



# AGENDA REQUEST FORM

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA

<b>MEETING DATE</b>	2018-09-05 10:05 - School Board Operational Meeting
<b>AGENDA ITEM</b>	ITEMS
<b>CATEGORY</b>	EE. OFFICE OF STRATEGY & OPERATIONS
<b>DEPARTMENT</b>	Grants Administration

<b>Special Order Request</b>	
<input type="radio"/> Yes	<input checked="" type="radio"/> No
<b>Time</b>	
<b>Open Agenda</b>	
<input checked="" type="radio"/> Yes	<input type="radio"/> No

**ITEM No.:**  
EE-2.

**TITLE:**  
Agreement with the Bill & Melinda Gates Foundation

**REQUESTED ACTION:**  
Approve the Agreement between The School Board of Broward County, Florida, and the Bill & Melinda Gates Foundation. The Agreement term begins upon full execution by all parties and ends on June 30, 2020.

**SUMMARY EXPLANATION AND BACKGROUND:**  
In partnership with PeerForward, the goal of this \$90,000 grant award is to facilitate the success of students by optimizing our career-ready and college-“through” initiatives. As a grantee, the District will participate in a year-long community of practice, receive individualized coaching and technical assistance, and benefit from access to effective models, tools, and practices. The grant will allow PeerForward programming to take place in three high schools: Coconut Creek, Blanche Ely, and Stranahan.  
The Gates Foundation declined request for inclusion of sovereign immunity language by the Office of the General Counsel. The Agreement has been reviewed and approved as to form and legal content by the Office of the General Counsel.

**SCHOOL BOARD GOALS:**  
 Goal 1: High Quality Instruction   
 Goal 2: Continuous Improvement   
 Goal 3: Effective Communication

**FINANCIAL IMPACT:**  
The positive financial impact is \$90,000 (\$75,000 for the first year and an additional \$15,000 for the second year). The source of funds is from the Bill & Melinda Gates Foundation “To and Through Advising Challenge.” There is no additional financial impact to the District.

**EXHIBITS: (List)**  
(1) Executive Summary (2) Gates Foundation Grant Agreement

**BOARD ACTION:**  
**APPROVED**  
(For Official School Board Records Office Only)

**SOURCE OF ADDITIONAL INFORMATION:**

Name: Stephanie R. Williams	Phone: 754-321-2260
Name: Ralph Aiello	Phone: 754-321-1675

**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**  
Senior Leader & Title

Maurice L. Woods - Chief Strategy & Operations Officer

Signature  
*Maurice Woods*  
8/23/2018, 3:20:59 PM

Approved In Open Board Meeting On: **SEP 05 2018**  
By: *Stephanie P. Williams*  
for School Board Chair

## AGREEMENT EXECUTIVE SUMMARY

<b>Grant Program</b>	<b>Gates Foundation – To and Through Advising Challenge Grant</b>	
<b>Status</b>	New – Competitive	
<b>Funds Requested</b>	\$90,000 (awarded)	
<b>Financial Impact Statement</b>	The positive financial impact is \$75,000 for the first year and an additional \$15,000 for the second year. The source of funds is from the Bill & Melinda Gates Foundation “To and Through Advising Challenge.” There is no additional financial impact to the District.	
<b>Schools Included</b>	The following schools participating in this program: <ul style="list-style-type: none"> <li>• High: Blanche Ely, Coconut Creek, and Stranahan.</li> </ul>	
<b>Managing Department/School</b>	School Counseling & BRACE Advisement	
<b>Source of Additional Information</b>	1. Ralph Aiello, Director – School Counseling & BRACE Advisement	754-321-1675
	2. Stephanie R. Williams, Director – Grants Administration & Government Programs (GAGP)	754-321-2260
<b>Project Description</b>	Broward County Public Schools (BCPS), in partnership with PeerForward, is proposing to improve and optimize our career-ready and college-“through” initiatives. The District is devising and implementing solutions that will enable systemic change beyond the traditional measures of college readiness. The Advising Challenge will support up to 20 school systems to enact the conditions and develop capabilities needed to adopt a “to and through” approach to advising for high school students. Grantees will participate in a year-long community of practice, receive individualized coaching and technical assistance, and benefit from access to effective models, tools, and practices. The grant will allow PeerForward programming to take place in three high schools: Coconut Creek, Blanche Ely, and Stranahan. BCPS is poised to leverage diverse partnerships and implement innovative, systemic change aimed at our students earning postsecondary credentials.	
<b>Evaluation Plan</b>	The most valuable asset of the grant will be establishing and understanding our Estimated Postsecondary Completion (EPSC) rate, fully utilizing our National Clearing House Data (NSCH) data and participating in the Community of Practice with the other grantees. In the absence of calculating/analyzing EPSC, the District does not have benchmark data from which to work. Fully utilizing our NSCH data will support better match college decisions. The Community of Practice will provide access to best practices and collaborative problem solving as well as help to drive change on the district and state level.	
<b>Research Methodology</b>	An overwhelming majority of students, across all subgroups, aspire to complete some form of postsecondary education. However, many never enroll, and among those who do, far too few actually obtain a degree or credential. Moreover, there are substantial attainment gaps across both race and income. The percentage of income students and students of color obtaining a degree or credential remains distressingly low. For example, just 29 percent of African Americans between the ages of 25 and 34 have either two-year or four-year degrees, compared to almost 50 percent of whites. PeerForward high schools have a 26 percent higher rate of application for financial aid for postsecondary education than comparison schools.	
<b>Alignment with Strategic Plan</b>	This grant is aligned to District Strategic Plan Goal 1: High-Quality Instruction and District Strategic Plan Goal 2: Continuous Improvement through more effective advising to address underserved students’ inequitable postsecondary access and persistence.	
<b>Level of Support provided by GAGP</b>	Level 3 – GAGP staff facilitated contract review and amendment. For the grant proposal, GAGP staff gathered data and budgetary information and helped draft the application. GAGP staff also wrote the executive summary for the board agenda, prepared a hard copy of the file for record keeping, and tracked the grant through the grants management system.	

# BILL & MELINDA GATES *foundation*

GRANT AGREEMENT  
Investment ID OPP1199539

## AGREEMENT SUMMARY & SIGNATURE PAGE


GRANTEE INFORMATION	
Name:	The School Board of Broward County, Florida
Tax Status:	Governmental unit within the meaning of U.S. IRC § 170(b)(1)(A)(v) and 170(c)(1) You confirm that the above information is correct and agree to notify the Foundation immediately of any change.
Mailing Address:	600 SE 3rd Avenue Ft. Lauderdale, FL. 33301 United States
Primary Contact:	Ralph Aiello, Director, School Counseling and BRACE, ralph.aiello@browardschools.com

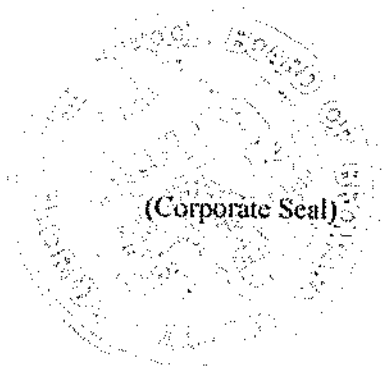
FOUNDATION INFORMATION	
Mailing Address:	P. O. Box 23350, Seattle, WA 98102, U.S.A.
Primary Contact:	Bill Tucker, Senior Advisor, College Ready, Bill.Tucker@gatesfoundation.org

AGREEMENT INFORMATION	
Title:	To & Through Advising Readiness Challenge 19 of 20
"Charitable Purpose":	to support college advising
"Start Date":	Date of last signature.
"End Date":	June 30, 2020
This Agreement includes and incorporates by this reference:	This Agreement Summary & Signature Page and: <ul style="list-style-type: none"> <li>• Grant Amount and Reporting &amp; Payment Schedule (Attachment A)</li> <li>• Terms and Conditions (Attachment B)</li> <li>• Applicant's Proposal Submitted to the To &amp; Through Advising Challenge (submitted on or before 05-31-2018)</li> <li>• Grant Commitments and Reporting Requirements (Attachment C)</li> </ul>

THIS AGREEMENT is between The School Board of Broward County, Florida ("You" or "Grantee") and the Bill & Melinda Gates Foundation ("Foundation"), and is effective as of the date of last signature. Each party to this Agreement may be referred to individually as a "Party" and together as the "Parties." As a condition of this grant, the Parties enter into this Agreement by having their authorized representatives sign below.

### BILL & MELINDA GATES FOUNDATION

DocuSigned by:  
  
 By: Henry Hipps  
 Title: Deputy Director, U.S. Program  
 July 31, 2018  
 Date



ACCEPTED BY:

THE SCHOOL BOARD OF BROWARD  
COUNTY, FLORIDA

By *Nora Rupert*  
Nora Rupert, Chair

ATTEST:  
*Robert W. Runcie*  
Robert W. Runcie, Superintendent of Schools

Approved as to Form and Legal Content:  
*[Signature]* 08/14/2019  
Office of the General Counsel

**GRANT AGREEMENT**  
Investment ID OPP1199539

**ATTACHMENT A**  
**GRANT AMOUNT AND REPORTING & PAYMENT SCHEDULE**

**GRANT AMOUNT**

The Foundation will pay You the total grant amount specified in the Reporting & Payment Schedule below. The Foundation's Primary Contact must approve in writing any Budget cost category change of more than 10%.

**REPORTING & PAYMENT SCHEDULE**

Payments are subject to Your compliance with this Agreement, including Your achievement, and the Foundation's approval, of any applicable targets, milestones, and reporting deliverables required under this Agreement. The Foundation may, in its reasonable discretion, modify payment dates or amounts and will notify You of any such changes in writing.

**REPORTING**

You will submit reports according to the Reporting & Payment Schedule using the Foundation's templates or forms, which the Foundation will make available to You and which may be modified from time to time. For a progress or final report to be considered satisfactory, it must demonstrate meaningful progress against the targets or milestones for that investment period. If meaningful progress has not been made, the report should explain why not and what adjustments You are making to get back on track. Please notify the Foundation's Primary Contact if You need to add or modify any targets or milestones. The Foundation must approve any such changes in writing. You agree to submit other reports the Foundation may reasonably request.

<b>REPORTING &amp; PAYMENT SCHEDULE</b>				
<i>Investment Period</i>	<i>Target, Milestone, or Reporting Deliverable</i>	<i>Due By</i>	<i>Payment Date</i>	<i>Payment Amount (U.S.\$)</i>
	Countersigned Agreement		Within 15 days after receipt of countersigned Agreement	\$75,000
Start Date through June 30, 2019	Data and Indicators reporting  Current situation and root cause analysis  Implementation plan and strategy  Grant expenditures	July 31, 2019	September 2019	\$15,000
July 1, 2019 to June 30, 2020	Final report on progress and data, grant expenditures	August 30, 2020		
<b>Total Grant Amount</b>				<b>\$90,000</b>

**GRANT AGREEMENT**  
Investment ID OPP1199539

**ATTACHMENT B**  
**TERMS & CONDITIONS**

This Agreement is subject to the following terms and conditions.

**PROJECT SUPPORT**

**PROJECT DESCRIPTION AND CHARITABLE PURPOSE**

The Foundation is awarding You this grant to carry out the project described in the Proposal Narrative and Results Framework and Tracker (collectively, "*Project*") in order to further the Charitable Purpose. The Foundation, in its discretion, may approve in writing any request by You to make non-material changes to the Proposal Narrative and/or Results Framework and Tracker.

**DATA COLLECTION AND RELEASE TO FOUNDATION**

The Foundation may request that You or an appropriate entity: (a) participate in surveys; (b) respond to requests for information; and (c) provide certain data to the Foundation for additional research and evaluation during the term of this Agreement and for 5 years thereafter. You agree (x) to reasonably comply with such requests, and (y) that the Foundation may disseminate such data and research results. Unless otherwise specified in writing, the Foundation will only request data related to individuals that is de-identified or aggregated at a level where such data will not be considered "personally identifiable."

**EVALUATION**

You agree to notify the Foundation and provide copies of any reports or findings if You conduct or commission any research or evaluation regarding the Project. If You are selected to participate in Foundation-funded research or evaluation relating to the Project, You agree to: (a) designate a primary point of contact; (b) cooperate with the Foundation's evaluation partner as reasonably required to implement an evaluation plan; and (c) provide or facilitate the collection of data as reasonably required; and (d) permit dissemination of resulting reports or findings.

**MANAGEMENT OF FUNDS**

**USE OF FUNDS**

You may not use funds provided under this Agreement ("*Grant Funds*") for any purpose other than the Project. You may not use Grant Funds to reimburse any expenses You incurred prior to the Start Date. At the Foundation's request, You will repay any portion of Grant Funds and/or Income used or committed in material breach of this Agreement, as determined by the Foundation in its discretion.

**INVESTMENT OF FUNDS**

You must invest Grant Funds in highly liquid investments with the primary objective of preservation of principal (e.g., interest-bearing bank accounts or a registered money market mutual fund) so that the Grant Funds are available for the Project. Together with any progress or final reports required under this Agreement, You must report the amount of any currency conversion gains (or losses) and the amount of any interest, or other income generated by the Grant Funds (collectively, "*Income*"). Any Income must be used for the Project.

**GLOBAL ACCESS**

**GLOBAL ACCESS COMMITMENT**

You will conduct and manage the Project and the Funded Developments in a manner that ensures Global Access. Your Global Access commitments will survive the term of this Agreement. "*Funded Developments*" means the products, services, processes, technologies, materials, software, data, other innovations, and intellectual property resulting from the Project (including modifications, improvements, and further developments to Background Technology). "*Background Technology*" means any and all products, services, processes, technologies, materials, software, data, or other innovations, and intellectual property created by You or a third party prior to or outside of the Project used as part of the Project. "*Global Access*" means: (a) the knowledge and information gained from the Project will be promptly and broadly disseminated; and (b)

the Funded Developments will be made available and accessible at an affordable price (i) to people most in need within developing countries, or (ii) in support of the U.S. educational system and public libraries, as applicable to the Project.

#### **LICENSE TO THE FOUNDATION**

For the purpose of achieving Global Access, You grant the Foundation a nonexclusive, perpetual, irrevocable, worldwide, royalty-free, fully paid up, sublicensable license to: make, use, sell, offer to sell, import, distribute, copy, modify, create derivative works, publicly perform and display the Funded Developments and any Background Technology incorporated into a Funded Development or required to use a Funded Development. In the event You demonstrate to the satisfaction of the Foundation that Global Access can best be achieved without such a license (or a license of different scope) the Foundation and You will make good faith efforts to modify or terminate this license, as appropriate.

#### **PUBLICATION**

Consistent with Your Global Access commitments, if the Project description specifies Publication or Publication is otherwise requested by the Foundation, You will seek prompt Publication of any Funded Developments consisting of data and results. "Publication" means publication in a peer-reviewed journal or other method of public dissemination specified in the Project description or otherwise approved by the Foundation in writing. Publication may be delayed for a reasonable period for the sole purpose of seeking patent protection, provided the patent application is drafted, filed, and managed in a manner that best furthers Global Access. If You seek Publication in a peer-reviewed journal, such Publication shall be under "open access" terms and conditions consistent with the Foundation's Open Access Policy available at: [www.gatesfoundation.org/How-We-Work/General-Information/Open-Access-Policy](http://www.gatesfoundation.org/How-We-Work/General-Information/Open-Access-Policy), which may be modified from time to time. Nothing in this section shall be construed as requiring Publication in contravention of any applicable ethical, legal, or regulatory requirements. You will mark any Funded Development subject to this clause with the appropriate notice or attribution, including author, date and copyright (e.g., © 20<> <Name>).

#### **INTELLECTUAL PROPERTY REPORTING**

During the term of this Agreement and for 5 years after, You will submit upon request annual intellectual property reports related to the Funded Developments, Background Technology, and any related agreements using the Foundation's templates or forms, which the Foundation may modify from time to time.

#### **SUBGRANTS AND SUBCONTRACTS**

##### **SUBGRANTS AND SUBCONTRACTS**

You have the exclusive right to select subgrantees and subcontractors to assist with the Project.

##### **SCHOLARSHIPS AND FELLOWSHIPS**

You will have sole discretion over Your selection of any scholarship and fellowship recipients under this Agreement and must conduct the selection process independently of the Foundation.

##### **TRAVEL STIPENDS AND CONFERENCE FEES**

You will have sole discretion over Your selection of any recipients of travel stipends or conference expense reimbursements under this Agreement and must conduct the selection process independently of the Foundation. Foundation trustees and employees are not eligible to receive travel stipends or conference expense reimbursements.

##### **RESPONSIBILITY FOR OTHERS**

You are responsible for (a) all acts and omissions of any of Your trustees, directors, officers, employees, subgrantees, subcontractors, contingent workers, agents, and affiliates assisting with the Project, and (b) ensuring their compliance with the terms of this Agreement.

#### **PROHIBITED ACTIVITIES**

##### **ANTI-TERRORISM**

You will not use funds provided under this Agreement, directly or indirectly, in support of activities (a) prohibited by U.S. laws relating to combating terrorism; (b) with persons on the List of Specially Designated Nationals ([www.treasury.gov/sdn](http://www.treasury.gov/sdn)) or entities owned or controlled by such persons; or (c) in or with countries or territories against which the U.S. maintains comprehensive sanctions (currently, Cuba, Iran, Syria, North

Korea, and the Crimea Region of Ukraine), including paying or reimbursing the expenses of persons from such countries or territories, unless such activities are fully authorized by the U.S. government under applicable law and specifically approved by the Foundation in its sole discretion.

**ANTI-CORRUPTION; ANTI-BRIBERY**

You will not offer or provide money, gifts, or any other things of value directly or indirectly to anyone in order to improperly influence any act or decision relating to the Foundation or the Project, including by assisting any party to secure an improper advantage. Training and information on compliance with these requirements are available at [www.learnfoundationlaw.org](http://www.learnfoundationlaw.org).

**LOBBYING AND ELECTIONEERING PROHIBITION**

You may not use Grant Funds to influence the outcome of any election for public office or to carry on any voter registration drive. You acknowledge that the Foundation has not earmarked Grant Funds to support lobbying activities or to otherwise support attempts to influence legislation. Activities will be conducted consistent with the private foundation lobbying rules and exceptions under Internal Revenue Code Section 4945 and related regulations. You confirm that the Budget (or the combined project budget if there are multiple funders) accurately reflects that You will expend at least the amount of the Grant Funds on (a) non-lobbying activities in the project year, or (b) for multiple year projects, the total non-lobbying portion of the project.

**OTHER LOBBYING, GIFT, AND ETHICS RULES**

You agree to comply with any national, state, local, or other lobbying, gift, and ethics rules applicable to the Project. The Foundation is not retaining or employing You to engage in lobbying activities.

**PUBLICITY**

**PUBLICITY BY THE FOUNDATION**

The Foundation may include information about the award of this grant, including Your name, in its periodic public reports and may make such information available on its website and as part of press releases, public reports, speeches, newsletters, tax returns, and other public disclosures.

**PUBLICITY BY YOU**

You must obtain the Foundation's prior written approval before: (a) issuing a press release or other public announcement regarding this grant; and (b) any other public use of the Foundation's name or logo. Please email Your request to: [grantee\\_comms@gatesfoundation.org](mailto:grantee_comms@gatesfoundation.org) two weeks in advance to provide the Foundation an opportunity to review and comment. Detailed guidelines are available at: [www.gatesfoundation.org/grantseeker/documents/guidelines\\_communications\\_for\\_grantees.doc](http://www.gatesfoundation.org/grantseeker/documents/guidelines_communications_for_grantees.doc).

**PUBLICITY BY OTHERS**

You and Your subgrantees, subcontractors, contingent workers, agents, or affiliates may not state or otherwise imply to third parties that the Foundation directly funds or otherwise endorses their activities.

**OTHER**

**COMPLIANCE WITH LAWS**

In carrying out the Project, You will comply with all applicable laws, regulations, and rules and will not infringe, misappropriate, or violate the intellectual property, privacy, or publicity rights of any third party.



### **COMPLIANCE WITH REQUIREMENTS**

You will conduct, control, manage, and monitor the Project in compliance with all applicable ethical, legal, regulatory, and safety requirements, including applicable international, national, state, local, institutional, and school district or school network standards ("Requirements"). You will obtain and maintain all necessary approvals, consents, and reviews before conducting the applicable activity. As a part of Your annual progress report to the Foundation, You must report whether the Project activities were conducted in compliance with all Requirements.

If the Project involves:

- a. any protected information (including personally identifiable, protected health, or third-party confidential), You will not disclose this information to the Foundation without obtaining the Foundation's prior written approval and all necessary consents to disclose such information; and/or
- b. children, students, or vulnerable subjects, You will obtain any necessary consents and approvals unique to these subjects.

Any activities by the Foundation in reviewing documents and providing input or funding does not modify Your responsibility for determining and complying with all Requirements for the Project.

### **RELIANCE**

You acknowledge that the Foundation is relying on the information You provide in reports and during the course of any due diligence conducted prior to the Start Date and during the term of this Agreement. You represent that the Foundation may continue to rely on this information and on any additional information You provide regarding activities, progress, and Funded Developments.

## **TERM AND TERMINATION**

### **TERM**

This Agreement commences on the Start Date and continues until the End Date, unless terminated earlier as provided in this Agreement. The Foundation, in its discretion, may approve in writing any request by You for a no-cost extension, including amending the End Date and adjusting any affected reporting requirements.

### **TERMINATION**

The Foundation may modify, suspend, or discontinue any payment of Grant Funds or terminate this Agreement if: (a) the Foundation is not reasonably satisfied with Your progress on the Project; (b) there are significant changes to Your leadership or other factors that the Foundation reasonably believes may threaten the Project's success; (c) there is a change in Your control; (d) there is a change in Your tax status; or (e) You fail to comply with this Agreement.

### **RETURN OF FUNDS**

Any Grant Funds that have not been used for, or committed to, the Project upon expiration or termination of this Agreement must be (a) returned promptly to the Foundation, (b) applied to another Foundation-funded project (current or under consideration), or (c) applied to another mutually-agreed upon charitable purpose, as directed in writing by the Foundation. Any income that has not been used for, or committed to, the Project must be either applied to another Foundation-funded project (current or under consideration) or applied to another mutually-agreed upon charitable purpose, as directed in writing by the Foundation.

### **RECORD KEEPING**

You will maintain complete and accurate accounting records and copies of any reports submitted to the Foundation relating to the Project. You will retain such records and reports for 4 years after Grant Funds have been fully spent. At the Foundation's request, You will make such records and reports available to enable the Foundation to monitor and evaluate how Grant Funds have been used or committed.

### **SURVIVAL**

A Party's obligations under this Agreement will be continuous and survive expiration or termination of this Agreement as expressly provided in this Agreement or otherwise required by law or intended by their nature.

## **GENERAL**

**ENTIRE AGREEMENT AND AMENDMENTS**

This Agreement contains the entire agreement of the Parties and supersedes all prior and contemporaneous agreements concerning its subject matter. Except as specifically permitted in this Agreement, no modification, amendment, or waiver of any provision of this Agreement will be effective unless in writing and signed by authorized representatives of both Parties.

**NOTICES AND APPROVALS**

Written notices, requests, and approvals under this Agreement must be delivered by mail or email to the other Party's primary contact specified on the Agreement Summary & Signature Page, or as otherwise directed by the other Party.

**SEVERABILITY**

Each provision of this Agreement must be interpreted in a way that is enforceable under applicable law. If any provision is held unenforceable, the rest of the Agreement will remain in effect.

**ASSIGNMENT**

You may not assign, or transfer by operation of law or court order, any of Your rights or obligations under this Agreement without the Foundation's prior written approval. This Agreement will bind and benefit any permitted successors and assigns.

**COUNTERPARTS AND ELECTRONIC SIGNATURES**

Except as may be prohibited by applicable law or regulation, this Agreement and any amendment may be signed in counterparts, by facsimile, PDF, or other electronic means, each of which will be deemed an original and all of which when taken together will constitute one agreement. Facsimile and electronic signatures will be binding for all purposes.

**ATTACHMENT C  
GRANT COMMITMENTS AND REPORTING REQUIREMENTS**

These commitments were listed as part of the Request for Proposal. Grantees will receive coaching, guidance, and expertise from the National College Access Network to support them in fulfilling these commitments.

Grant Commitment	Reporting Requirement
Report on Estimated Postsecondary Completion and adopt a measurement framework using key predictive indicators	Data and Indicators Reporting <ul style="list-style-type: none"> <li>• Calculate and report on the Estimated Postsecondary Completion outcome measure, disaggregated by school, race/ethnicity, and free/reduced lunch</li> <li>• Report on the indicators that the grantee has adopted in its measurement framework, along with baseline data for each indicator</li> </ul>
Analyze current student data – disaggregated by race/ethnicity and income.	Current situation and root cause analysis
Understand all the actors currently providing postsecondary advising in schools and the surrounding community.	Current situation and root cause analysis
Based on the initial analysis of current student data and context, develop an initial aim & goals for improvement during the 2019-2020 school year.	Implementation plan and strategy
Develop the capacity for ongoing measurement, disaggregated reporting, and use of indicators for improvement at both the school & district levels.	Implementation plan and strategy
Implement key enabling conditions and leadership commitments at both the school & district levels.	Implementation plan and strategy
In conjunction with school leaders, counselors, educators, and community partners, create an implementation plan to ensure systemic access to effective advising. This plan may include strengthened partnerships with college access organizations, higher education institutions, and other community supports.	Implementation plan and strategy
Commit to continued measurement, usage, and reporting of key indicators and outcomes in the second year of the grant.	Report on progress and data from the above commitments