

# Board Member Orientation

Kate Ericson, Executive Director  
January 9, 2020



01

### What is a Regional Educational Service Center?

Governance structure  
The work of LEARN (services and programs)  
Funding structure



02

### What is the role of a LEARN Board member?

Roles and responsibilities  
Benefits of participation  
Differences from your role on your local board of education



03

### Understanding our Mission, Vision and Goals



AGENDA  
January 9, 2020

04

### Questions and Answers



# 6

## CGS 10-66

There are six Regional Educational Service Centers (RESCs) in Connecticut.

**EdAdvance**  
Educate • Collaborate • Innovate

**CREC**  
Excellence in Education

**aces**  
www.acesct.org  
www.acesct.org/educational-services

**LEARN**  
Connecticut Learning Resources

**EASTCONN**  
Where Learning Comes to Life

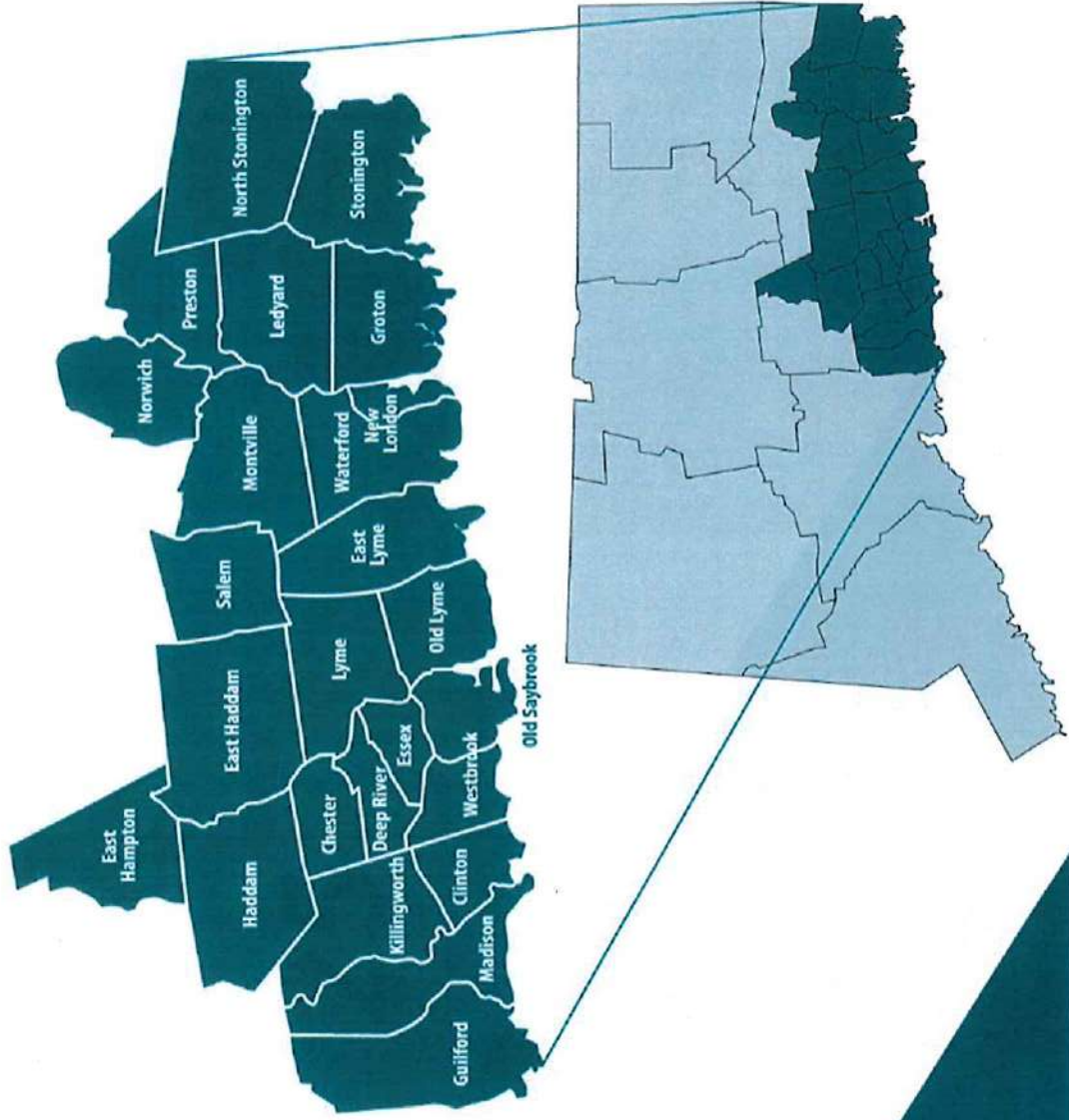
**COORDINATIVE EDUCATIONAL SERVICES**

## 6 Regional Educational Service Centers in CT

<b>RESC</b>	<b>18-19 Budgets</b>	<b>Districts</b>
ACES	\$ 95,341,000	25
CES	\$ 42,679,896	17
CREC	\$376,558,511	35
EdAdvance	\$ 32,387,436	30
EASTCONN	\$ 28,426,351	36
LEARN	\$ 53,939,000	24

# Towns Served by LEARN

# 25



21

Superintendents

24

Districts

25

Towns

# Regional Educational Service Centers

## Establishment

### Connecticut

#### General

#### Statute

10-66

A Regional Educational Service Center may be established in any regional state planning area designated in accordance with section 16a-4a upon approval by the state board of education of a plan of organization and operation submitted by four or more boards of education ***for the purpose of cooperative action to furnish programs and services***

# Regional Educational Service Centers

## *Establishment*

(CGS 10-66a)

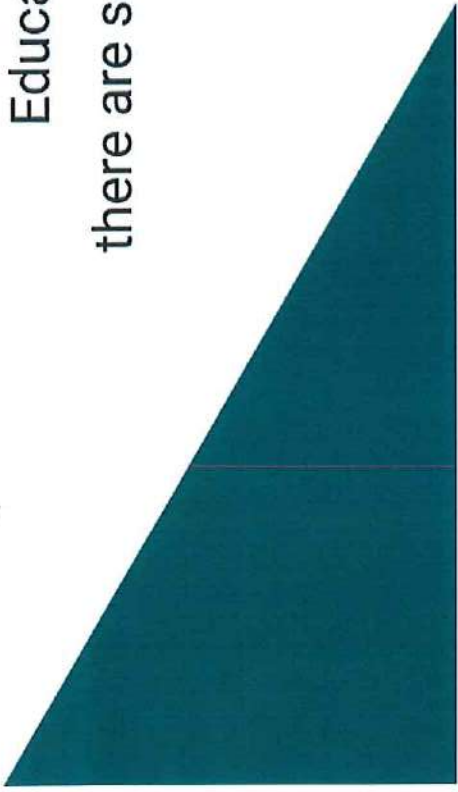
...For the purpose of  
cooperative action to  
furnish programs and  
services.



# Regional Educational Service Centers

## *The Differences Between a RESC and a LEA*

Regional Educational Service Centers (RESCs) are commonly referred to by many as equivalent to Local Educational Agencies (LEAs), there are several significant differences.





# Regional Educational Service Centers

## *Operation and Management*

(CGS 10-66b)

The operation and management of any regional educational service center shall be the responsibility of the board of such center to be composed of at least one member from each participating board of education, selected by such board of education.

# Regional Educational Service Centers

## *Powers of Board of Center*

(CGS 10-66c)

...Shall be a Public Educational Authority



# Regional Educational Service Centers

## *Powers of Board of Center*

(CGS 10-66c)

...the board shall have the authority...to establish policies for the regional educational service center, to determine the programs and services to be provided, to employ staff including the director of the center, to prepare and expend the budget, and to provide for financing of the programs and projects of the regional educational service center.

# The Differences: LEAs and RESCs

<b>RESC</b>	<b>LEA</b>
Existence: Voluntary	Existence: Mandated by law
Student base: Received under contract	Student base: Primarily a legal responsibility
Tax authority: None	Tax authority: Town or region
Governance: Drawn from member LEARN boards; Executive Committee serves as chair	Governance: Direct elected board with a chairperson

# The Differences: LEAs and RESCs

<b>RESC</b>	<b>LEA</b>
State support: No direct funding from the state	State support: ECS formula
Budget approval: Authority to earn and receive spending	Budget approval: Appropriation, ready to spend
Carry over funding: Yes, except special funds which are generally returned to grantor or federal monies with limits	Carry over funding: No, all funds revert to the town general fund except special funds

## The Differences: LEAs and RESCs...however

Our magnet schools are governed by the same expectations of any public school...however, the funding formula is different...

**State tuition grant + local tuition + any other available grants =  
total expenditures**



# What does LEARN do?

Provide leadership for teaching  
and learning;

Identify and deliver customized  
and cost effective programs and

Provide high quality, innovative  
schools and programs;

Promote collaborative  
partnerships and regional  
cooperation.

# Your Role as Board Member

**1**

## **Budget**

Prepare, approve  
and monitor the  
budget

**2**

## **Hire and Supervise**

Hire and  
supervise the  
Executive  
Director

**3**

## **Mission, Vision and Goals**

Identify the  
mission, vision  
and goals to  
support the  
selection of  
programs and  
services to be  
provided

**4**

## **Policies**

Establish  
agency  
policies

**5**

## **Community**

Be part of a  
community  
committed to  
supporting  
public education



# Funding & Budgets for LEARN

Departmental, Program and School Budgets

## Funding/Revenue Sources

- Fees for services rendered
- State entitlements/State grants
  - Tuitions
  - Federal grants
- Private foundation grants

# RESCs and School Districts

## Budget

School Districts - one total budget for the district

RESCs - multiple budgets by funding source

## Scope of Work

RESCs - can be entrepreneurial working within region, state, national, and international levels

## Your Role: Budget

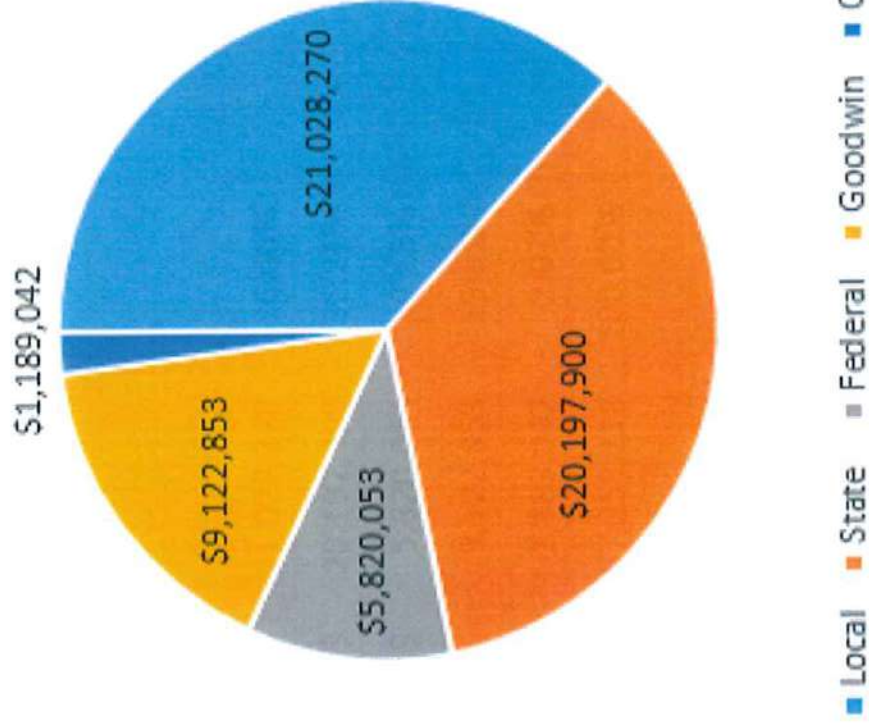
- Goal: to keep our costs low, our services of high quality, and meet the mission, vision and goals of the organization
- Review and approve the budget (a forecast based on current contracts, expectations, commitments)
  - Executive Committee reviews the draft end of April, full Board receives draft in May, approves in June.
- Monitor budget monthly
  - Budgets sent in advance, part of the consent agenda, can be removed for additional discussion at board table
  - Budgets are modified regularly as situations change
- The Board approves the audit each December

## Your Role: Administrative/Management Budget

- Management/Administrative or “Indirect” budget covers central office functions including Executive Director’s office, part of the Deputy Executive Director’s office, Business Office, Innovation and Development Office, Information Technology, Communications Team, and part of the Office of Teaching & Learning
- Indirect rate is calculated based on a federally approved method. Any costs associated with the Executive Director’s office are excluded from this calculation.
- Maximum allowable indirect costs 7/18-7/19: restricted rate: 7.5%, unrestricted rate: 8.7%
- Rate average - 12%

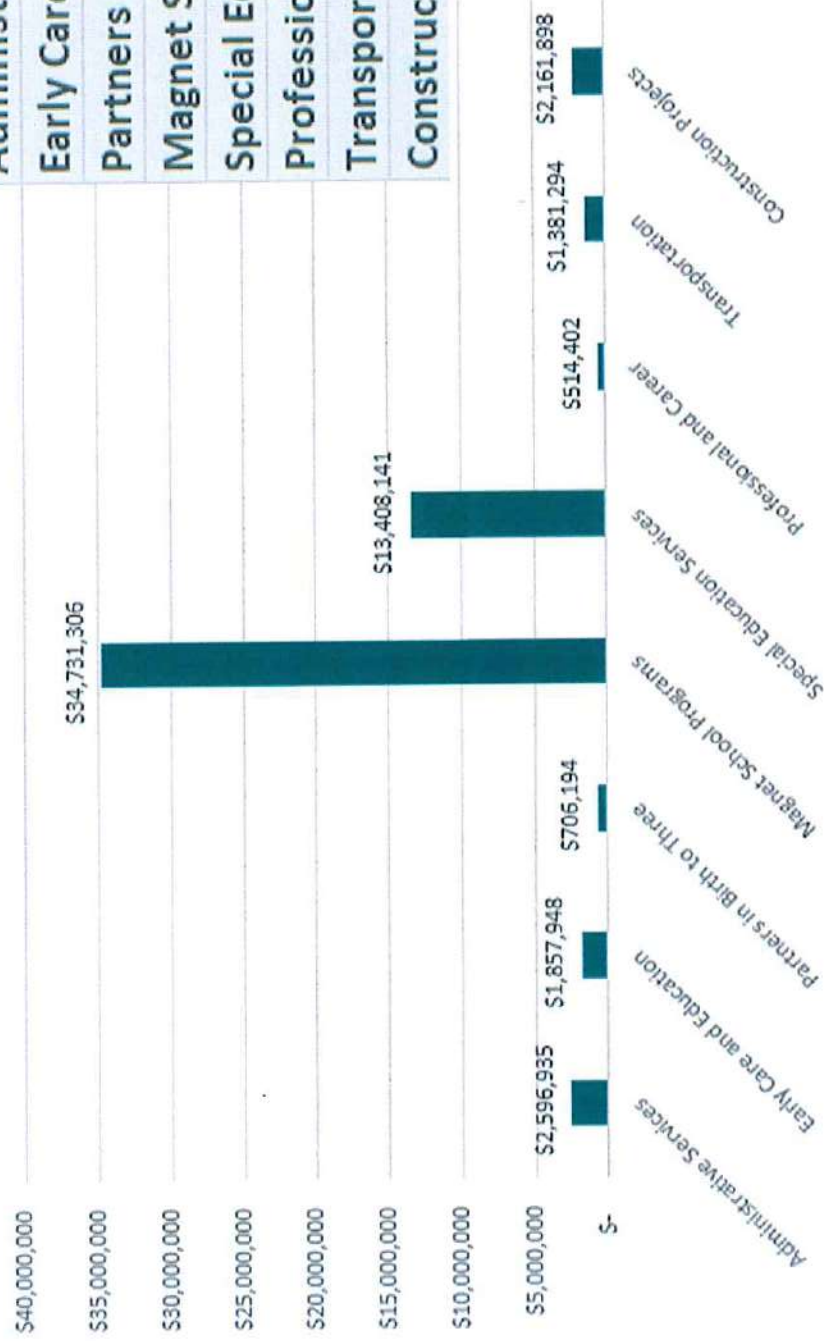
# 2018-2019 Revenue by Source

<b>Local</b>	\$	21,028,270	36.66%
<b>State</b>	\$	20,197,900	35.21%
<b>Federal</b>	\$	5,820,053	10.15%
<b>Goodwin</b>	\$	9,122,853	15.91%
<b>Other</b>	\$	1,189,042	2.07%
<b>Total</b>	\$	57,358,118	100.00%



# 2018-2019 Funding by Department

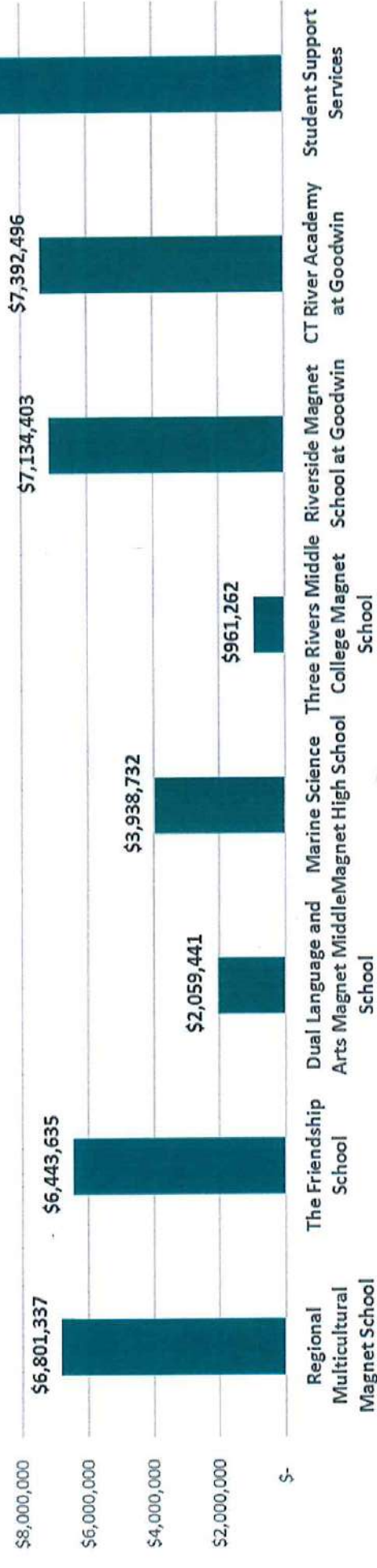
Administrative Services	\$	2,596,935
Early Care and Education	\$	1,857,948
Partners in Birth to Three	\$	706,194
Magnet School Programs	\$	34,731,306
Special Education Services	\$	13,408,141
Professional and Career	\$	514,402
Transportation	\$	1,381,294
Construction Projects	\$	2,161,898



# 2018-2019

## Funding for Magnet Schools and Student Support Services

Regional Multicultural Magnet School	\$	6,801,337
The Friendship School	\$	6,443,635
Dual Language and Arts Magnet Middle School	\$	2,059,441
Marine Science Magnet High School	\$	3,938,732
Three Rivers Middle College Magnet School	\$	961,262
Riverside Magnet School at Goodwin	\$	7,134,403
CT River Academy at Goodwin	\$	7,392,496
Student Support Services	\$	13,408,141

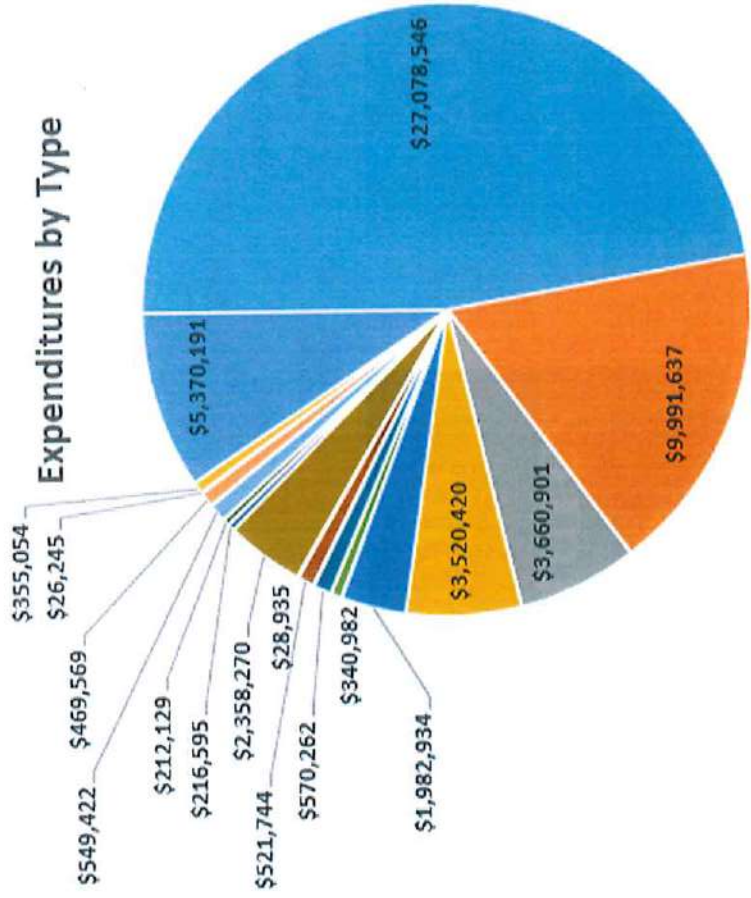


## 2018-2019 Expenditures by Type

Salaries	\$ 27,078,546	47.3%
Employee Benefits	\$ 9,991,637	17.5%
Purchased Professional Services	\$ 3,660,901	6.4%
Admin / Mgmt.	\$ 3,520,420	6.1%
Utilities / Property Services	\$ 1,982,934	3.5%
maintenance	\$ 340,982	0.6%
Rent	\$ 570,262	1.0%
Travel	\$ 521,744	0.9%
Advertising	\$ 28,935	0.1%
Other Purchased Services	\$ 2,358,270	4.1%
Insurance	\$ 216,595	0.4%
Phone / postage / printing	\$ 212,129	0.4%
Instructional & Office Supplies	\$ 549,422	1.0%
Food for Programs	\$ 469,569	0.8%
Organizational Dues	\$ 26,245	0.0%
Debt Service	\$ 355,054	0.6%
Capital Outlay including Ocean Avenue	\$ 5,370,191	9.4%
<b>Total</b>	<b>\$ 57,253,836</b>	<b>100.0%</b>



# 2018-2019 Expenditures by Type



- Salaries
- Admin / Mgmt.
- Rent
- Other Purchased Services
- Instructional & Office Supplies
- Debt Service
- Employee Benefits
- Utilities / Property Services
- Travel
- Insurance
- Food for Programs
- Capital Outlay including Ocean Avenue
- Purchased Professional Services
- maintenance
- Advertising
- Phone / postage / printing
- Organizational Dues

## Your Role: Budget

- Each winter (December), you are asked by administration to vote to approve the proposed tuitions and fees for LEARN to fund our programs and services for the next academic year.
- Each winter/spring (February), you are asked to vote to approve any salary increases for non-certified and non-union contracts.
- The board negotiates the one union negotiated contract for teachers.
- It is incumbent upon the Executive Director to provide balanced budgets and to ensure LEARN is fiscally solvent.

## Establish and Revise Policies

- Executive Director and staff review each category of the policy manual as well as in response to new legislation or changes in procedures.
- Executive Director prepares policy changes for the Executive Committee's initial review and approval to bring to the full board.
- New policies and/or revisions are reviewed and voted on by the full board over one or two meetings.

## Evaluation of the Executive Director

- Empower Executive Director to lead the organization; employ and supervise staff; oversee programs, resources and facilities; and establish and monitor budgets.
- Annual evaluation begins at Executive Committee meeting in April.
- Executive Director and Executive Committee present preliminary input at May Board meeting, using the evaluation documents.
- Executive Committee recommends salary and contract continuance to the Board at its June meeting. Contract vote in June.

# Mission Framework



## MISSION

LEARN is a regional educational service center working with and for its member districts to improve the quality of public education for all learners.

*We provide leadership for teaching and learning.*

*We provide high quality, innovative schools and programs.*

*We identify and deliver customized and cost effective programs and services; and,*

*We promote collaborative partnerships and regional cooperation.*

## AGENCY GOALS

### GOAL ONE:

To provide exemplary, innovative, and equitable school-based programs that advance achievement for all students and nurture the cognitive, physical, and emotional well-being of students in safe, respectful, rigorous, and diverse learning communities.

### GOAL TWO:

To provide expertise, leadership, and innovative programs and services that build regional capacities and supports, to create equity in education, and positive outcomes for all students.

### GOAL THREE:

To provide cost effective, customized organizational and operational services for our members.

## VISION

To ensure that every child has access to high quality public education through systems of education, support and service.

## CORE VALUES

STUDENT SUCCESS

RELATIONSHIPS

SERVICE

DIVERSITY

COMMUNICATION

INTEGRITY

INNOVATION

& CREATIVITY



## MISSION FRAMEWORK

### INNOVATE

#### *Optimize Potential*

Identify, develop, and deliver innovative and customized services, programs and tools that meet our members' needs.

### THEORY OF ACTION

#### COLLABORATE

#### *Enhance the Quality of Learning*

Cultivate collaborative partnerships and strategic alliances and relationships, and promote regional efficiencies.

### SERVE

#### *Meet Member Needs*

Listen and respond to our stakeholders with respect and responsibility, and provide high quality services.

# The Mission Framework

1 Vision

2 Mission

3 Core Values

4 Theory of Action for Improvement

5 A set of agency/department goals, action steps and measures of progress (LEARN Development and Performance Plan) to support that theory of action in practice

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# Vision

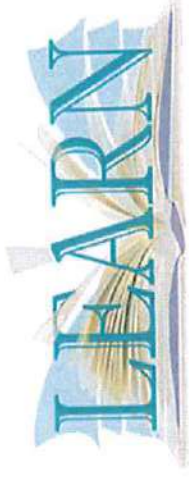
To ensure that every child has access to high quality public education through systems of education, support and service.



# Mission

LEARN is a regional educational service center working with and for its member districts to improve the quality of public education for all learners:

- We provide leadership for teaching and learning;
- We provide high quality, innovative schools and programs;
- We identify and deliver customized and cost effective programs and services; and
- We promote collaborative partnerships and regional cooperation.





# What does LEARN do?

Provide leadership for teaching  
and learning;

Provide high quality, innovative  
schools and programs;

Identify and deliver customized  
and cost effective programs and  
services;

Promote collaborative  
partnerships and regional  
cooperation.

# Theory of Action

## **Innovation**

If we identify, develop and deliver innovative and customized services, programs and tools that meet our members' needs, then we will support them and their students in optimizing their potential.

## **Collaboration/Cooperation**

If we cultivate collaborative partnerships and strategic alliances, and promote regional efficiencies, then we will enhance the quality of learning in our region and our schools.

## **Service**

If we listen and respond to our stakeholders with respect and responsibility, provide high quality services and hold ourselves accountable for meeting their needs, then we continue to grow as an organization.



# Core Organizational Values

## Student Success

Students and supporting their learning is at the center and core of our work and drives our efforts to succeed.

## Service

We have a commitment to serve our members, clients and one another. We care, listen and are both proactive and responsive.

## Relationships

People are our greatest resource. We invest in developing positive relationships, partnerships and alliances, grounded in kindness to one another.



# Core Organizational Values

## **Diversity**

Enriches our experiences in our schools, programs and workplaces. We seek to see through alternative viewpoints and experiences. We promote cultural competence.

## **Communication**

Open, honest and two-way communication is key to continuous improvement and growth.

## **Integrity**

We act with integrity and interact with professionalism. We are honest, trustworthy and ethical.

## **Innovation and Creativity**

We value creativity, see change and challenge as opportunity and encourage new ways of thinking and learning.



# Agency Goals

## **Goal One:**

To provide exemplary, innovative, and equitable school-based programs that advance achievement for all students and nurture the cognitive, physical, and emotional well-being of students in safe, respectful, rigorous, and diverse learning environments.

## **Goal Two:**

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## **Goal Three:**

To provide cost effective, customized organizational and operational services for our members.

# Coherence and Connections

## Goals 1 & 2

### Office of Teaching & Learning

- LEARN Magnet Schools
- Goodwin Magnet Schools
- Regional Professional Development

## Goal 2

### Office of Student Support Services Office of Young Children & Families

- Specialized Schools
- Related and Consultative Services
- SSS Professional Development
- Magnet SSS Supervision
- Birth to Three
- Early Care and Education

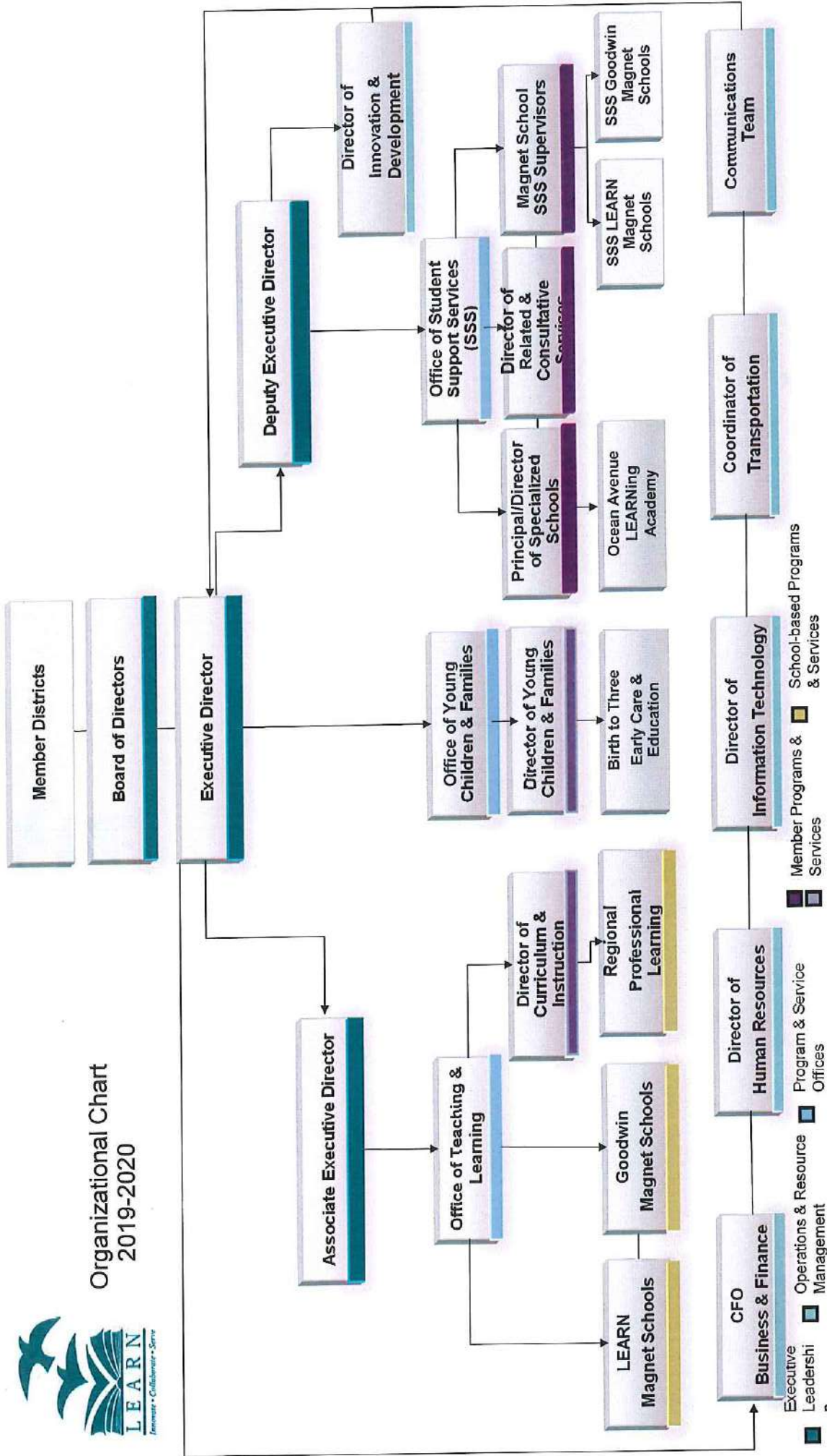
## Goal 3

### Organizational Support Services

- Executive Services
- Business
- Human Resources
- IT
- Innovation and Development
- Communications
- Transportation



# Organizational Chart 2019-2020



■ Executive Leadership  
■ Operations & Resource Management  
■ Program & Service Offices  
■ Member Programs & Services  
■ School-based Programs & Services

# Goals 1 & 2:

## Office of Teaching & Learning

### Magnet Schools



*The Friendship School*



**Riverside  
Magnet School**  
at Goodwin University



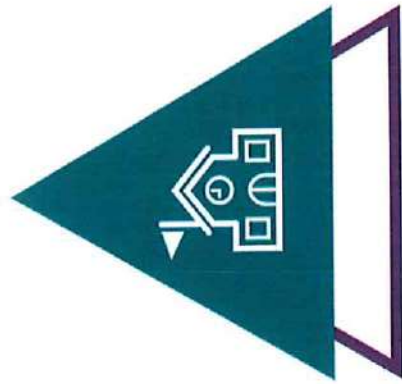
Dual Language & Arts  
Magnet Middle School



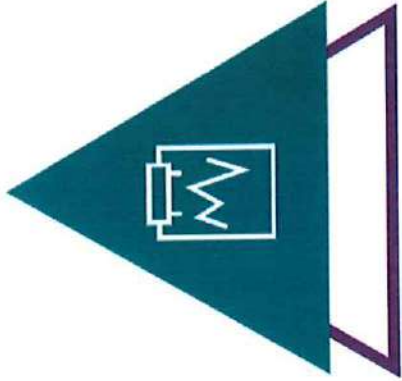
**Connecticut  
River Academy**  
at Goodwin University



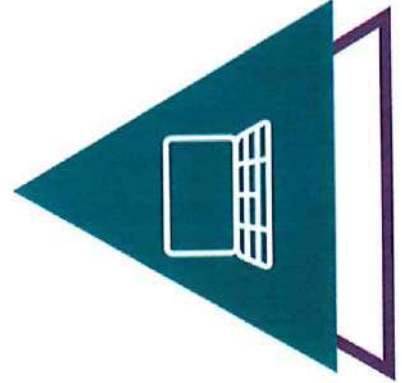
# Goals 1 & 2: Office of Teaching & Learning



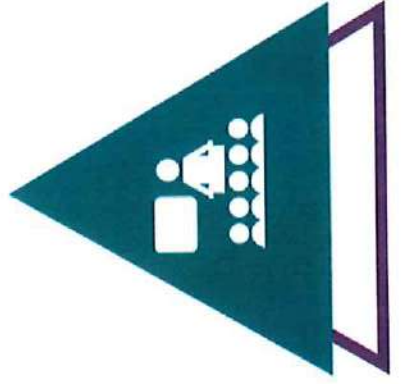
**School  
Improvement**



**Student Data  
Systems &  
Data Reporting,  
Food Service**



**Teacher  
Evaluation**



**Learner  
Support:  
English Learner  
& Math**

# Office of Teaching & Learning

Professional Learning

**Regional Roundtables**

500 + members

**Coaching**



**Customized**

**In-service**

**State Programs  
for Educators**

**Technical Assistance**



Goal 2:

# Member Programs and Services

Office of Student Support Services

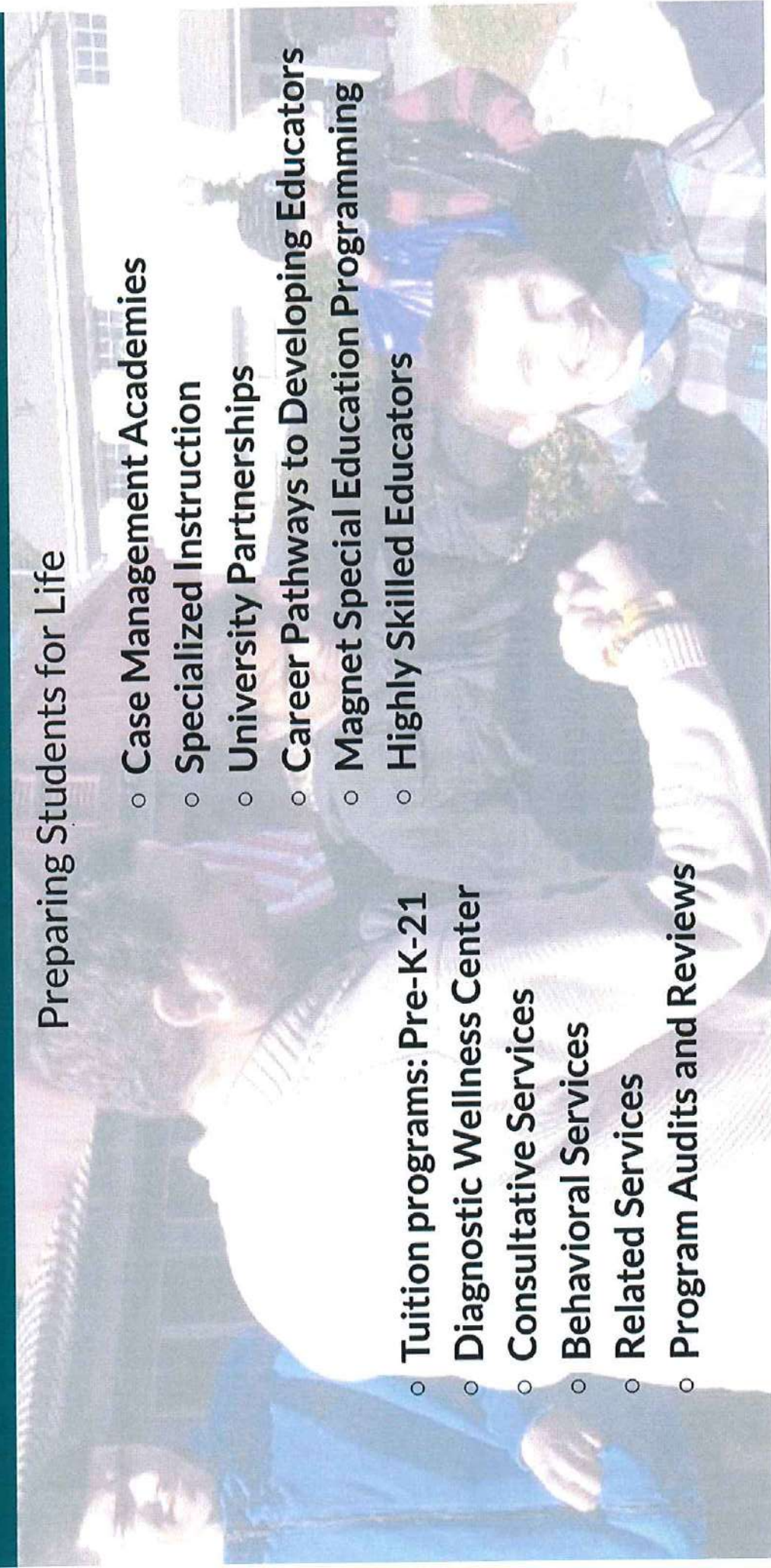
Office of Young Children & Families

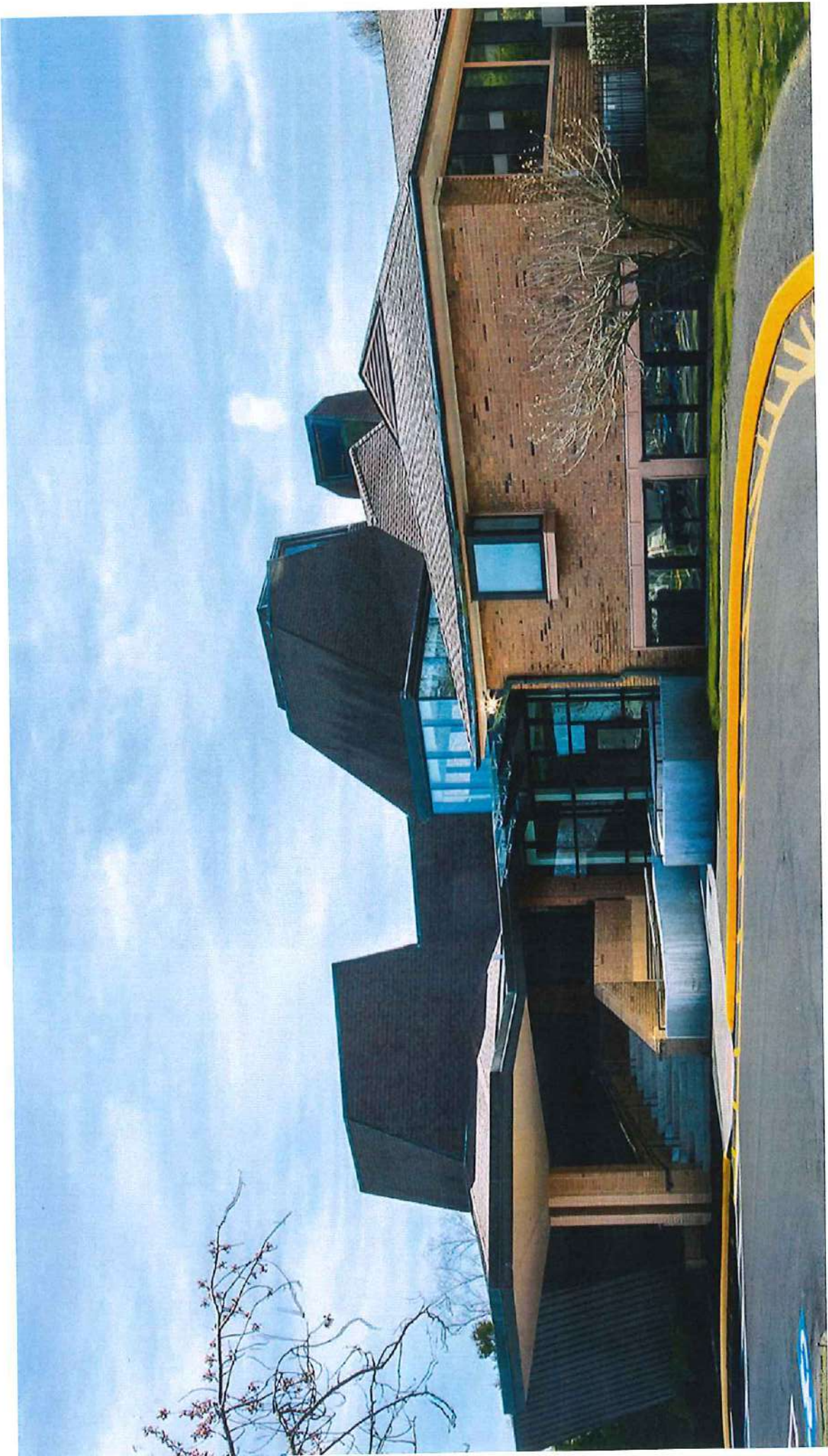
# Office of Student Support Services

## Preparing Students for Life

- Case Management Academies
- Specialized Instruction
- University Partnerships
- Career Pathways to Developing Educators
- Magnet Special Education Programming
- Highly Skilled Educators

- Tuition programs: Pre-K-21
- Diagnostic Wellness Center
- Consultative Services
- Behavioral Services
- Related Services
- Program Audits and Reviews





# Innovation & Development

**Capital Improvements**

**Regional Planning**

**Strategic Planning**



# Office of Young Children and Families

## Birth - 3

Evaluations

Family Support

Home Visits

Play Groups

Resource/Referral

## Early Care and Education

Coaching

NAEYC Accreditation Support

Professional Learning

School Readiness Program Support

Site Visits

Technical Assistance

Teacher Observations

**Working with communities, families and schools to ensure all children  
birth - age eight are successful**

# Goal 3: Organizational Programs and Services

Executive Services  
Business/Finance  
Communications  
Human Resources  
Information Technology  
Innovation & Development  
Transportation



# Executive Services IT, Business and HR/Talent Management

- Capital Improvement
- Planning
- IT Planning and Network Security
- Talent Management
- Transportation
- Facilities Management
- Insurance Cooperative



# Communications Team

The agency's central network for gathering and transferring information to create a shared understanding of LEARN. The Team provides LEARN and its member districts with strategic guidance and creative solutions to reach out to and engage with their internal and external customers.

- Student Success
- Service
- Relationships
- Diversity
- Communication
- Integrity
- Innovation and Creativity

