

## **Innovate to Educate**

### *New Jersey Department of Education Innovation Grant Request*

#### **I. Grant Title/Timeline**

Innovate to Educate (June 2012 – June 2013)

#### **II. Executive Summary**

The central goal of the New Jersey Department of Education (NJDOE) is to ensure that all children, regardless of life circumstances, graduate from high school college and career ready. Currently, New Jersey is far from accomplishing this mission as its most challenged students are greatly lagging behind in academic achievement.

The New Jersey Department of Education would like to formally request a one-year, \$200,000 grant to enable our Department to:

1. Hire a grants writer to attract additional funds to support the Department's innovation agenda, which will directly impact Newark; and
2. Engage in a comprehensive analysis of innovative school and turnaround models that are in development or early implementation across the country; a central objective of this effort is to identify and "land" innovative options in Newark.

#### **III. Narrative/ Statement of Need**

While in the aggregate New Jersey's students perform at nation-leading levels, the state has a number of troubling deficiencies. On the 2011 National Assessment of Educational Progress (NAEP) exam, New Jersey ranked 50 out of 51 states (including DC) in the size of the achievement gap between low and high-income students in 8<sup>th</sup> grade reading. Tens of thousands of children attend schools where only a minority of students meet basic levels of proficiency in reading and math. Across the state, over 40 percent of third graders are not reading on grade level. And perhaps most alarmingly, a distressingly high percentage of those who do graduate from high school are unprepared for success: nearly 90 percent of students entering some of New Jersey's community colleges require remediation. This is not acceptable.

As highlighted by our recently accepted NCLB Waiver, we have identified eight areas where we will be focusing our efforts to improve the educational outcomes of these students. These areas include principal leadership, teacher leadership and training, effective use of time, curriculum, effective use of data, school culture, and family and community engagement. The Department is building a new system of seven field-based Regional Achievement Centers (RACs), which are charged with driving improvement in New Jersey's lowest-performing schools using these principles. These offices will be led by master educators who will be held accountable for student achievement gains in their regions. They will be staffed by over one hundred professionals, whose efforts will be coordinated and aligned around a single objective: elevating the academic performance of our lowest-performing schools and students.

Though we believe strongly that the interventions delivered by Regional Achievement Center teams will lead to substantial improvements in our most struggling schools, in some instances further measures will be in order. For this reason, the State will pursue a strategy of assigning failing schools that do not make sufficient improvement to engage with “turnaround partners” either as part of our existing authority to authorize charter schools or by means of other legal powers. Our “Office of Innovation” will play a significant role in diversifying the portfolio of solutions that these challenged schools will have access to.

We are requesting funding to hire a grants writer to attract additional funds to support the Department’s innovation agenda. Secondly, we are seeking funds to support a comprehensive analysis of innovative school and turnaround models that are in development or early implementation across the country. Funds would be used in part to cover travel associated with site visits. Such models will be of particular relevance to the ongoing reform efforts in Newark.

Beyond the support we are requesting, several foundations have indicated a strong interest in supporting the Department’s work in the following areas:

- create technological solutions for teachers pursuing the effective implementation of the common core curriculum;
- design formative assessments that integrate seamlessly with these solutions;
- create an “Office of Innovation” to identify, recruit, place and manage “turnaround” partners (charters and otherwise) in several of the state’s persistently failing schools;
- develop a platform to integrate academic data and information from observation-based rubrics for the state’s new teacher and principal evaluation system;
- develop a pipeline of effective teachers and leaders by radically revising our policies vis-a-vis post-secondary education; and
- conduct field research to learn which programs will best integrate with our most challenged schools.

All of the above will have immediate application in Newark.

### **Budget**

To enable this initiative, we respectfully request a one-year, \$200,000 grant. A significant percentage of the Department’s innovative solutions process developed through this will reside in Newark. This funding will fall into the two categories of:

- **Grants writer**

The Department requests \$100,000 to retain the services of a grant writer for one year. This individual will work specifically on identifying relevant funding opportunities and drafting corresponding applications.

- **Develop Roster of Turnaround Schools and Programs**

The Department requests \$100,000 over one year to retain experts to identify, analyze, and recruit potential turnaround partners and innovative school solutions to support our most struggling schools. Funds may also be used to cover travel and expenses for site visits to learn more about innovative models across the country.



## Startup:Education

June 4, 2012

Startup: Education  
Attention: Kuelli George  
2440 W. El Camino Real, Suite 300  
Mountain View, CA 94040

Chris Cerf  
Acting Commissioner  
New Jersey Department of Education  
P.O. Box 500  
Trenton, NJ 08625

Dear Acting Commissioner Cerf,

Congratulations, the New Jersey Department of Education has been accepted to receive a grant of up to \$200,000 from Startup: Education – a supporting organization of Silicon Valley Community Foundation – contingent upon the approval of the New Jersey State Board of Education.

This grant is being made to assist the Department's efforts to develop education innovation initiatives that will support reform in Newark. This grant is intended to cover work performed toward this goal from June 6, 2012 through May 15, 2013. Please sign, date, and return the attached grant agreement to Kuelli George at the above-mentioned address as soon as possible. Once we receive the signed agreement, we will arrange for payment of the grant according to the schedule outlined in the grant agreement.

Startup requires a final report on the use of the funds, as outlined in the grant agreement. Guidelines for this report are enclosed.

On behalf of Startup, we are pleased to support the New Jersey Department of Education and we look forward to hearing about the impact of this work.

Please contact Kuelli George at [kuelli@startueducation.org](mailto:kuelli@startueducation.org) or (973) 307-0246 with questions.

Best wishes,

Jen Holleran  
Executive Director

Grant #: 2012-96908



## Startup:Education

### Grant Agreement

by and between Startup: Education and Foundation for Newark's Future

**Grant Number:** 2012-96908      **Amount:** \$200,000      **Date:** June 4, 2012

**Grantee Name:** New Jersey Department of Education (“NJDOE”)

**Grantee Contact:** Chris Cerf  
Acting Commissioner  
New Jersey Department of Education  
P.O. Box 500  
Trenton, NJ 08625  
Phone: (609) 292-4450  
Email: [chris.cerf@doe.state.nj.us](mailto:chris.cerf@doe.state.nj.us)

**Startup: Education Contact:** Startup: Education (“Startup”)  
Attention: Kuelli George  
2440 W. El Camino Real, Suite 300  
Mountain View, CA 94040  
Phone: (973) 307-0246  
Email: [kuelli@startupeducation.org](mailto:kuelli@startupeducation.org)

**Grant Title:** NJDOE innovation research

**Grant Purpose:** To develop NJDOE education innovation initiatives that will support reform in Newark

**Grant Period:** June 6, 2012 – May 15, 2013

**Project Goals:**

- Hire a grants writer and attract additional funds to support the NJDOE's innovation agenda, which will support reform in Newark
- Complete an analysis of innovative school and turnaround models in development or early implementation across the country

### Reporting Requirements:

Startup requires progress reports at specified dates. *Please note that, if a grantee has failed to submit a required report, remaining grant disbursements may not be made and future grant requests will not be considered.* Please submit the following reports using the templates enclosed:

Final report is due on June 15, 2013.

**Payment Schedule:**

Upon receipt and approval of the signed grant agreement (the "Agreement"), Startup will fund this grant to the NJDOE in a single installment of \$200,000, payable to the New Jersey Department of the Treasury for the benefit of the NJDOE.

**Use of Funds:**

By signing below, Grantee acknowledges that this Agreement is a contract with Startup for the purposes stated in this Agreement. Please inform Startup if there are changes in agency personnel who are important to the administration of the grant, or if the grant funds cannot be expended for the purpose or in the time period described above. Grantee may not use the funds in any way other than as described above unless the Grantee receives written permission from Startup. Grantee shall repay to Startup any portion of the amount granted that is not used for the purpose of this grant. If funds remain at the end of the grant period, Grantee must contact the Startup staff person noted above.

**Hold Harmless:**

Grantee hereby irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify and hold harmless Startup, its officers, directors, trustees, employees, and agents from and against any and all claims, liabilities, losses and expenses (including reasonable attorney's fees) directly, indirectly, wholly or partially arising from or in connection with the grant, the application of funds furnished pursuant to the grant, the program or project funded or financed by the grant or in any way relating to the subject of this Agreement. This paragraph shall survive the termination of this Agreement.

**Recordkeeping:**

Grantee shall keep adequate records to substantiate the charitable purposes of its expenditures from the grant funds. Grantee shall make its books and records pertaining to the grant funds available to Startup at reasonable times for review and audit, and shall comply with all reasonable requests of Startup for information and interviews regarding use of grant funds. Grantee shall keep copies of all books and records related to this grant and all reports to Startup for at least four years after Grantee has expended the last of the grant funds.

**Prohibited Uses:**

Grantee shall not use or permit any subgrantee or independent contractor to use any portion of the funds granted:

- a. in a manner inconsistent with Internal Revenue Code ("IRC") Section 501(c)(3), including:
  - i. Influencing the outcome of any specific candidate election for public office, including, without limitation, travel expenses, direct costs, or compensation-related expenses incurred in connection with raising funds for any candidate campaign; or
  - ii. Inducing or encouraging violations of law or public policy, or causing any private inurement or improper private benefit to occur, or taking any other action inconsistent with IRC Section 501(c)(3).
- b. in any attempt to influence legislation within the meaning of Section 501(c)(3) of the Internal

Revenue Code.

**No Pledge:**

Neither this Agreement nor any other statement, oral or written, nor the making of any contribution or grant to Grantee, shall be interpreted to create any pledge or any commitment by Startup or by any related person or entity to make any other grant or contribution to Grantee or any other entity for this or any other project. The grant contemplated by this Agreement shall be a separate and independent transaction from any other transaction between Startup and Grantee or any other entity.

**No Agency:**

Grantee is solely responsible for all activities supported by the grant funds, the content of any product created with the grant funds, and the manner in which such products may be disseminated. This Agreement shall not create any agency relationship, partnership, or joint venture between the parties, and Grantee shall make no such representation to anyone.

**Remedies:**

If Startup determines, in its sole discretion, that Grantee has substantially violated or failed to carry out any provision of this Agreement, including but not limited to failure to submit reports when due, Startup may, in addition to any other legal remedies it may have, refuse to make any further grant payments to Grantee under this or any other grant agreement, and Startup may demand the return of all or part of the unexpended grant funds, which Grantee shall immediately repay to Startup. Startup may also avail itself of any other remedies available by law.

**Further Acknowledgments of Grantee:**

Grantee acknowledges that it understands its obligations imposed by this Agreement, including but not limited to those obligations imposed by reference to the IRC. Grantee agrees that if Grantee has any doubts about its obligations under this Agreement, including those incorporated by reference to the IRC, Grantee will promptly contact Startup or knowledgeable legal counsel.

**Entire Agreement:**

This Agreement supersedes any prior or contemporaneous oral or written understandings or communications between the parties and constitutes the entire agreement of the parties with respect to its subject matter. This Agreement may not be amended or modified, except in a writing signed by both parties.

**Governing Law:**

This Agreement shall be governed by the laws of the State of California applicable to contracts to be performed entirely within the State.

**Accepted on behalf of the New Jersey Department of Education by:**

\_\_\_\_\_  
**Signature**  
*(Must be signed by Executive Director,  
President or Board President)*

\_\_\_\_\_  
**Printed or Typed Name**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**

Please sign and return all pages of the original Agreement to Kuelli George at the address listed above.



## Startup:Education

### Final Report Guidelines

Startup: Education (Startup) requires that the New Jersey Department of Education (NJDOE) submit a final report of its progress on the project funded by Startup. The following questions are intended to help capture learnings that can inform your organization's work and Startup's grantmaking. Please be candid, reflective, and succinct. Startup is equally interested in hearing about successes and challenges.

The final report is due on June 15, 2013 and should include the following.

#### **I. Grant Overview:** 1 page maximum

- Organization name
- Contact name, email and phone #
- Date of report
- Grant period
- Grant amount
- Grant title
- Grant purpose
- Project goals and milestones

#### **II. Project Outcomes:** 4 pages maximum

- Who was impacted by the project and how?
- How well did the project meet the goals and milestones outlined in the grant agreement?
- Were there any unexpected outcomes, positive or otherwise?
- Please add any additional information Startup should have to assess the project's impact.

#### **III. Lessons Learned:** 1 page maximum

- How easy or challenging was it to administer this grant? What were the major obstacles and lessons learned in the course of this project? In the future, how might it be administered differently?

#### **IV. Next Steps:** 1 page maximum

- What is the future of the project funded with this grant?

**V. Attachments**—please provide the following:

**A. Financial Information**

- A detailed income and expense statement for the project that identifies primary sources of support and explains the difference between overall projected and actual expenditures.

**B. Other Supporting Materials**

- Copies of any publicity, evaluations, or press coverage about the project.
- Any supplementary material that might interest Startup.

Please return report to:

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2440 W. El Camino Real, Suite 300  
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Please contact Kuelli George at [kuelli@startupeducation.org](mailto:kuelli@startupeducation.org) or (973) 307-0246 with any questions.



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by and between Startup: Education and Foundation for Newark's Future

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**Grantee Contact:** Chris Cerf  
Acting Commissioner  
New Jersey Department of Education  
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Trenton, NJ 08625  
Phone: (609) 292-4450  
Email: [chris.cerf@doe.state.nj.us](mailto:chris.cerf@doe.state.nj.us)

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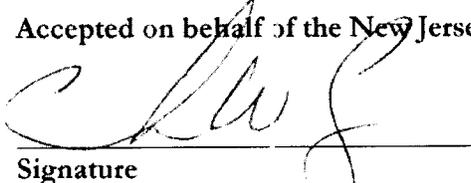
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**Accepted on behalf of the New Jersey Department of Education by:**



**Signature**  
*(Must be signed by Executive Director,  
President or Board President)*

\_\_\_\_\_  
**Printed or Typed Name**

Acting Commissioner  
\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**

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Attention: Kuelli George  
2440 W. El Camino Real, Suite 300  
Mountain View, CA 94040

Please contact Kuelli George at [kuelli@startupeducation.org](mailto:kuelli@startupeducation.org) or (973) 307-0246 with any questions.

# COPY

FUNCTION: DOCID: CR 034 50680000009 06/21/12 09:07:28 AM  
 STATUS: PEND3 BATID: ORG: 001-001 OF 001  
 H- CASH RECEIPT INPUT FORM

DEP DATE: 06 18 12 ACCTG PRD: BUDGET FY: 12  
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 COMMENTS: 1 WIRE DOCUMENT TOTAL: 200,000.00  
 TYPE OF RECEIPT: CALCULATED DOCUMENT TOTAL: 200,000.00

REF CD	REF AGY	REF NUMBER	REF LN FND	AGY	ORG	SUB APPR	ACTI	REV	SUB	JOB	REPT	BS	
CD	AGY	NUMBER	LN	FND	AGY	ORG	ORG	UNIT	VITY	SRC	REV	CATG	ACCT

SUB													
OBJ	OBJ	VEND/PROVDR	DESCRIPTION					AMOUNT	I/D	P/F			

01-			100	034	5068	047		4869					
			REF #120618105844 STARTUP ED					200,000.00					
02-			034										
03-			034										

A--\*S001-APPROVAL 1 APPLIED A--\*S002-APPROVAL 2 APPLIED  
 A--\*HS60-DOCUMENT MARKED FOR READ ONLY

4-0 1 Sess-1 172.20.1.20 TL290852 1/12

*Handwritten signature and date: 6/21/12*

<b>Credit</b>	<b>Date</b>	<b>From</b>	<b>Corresponding Bank:</b>	<b>Status</b>
Wire Amount	Time			
200,000.00	06/18/2012	FEDWIRE	N/A	COMPLETE
	02:02 PM CT	N/A		
		STARTUP EDUCATION		
		N/A		

Wire Service Reference Number: <b>0618L1B78H1C000633</b> Wells Message Number: <b>120618105844</b> PC Reference/Confirmation Number: N/A Value Date: <b>06/18/2012</b> Wire Type: <b>195</b> Wire Amount: <b>200,000.00</b> Transaction Reference Number: <b>120618105844</b> USD Equivalent Amount: <b>200,000.00</b> Originator ID: <b>80000583584</b> Originator Name and Address: <b>STARTUP EDUCATION</b> <b>2440 WEST EL CAMINO REAL SUITE</b> <b>MOUNTAIN VIEW, CA 94040-</b> Instructing Bank Code/ID: N/A Instructing Bank Name and Address: N/A Sending Party ID: <b>321081669</b> Sending Party Name and Address: <b>FIRST REPUBLIC BANK</b> <b>SAN FRANCISCO, CA</b> Bank to Bank Info: N/A Beneficiary Bank Code/ID: N/A Beneficiary Bank Name and Address: N/A Originator to Beneficiary Info: N/A Text: <b>321081669 FIRST REPUBLIC BANK SAN FRANCISCO, CA 120618115327H800 ORG=STARTUP EDUCATION 2440 WEST EL CAMINO REAL SUITE MOUNTAIN VIEW, CA 94040- OPI=80000583584 /FTR/ BNF=2100000000377 NEW JERSEY DEPARTMENT OF EDUCATION COMPLETED TIMESTAMP 06/18/2012 02:02 PM CT</b>	Instructed Currency/Amount: <b>USD/200,000.00</b> Exchange Rate: <b>.000000</b> Fed/CHIPS/SWIFT Reference Number: <b>0618L1B78H1C000633</b> Completed Timestamp: <b>06/18/2012 02:02 PM CT</b> Sender Reference Number: <b>120618115327H800</b> Originating Bank Code/ID: N/A Originating Bank Name and Address: N/A Receiving Party ID: <b>002100000000377</b> Receiving Party Name and Address: <b>STATE OF NEW JERSEY</b> <b>OMB ATTN: BILL SHANNON</b> <b>PO BOX 224</b> <b>TRENTON NJ 08625-0224</b> Intermediary Bank Code/ID: N/A Intermediary Bank Name and Address: N/A Beneficiary Code/ID: N/A Beneficiary Reference ID: <b>2100000000377</b> Beneficiary Name and Address: <b>NEW JERSEY DEPARTMENT OF EDUCATION</b>
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<b>Credit</b>	<b>Process</b>	<b>From</b>	<b>Corresponding Bank:</b>	<b>Status</b>
Wire Amount	Date			
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	11:07 AM CT	N/A		
		STATE OF NEW JERSEY		
		N/A		

Wire Service Reference Number: <b>0618B6B7HU2R005525</b> Wells Message Number: <b>120618065922</b> PC Reference/Confirmation Number: <b>38826918</b> Value Date: <b>06/18/2012</b>	Instructed Currency/Amount: <b>USD/165,588.79</b> Exchange Rate: <b>.000000</b> Fed/CHIPS/SWIFT Reference Number: <b>0618B6B7HU2R005525</b> Completed Timestamp: <b>06/18/2012 11:07 AM CT</b>
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Adoption Resolution  
June 6, 2012

State of New Jersey

STATE BOARD OF EDUCATION

**APPROVAL OF DONATED FUNDS**

**WHEREAS**, N.J.S.A. 18A:4-26 requires the approval of the New Jersey State Board of Education in order for the acting Commissioner of Education to accept donated funds; and

**WHEREAS**, the shared goal of the Department and State Board of Education is to ensure that all children, regardless of life circumstances, graduate from high school college and career ready; and

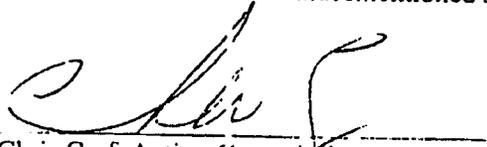
**WHEREAS**, the Department is pursuing a comprehensive education reform agenda aimed at supporting our struggling schools and addressing the State's persistent achievement gap; and

**WHEREAS**, innovation is a central pillar of the Department's education reform agenda; and

**WHEREAS**, development of innovative models to support New Jersey's struggling schools requires further research and analysis of promising models across the nation; and

**WHEREAS**, the Department of Education is the recipient of \$200,000 in grant funds from Startup: Education to utilize the services of a development professional to attract additional support for the Department's innovation agenda and to support travel and other expenses associated with research to identify, analyze, and recruit potential turnaround partners and innovative school solutions to support our most struggling schools; now therefore be it

**RESOLVED**, that the New Jersey State Board of Education approves the acceptance of the donated funds for the aforementioned specific purposes.

  
Chris Cerf, Acting Commissioner  
Acting Secretary, NJ State Board of Education

  
Arcelio Aponte, President  
NJ State Board of Education