturday workshop series to support the use of Science Notebooks in the classroom
- Continued **community partnerships** with MIT, the Boston Museum of Science, BU Medical School CityLab, Tufts New England Medical Center, and the Whitehead Institute
- Currently working on **realignment of CPS science curriculum** to meet newly revised MA State Science and Engineering Frameworks

Language Arts

- Developed **curriculum benchmarks for systemwide language arts standards K-12** [Reading--Writing--Speaking--Listening--Viewing]
- Provided **system-wide professional** development activities to support use of the new district document
- Ongoing dissemination of **“Write Source” curriculum support materials** to grades 6-7-8
- Piloted a **grade 9 Language Arts Portfolio Program** for all CRLS students, including a professional development strand for all grade 9 Language Arts teachers

- Drafted a comprehensive **Reading Action Plan** for Cambridge school-aged children as an initiative of the citywide Agenda for Children literacy goal to engage schools, parents, and the wider community
- Dissemination of **Balanced Literacy resource materials** to all teachers grades K-2 and 6-8
- **Monthly resource ideas** electronically forwarded to all teachers K-12

Social Studies

- Continuation of the “**Classroom Galleries**” project in our elementary schools....students have opportunities to view various forms of art and meet with artists
- Collaboration between **Northeastern University World History Center** & CRLS Social Science Department regarding training in thematic approaches to World History
- Collaboration between **City Sprouts** and several elementary schools regarding gardening projects linked to the study of colonial history
- Collaboration between Cambridge Guidance Center, CPS Health Department, and CPS Violence Prevention Staff regarding the implementation of “**Voices of Love and Freedom**” curriculum
- Collaboration between **UMass Boston** and CRLS regarding a course “**Race and Racism**”.... instructor = Professor Larry Blum
- Re-established a relationship with **Primary Source**....currently app. 25 teachers (grades 4 & 8) are participation in a “**China Institute**” staff development opportunity
- Re-established a relationship with the **Children’s Museum**

Title I

- Development and dissemination of a system-wide **K-8 Parent Compact**
- Implementation of **system-wide parent training opportunities**
- Implementation of **MCAS Data Analysis sessions** for CPS staff
- Implementation of the “**MCAS Roadshow**” for grade 4 students, parents, and teachers

Educational Media

- Collaboration between Educational Media Department and Education Technology Department regarding a **DOE Model Professional Development Grant** that focused on teacher training and collaborative planning to include information literacy skills and the use of technology tools in curriculum-based research projects grades 4-8.
- In lieu of a separate updated Educational Media Framework document, this department worked with the Language Arts Committee to incorporate **Information Literacy & Study Skills** incorporated into the district-wide K-12 Language Arts Benchmarks document

Educational Technology

- Recipient of four **Technology Literacy Challenge Grants**:
 - ⇒ Using Rubrics & Electronic Portfolio for Assessment of Technology Proficiencies/Grades 9-12
 - ⇒ Excellence in Chinese/English Learning Project/Grades K-8
 - ⇒ Coaching Model for Development of Research and Study Skills/Grades 4-8
 - ⇒ Writing on the Run/3 elementary schools

- As part of the MA DOE's technology project, CPS joined **CLASP** (Curriculum Library Alignment Sharing Project)...this is a means for teachers to be able to share information concerning alignment, frameworks, lessons, and resources.

World Language

- **Expanded middle school World Languages program** to include Gr.6
- Worked with elementary principals and Bilingual dept. to expand and/or begin the study of **World Languages at the primary grade level**
- Recipient of a MA DOE grant which highlighted four "**Culture in Immersion Institutes**" at Harvard: Portuguese, Spanish, Italian, French
- Continued work with the Italian Consulate and the CIAO program (K-2)
- Continued **High School Italian Exchange Program**

Health, Physical Education & Athletics

- Collaboration between CPS and the Friends of Cambridge Athletics regarding the completion of a **Five Year Program Development Plan** for Interscholastic, Club and Intramural Sports Programs

Music

- Music teachers met weekly for a full year with Bill McManus (president of the Eastern Division of Music Educators National Conference) to **align the CPS Music Curriculum** with the state and national standards.
- Five strands were developed to address the standards:
 - ⇒ singing and playing instruments
 - ⇒ reading and writing music notation
 - ⇒ understanding music

⇒ history/cultural context of music and repertoire

⇒ music in society

- All students in grades 3 & 4 now receive **recorder instruction**
- A **middle grades (4-8) pilot program** is now in 3 schools (band/chorus/orchestra)...intent is to expand
- Continuation of a **K-3 Music Lab School** at the Peabody

Visual Arts

- As a means to support the CPS Literacy initiative, the art departments has participated in ongoing curriculum projects in the area of: **inclusion of reading and writing in art classes from K-12**...work displayed throughout the city.
- Secondary students now **scan their art work for college portfolios**
- **New collaborations with local museums** including the Museum of Fine Arts and the Gardener Museum

Drama & Dance

- **Middle School Drama Collaborative** continues to thrive....12 out of the 14 middle school programs currently participate.
- **Secondary Drama Program** continues to hold a top ranking in Massachusetts
- Members of the Middle School Drama Collaborative **analyzed grade 8 theater assessment findings** from the National Assessment of Educational Progress and compared the findings to the Massachusetts Arts Frameworks...this work led to the identification of what we in Cambridge expect students to know and be able to do in theater/drama by grade 8.

- At the secondary level, drama and dance faculty **have examined the technology proficiency standards** to determine how to incorporate technology-based projects in their respective disciplines, by developing specific technology-infused units of study and/or by encouraging students to use technology when preparing presentations/demonstrations.

Other

- Collaboration between CPS and **Just-A-Start** to develop a Competency Based Diploma Program for Cambridge youth
- Continued partnership with **SummerBridge**
- Collaboration between CPS and **Cambridge African American Heritage Trail Committee** to bring forward information to all schools regarding contributions made by Cambridge African Americans
- Collaboration with the **US Department of Commerce Census Bureau** to provide all interested teachers with framework aligned curriculum materials designed to help students understand Census 2000
- Collaboration between CPS and the **Boston Globe** bring MCAS related curriculum materials into all classrooms grades 3-10
- Collaboration with the **MBTA & CPS Art Department** in response to Project Clean....student work displayed in downtown Boston
- Continued partnership with **Cambridge School Volunteers**
- Continued partnership with **community member Sheldon Cohen & the Community Mapping Program** designed to help students gain a better understanding of the Cambridge community
- Collaboration with the **US Department of Education** to include student voices in discussions related to school violence

Student Achievement and Accountability

THE DISTRICT IMPROVEMENT PLAN

A Systemic Approach to Student Achievement

Focused on Developing and Maintaining:

Solid Core Curriculums

Focused Professional Development

Student Support and Interventions

Evaluation and Assessment

High School Excellence

➤ Solid Core Curriculums

Continue the implementation of curriculum improvement plans to include:

- evidence of curriculum alignment with state /national frameworks,
- articulation of standards and benchmarks at specific grade levels,
- assessment of student progress at, above and below grade level
- suitability for LEP and SPED students
- recommendations for improvement

➤ Focused Professional Development

- Enhance and expand the CRLS literacy Initiative. Train 100 faculty in Strategic Literacy as provided by the SLI at WestED. (20 teacher (four per school) trained in 2000-01
- Develop a two-year, comprehensive literacy education program that includes teaching differentiated learning styles for:
 - Grade 3-5 teachers in effective literacy strategies for intermediate grades;
 - middle and high school teachers in teaching reading strategies across the curriculum;
 - all teachers in strategies to support literacy for our students who participate in SPED and for our students who have LEP status;
 - administrators and curriculum leaders in effective practices and supporting and supervising teachers; and new teachers
- Continue implementation of K-2 literacy program including:
 - Consistent training of all teachers in a balanced approach to early literacy
 - Ongoing assessment and review of student progress
 - Reporting of individual, school and district improvement in literacy achievement
- Convene a committee representing teachers of K-8 to develop a two-year professional development plan in math for K-8 teachers

➤ Evaluation and Assessment

- Through a variety of assessments such as the Early Literacy Assessment, Stanford 9, Massachusetts Comprehensive Assessment System (MCAS), portfolios, and other teacher and performance based instruments, identify students who are not achieving and develop **specific plans for improvement** through:

Primary Grade Review meetings (kindergarten (K) to grade two students)

Teacher Assistance Teams (T.A.T.) for all grades

Individual Student Success Plans for all students who fail MCAS in reading or math; and

Advisory Programs for high school students

- Develop comprehensive, system-wide professional development for teacher training in looking at student work as part of a collaborative assessment model

➤ Student Support and Interventions

- Develop district-focused after- school reading, writing and mathematics enrichment and support programs for students at 2 sites across the city. (10 week pilot for students in grades 3-5)
- Provide academic support for underachieving students to take high level and/or AP courses through one-on-one tutoring, mentoring, support groups, etc. . Seek foundation funding such as Nellie Mae to develop targeted support programs similar to AVID and Xavier

➤ High School Excellence

- Develop and including a study skills component in the grade 9-10 core program in the Small Schools.
- Enhance the academic and social development of CRLS emerging 9th – 11th graders in a summer program developed in collaborative with Harvard University

CAMBRIDGE PUBLIC SCHOOLS
Office of Development and Assessment
159 Thorndike Street
Cambridge, Massachusetts 02141
Tel: 349-6455

MEMORANDUM

TO : BOBBIE D'ALESSANDRO, SUPERINTENDENT
 FROM : BARBARA BLACK, DIRECTOR
 SUBJECT : POST GRADUATE STUDY SUMMARY
 DATE : 3/20/01

The following tables provide a summary of the post-graduation plans and activities of the CRLS graduating class of 1999. The plans of 406 students were reviewed. Colleges were contacted in order to determine if a student was enrolled in the school that they had indicated at the time of their graduation from CRLS. Each college was asked to provide enrollment and matriculation information. The information is provided in a table that also indicates the racial background and/or ethnicity of the student in the study.

CRLS Graduating Class of 1999

As demonstrated in Table One, approximately 49% of the 406 seniors were confirmed as being enrolled during the 1999-2000 school year. This does not mean that only 49% of the seniors were enrolled in college, however. It represents the percentage of students that were confirmed as being enrolled by the college that they had named prior to graduation. For 29% of the students, colleges were not able to confirm their enrollment or they did not indicate plans for college. Approximately, 22% either did not make their plans known or were not able to be traced.

Table 1: CRLS Graduates confirmed by colleges as enrolled during 1999-2000

CPS Race/Ethnicity	Yes #	Yes %	No #	No %	Unknown #	Unknown %	Total #	% of Total
African American	38	45%	31	37%	15	18%	84	21%
Asian	22	69%	6	19%	4	13%	32	8%
Latino	26	43%	21	34%	14	23%	61	15%
Native American	1	100%		0%		0%	1	0%
Other Black	32	48%	17	26%	17	26%	66	16%
White	81	50%	43	27%	38	23%	162	40%
Total	200	49%	118	29%	88	22%	406	100%
%	49%		29%		22%			

In Table Two the type of colleges, two-year or four-year, that students are attending is described as well as the breakdown by race/ethnicity. Of the 200 students attending post-graduate schools, 73% are confirmed as enrolled in a four-year college or university.

Table 2: Type of College

CPS Race/Ethnicity	2yr. College	4 yr. Col/Univ	Other Program	Grand Total
African American	8	29	1	38
Asian	6	16		22
Latino	11	15		26
Native American		1		1
Other Black	13	18	1	32
White	12	67	2	81
Grand Total	50	146	4	200
%	25%	73%	2%	

In Table 3 the plans that students provided to their counselors prior to graduation are listed according to race/ethnicity. According to their stated plans, 83% of CRLS seniors intended to attend college in 1999-2000; 58% of those seniors are confirmed as attending the college they indicated. Among African American seniors, 81% planned on attending college; 55% (n=38) are confirmed as attending the college they indicated. Similarly, among Other Black students 95% said they would be attending college and 53% (n=32) are confirmed; among Latino seniors 75% said college and 56% (n=26) are confirmed; among White seniors 83% said college and 59% (n=81) are confirmed. Among the 33 Asian seniors, 85% indicated a college and 66% (n=22) are confirmed as attending their selected college.

Table 3: Plans as Indicated at Graduation*

CPS Race/Ethnicity	2yr College	4 yr Col/Univ	College (2 or 4 yr)	% College (2 or 4 yr)	Not Attending School"	Not Graduating Program	Other	Unknown	Total
African American	19	50	69	81%	8		2	6	85
Asian	6	22	28	85%	2		1	2	33
Latino	20	26	46	75%	9	1		5	61
Native American	0	1	1	100%					1
Other Black	29	31	60	95%	1	1		2	63
White	26	110	136	83%	17	1	3	6	163
Grand Total	100	240	340	83%	37	4	6	22	409
% of column/total	25%	59%	83%		9%	.1%	1%	5%	

Methodology Issues:

The students provided college names themselves; it is highly likely that some students changed their selection before or after entering college. For this reason the data provided is only as accurate as the most recent information provided by the students. Also, in some instances, colleges were unwilling to provide information about students

particularly in instances where no social security number was offered to identify the student. It is possible that a follow-up study that is assisted by guidance counselors would provide additional and accurate information that would fill out this study. In addition, obtaining student permission and their social security numbers prior to graduation would greatly enhance the feasibility of this study.

City of Cambridge

In City Council April 9, 2001

FINANCE COMMITTEE MEMBERS

Councillor Michael A. Sullivan, Chair
Councillor Kathleen L. Born
Councillor Jim Braude
Councillor Henrietta Davis,
Councillor Marjorie C. Decker
Vice Mayor David P. Maher
Councillor Kenneth E. Reeves
Councillor Timothy J. Toomey, Jr.
Mayor Anthony D. Galluccio

The Finance Committee of the City Council and the Budget Subcommittee of the School Committee conducted a joint public meeting on Wednesday, March 18, 2001, beginning at 6:58 p.m. in the Sullivan Chamber, Cambridge City Hall. The purpose of the meeting was a preliminary discussion of the Fiscal Year 2002 School Budget.

City Council members present at the meeting included Councillor Michael A. Sullivan, Chair of the Finance Committee, Mayor Anthony D. Galluccio, Vice Mayor David P. Maher, Councillors Kathleen L. Born, Henrietta Davis, Marjorie C. Decker and Timothy J. Toomey, Jr. School Committee members present included Nancy Walser and Fred Fantini, Co-chairs of the Budget Subcommittee, and School Committee Members Joseph Grassi and Alice Turkel, and D. Margaret Drury, City Clerk.

Also present were Robert W. Healy, City Manager, James Maloney, Assistant City Manager for Finance, Louis DePasquale, Budget Director, Bobbie D'Alessandro, Superintendent of Schools, Carolyn Turk, Assistant Superintendent, Lenore Jennings, Director of the Office of Student Achievement and Assessment, Valerie Spriggs, Executive Director of the Professional Development Center, Barbara Black, Director of the Office of Development and Assessment, Leslie Codianne, Director of the Special Education Program, James Conry, Executive Director of Management Services, Paula Evans, Principal of Cambridge Rindge and Latin School (CRLS) and Caroline Hunter, Deputy Principal, CRLS.

Councillor Sullivan opened the meeting and welcomed all present. He invited all in attendance to introduce themselves and requested the School Budget Subcommittee Co-Chairs to make a presentation.

Ms. Walser stated that this is her first time as Co-Chair of the Budget Subcommittee. The Co-Chairs met with the City Manager yesterday. They planned a series of School Committee meetings on the budget. The budget will be on the website. The School Committee will hold public hearings on April 24 and 25, and make a final decision on April 26 and 27. They plan for final submission to the City Council on May 2, 2001. Ms. Walser noted that the practice from prior years of asking each school for a school "wish list" has been suspended. The majority of the request for new expenditure

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Committee Report #1

Committee Report from Councillor Michael A. Sullivan, Chair of the Finance Committee for a joint public meeting with the Finance Committee of the City Council and the Budget Subcommittee of the School Committee held on March 18, 2001 for a preliminary discussion of the Fiscal Year 2002 and School Budget.

In City Council April 9, 2001

Report Accepted

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