

NEW HAVEN BOARD OF EDUCATION MEETING

Monday, April 26, 2021

INFORMATION ONLY

INFORMATION ONLY - Superintendent Approved:

 Amendment #1 to Agreement #95385600 with Clifford W. Beers Child Guidance Clinic, Inc., to decrease funding of \$16,000.00 by \$10,000.00 to \$6,000.00 due to limited access for School Readiness Early Childhood Programs during Covid19.
Funding Source: Quality Enhancement Program Acct.# 2513-5385-56697-0442



MONTHLY FINANCIAL REPORT through March 31, 2021 (FY 2020-21)

April 19, 2021



General Fund Details



Fiscal Year 2020-2021 Education Operating Fund (General Fund) Monthly Financial Report (*Unaudited*) as of March 31, 2021

	FY2021 Adopted				
	Budget	YTD Actuals	YTD %	Encumbrances	Available
	(A)	(B)		(C)	(A+B+C)
Salaries					
Teacher Full-Time	\$74,343,383	(\$51,366,778)	69.09%	\$0	\$22,976,605
Admin & Management Full-Time	15,735,850	(12,822,806)	81.49%	0	2,913,044
Paraprofessionals	3,444,881	(2,589,671)	75.17%	0	855,210
Support Staff Full-Time	12,744,318	(7,905,812)	62.03%	0	4,838,506
Part Time & Seasonal	3,572,683	(926,933)	25.95%	(50,547)	2,595,203
Substitutes	1,550,000	(557,715)	35.98%	0	992,285
Overtime, Benefits, Other	3,733,500	(2,772,224)	74.25%	(15,569)	945,707
Total Salaries and Benefits	\$115,124,615	(\$78,941,941)	68.57%	(\$66,116)	\$36,116,558
Supplies and Services					
Instructional Supplies	\$3,361,774	(\$1,726,475)	51.36%	(\$753,297)	\$882,001
Tuition	20,302,634	(6,871,739)	33.85%	(13,438,672)	(7,777)
Utilities	10,567,200	(4,354,934)	41.21%	(5,691,059)	521,207
Transportation	22,792,625	(6,630,226)	29.09%	(17,117,053)	(954,653)
Maintenance, Property, Custodial	2,337,093	(792,953)	33.93%	(1,121,317)	422,824
Other Contractual Services	14,732,756	(7,232,946)	49.09%	(6,270,211)	1,229,599
Total Supplies and Services	\$74,094,082	(\$27,609,272)	37.26%	(\$44,391,609)	\$2,093,201

(\$106,551,213)

56.31%

(\$44,457,725)

\$189,218,697

General Fund Totals

3

\$38,209,759



Notes:

- Transportation expenses do not reflect the Magnet School Transportation grant, which we should receive in May.
- Tuition costs essentially on track with budget as we have received tuition from other towns (as expected).
- In the early stages of the year-end process closing down old, unexpended POs, ensuring expenses were properly charged to grants, re-estimating expenses vs. our full year budget.
- Final outlook for the year will be in May.



Fiscal Year 2020-2021 Education Operating Fund (General Fund) Monthly Financial Report (*Unaudited*) - March 31, 2021

YTD by Period	Account Descript	tion	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used
Teachers Full-Time	Teachers		\$74,343,383	\$51,366,778	\$6,374,951	\$0	\$22,976,605	69.09
Admin & Management Full-Time	Salaries		1,267,622	780,003	73,913	0	487,619	61.53
-	Directors Salaries		1,182,653	714,792	75,680	0	467,861	60.44
	Supervisor		2,403,685	1,752,679	142,542	0	651,006	72.92
	Department Heads/Princip	oals/Aps	8,958,594	8,439,205	971,192	0	519,389	94.20
	Management		1,923,296	1,136,127	235,809	0	787,169	59.07
	-	Sub-Total	\$15,735,850	\$12,822,806	\$1,499,136	\$0	\$2,913,044	81.49
Paraprofessionals	ParaProfessionals		3,444,881	2,589,671	150,587	0	855,210	75.17
Support Staff Full-Time	Wages Temporary		485,951	406,457	54,072	-	79,494	83.64
	Custodians		5,696,207	3,245,747	351,510	0	2,450,460	56.98
	Building Repairs		872,079	593,906	56,903	0	278,173	68.10
	Clerical		2,946,648	1,909,504	217,455	0	1,037,144	64.80
	Security		2,635,464	1,673,102	212,509	0	962,362	63.48
	Truck Drivers		107,969	77,097	8,202	0	30,872	71.41
		Sub-Total	\$12,744,318	\$7,905,812	\$900,650	\$0	\$4,838,506	62.03
Part Time & Seasonal	Coaches		650,000	109,648	0	0	540,352	16.87
	Other Personnel		125,000	121,650	13,700	50,547	(47,197)	0.00
	Part-Time Payroll		2,208,763	615,507	227,009	0	1,593,256	27.87
	Seasonal		488,920	56,135	0	0	432,785	11.48
	Teachers Stipend		100,000	23,993	430	0	76,007	23.99
		Sub-Total	\$3,572,683	\$926,933	\$241,139	\$50,547	\$2,595,203	27.36
Substitutes	Substitutes		\$ 1,550,000	\$ 557,715	\$ 130,099	\$-	\$ 992,285	35.98
Overtime, Benefits, Other	Overtime		605,000	600,092	69,315	0	4,908	99.19
	Longevity		275,000	232,891	0	0	42,109	84.69
	Custodial Overtime		625,500	944,225	109,993	0	(318,725)	150.96
	Retirement		1,700,000	518,738	58,418	14,019	1,167,242	31.34
	Employment Comp		495,000	473,818	0	0	21,182	95.72
	Professional Meetings*		33,000	2,458	100	1,550	28,992	12.15
		Sub-Total	\$3,733,500	\$2,772,224	\$237,825	\$15,569	\$945,707	74.67
	Salaries Sub-Total		\$115,124,615	\$78,941,941	\$9,534,388	\$66,116	\$36,116,558	68.63



Fiscal Year 2020-2021 Education Operating Fund (General Fund) Monthly Financial Report (*Unaudited*) - March 31, 2021

YTD by Period	Account Description	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used
Instructional Supplies	Equipment	269,062	64,092	8,302	87,534	117,436	56.35
	Computer Equipment	86,085	19,807	716	23,014	43,264	49.74
	Furniture	64,773	4,672	380	2,008	58,093	10.31
	Testing Materials	62,600	2,975	0	0	59,625	4.75
	Education Supplies Inventory	522,269	308,572	17,132	49,242	164,455	68.51
	General/Office Supplies	1,200,914	601,702	30,124	523,298	75,914	93.68
	Textbooks	449,970	246,871	3,042	24,190	178,909	60.24
	Library Books	160,000	85,372	0	12,658	61,969	61.27
	Periodicals	2,000	0	0	0	2,000	0.00
	Registrations, Dues & Subscrip.	116,500	136,490	2,749	8,200	(28,190)	124.20
	Student Activities	140,399	58,542	480	2,768	79,089	43.67
	Graduation	25,309	0	0	12,820	12,489	50.65
	Emergency Medical	203,000	179,455	57,230	2,876	20,668	89.82
	Printing & Binding	31,000	0	0	0	31,000	0.00
	Sub-Total	\$3,361,774	\$1,726,475	\$120,155	\$753,297	\$882,001	73.76
Tuition	Tuition	20,302,634	6,871,739	10,692	13,438,672	(7,777)	100.04
Utilities	Natural Gas	1,796,500	825,996	0	970,504	0	100.00
	Electricity	7,609,500	2,874,810	201,893	4,149,641	585,049	92.31
	Heating Fuels	10,000	0	0	0	10,000	0.00
	Water	234,760	146,243	2,175	203,757	(115,240)	149.09
	Telephone	646,000	346,393	22,524	218,569	81,038	87.46
	Telecommunications/Internet	60,000	2,689	0	5,911	51,399	14.33
	Sewer Usage	175,440	132,323	958	142,677	(99,560)	156.75
	Gas & Oil	35,000	26,479	0	0	8,521	75.65
	Sub-Total	\$10,567,200	\$4,354,934	\$227,551	\$5,691,059	\$521,207	95.07



Fiscal Year 2020-2021 Education Operating Fund (General Fund) Monthly Financial Report (*Unaudited*) - March 31, 2021

YTD by Period	Account Description	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used
Transportation	Milage	617,400	137,527	15,076	316,075	163,798	73.47
-	Business Travel	4,500	0	0	0	4,500	0.00
	Transportation	11,953,973	3,846,370	(86,238)	9,896,904	(1,789,301)	114.97
	Special Education Transportation	4,248,895	706,686	16,301	3,421,295	120,914	97.15
	Transportation Techincal Schools	442,480	96,341	0	285,718	60,421	86.34
	Transit Bus Passes	227,375	0	0	0	227,375	0.00
	Field Trips	147,885	1,825	0	9,894	136,166	7.92
	InterDistrict Transportation	1,339,000	879,258	0	792,047	(332,305)	124.82
	Outplacment Transportation	3,605,000	962,219	4,328	2,180,919	461,862	87.19
	Field Trips (Non-Public)	206,117	0	0	214,200	(8,083)	103.92
	Sub-Total	\$22,792,625	\$6,630,226	(\$50,533)	\$17,117,053	(\$954,653)	104.19
Maintenance, Property, Custodial	School Security	20,000	14,388	0	135	5,477	72.61
	Building & Grounds Maint. Supp.	100,000	71,232	4,250	28,962	(195)	100.19
	Custodial Supplies	488,000	129,257	2,206	324,673	34,069	93.02
	Light Bulbs	30,000	2,436	0	4,274	23,290	22.37
	Uniforms	22,703	0	0	23,370	(667)	102.94
	Moving Expenses	50,000	25,239	0	49,761	(25,000)	150.00
	Cleaning	26,000	6,000	0	0	20,000	23.08
	Repairs & Maintenance	92,390	42,383	1,488	5,107	44,900	51.40
	Building Maintenance	575,000	168,290	9,554	177,961	228,749	60.22
	Rental	120,000	(6,234)	10,575	31,726	94,508	21.24
	Rental of Equipment	8,000	1,893	752	8,078	(1,972)	124.65
	Maintenance Agreement Services	725,000	328,507	25,890	462,691	(66,198)	109.13
	Vehicle Repairs	80,000	9,561	2,488	4,578	65,861	17.67
	Sub-Total	\$2,337,093	\$792,953	\$57,203	\$1,121,317	\$422,824	81.91
Other Contractual Services	Other Contractual Services *	4,873,858	2,083,983	(559,574)	2,131,733	698,742	86.50
	* Special Education	992,340	8,250	600	833,528	149,962	84.83
	*Facilities	6,820,558	4,184,728	0	2,554,496	81,334	98.81
	*IT	1,020,000	542,694	40,000	420,872	16,434	94.47
	Legal Services	400,000	69,144	3,028	298,857	32,000	92.00
	Other Purchased Services	18,500	5,189	213	13,688	(377)	102.04
	Postage & Freight	157,500	133,958	36,738	17,038	6,504	95.87
	Claims	450,000	205,000	0	0	245,000	45.56
	Sub-Total	\$14,732,756	\$7,232,946	(\$478,995)	\$6,270,211	\$1,229,599	91.65
	Supplies & Services Sub-Total	\$74,094,082	\$27,609,272	(\$113,927)	\$44,391,609	\$2,093,201	97.17
	Combined Total	\$189,218,697	\$106,551,213	\$9,420,462	\$44,457,725	\$38,209,759	79.81

		Fiscal Year 2020/2	1 Eco Urban Pioneers	Hourly True Up			
		Eco Urban Pioneers Total Monthly <u>Contracted</u> Hours	Eco Urban Pioneers Total Monthly <u>Actual</u> Hours Worked	Eco Urban Pioneers Total Monthly Delta Hours	Eco Urban Pioneers YTD Delta Hours	YTD Total Actual Hrs Used	Contracted Hrs Remaing To Be Used
July	22	14,608	13,142	(1,466)		13,142	154,850
	22	13,944	15,255	1,311	(1,466) (155)	28,397	134,850
August	21	13,944	6,083	(7,861)			139,595
September October	21	14,608	4,318	(10,290)	(8,015) (18.305)	34,481 38,799	129,193
November	22	13,280	4,518	1,805	· · · · · · · /		129,193
December			,	-	(16,500)	53,884	
	22	14,608	11,951	(2,657)	(19,157)	65,835	102,157
January	19	12,616	15,185	2,569	(16,588)	81,020	86,972
February	19	12,616	11,307	(1,309)	(17,897)	92,327	75,665
March	23	15,272	19,333	4,061	(13,836)	111,660	56,332
April	22	14,608	0	(14,608)	(28,444)		56,332
May	20	13,280	0	(13,280)	(41,724)		56,332
June	22	14,608	0	(14,608)	(56,332)		56,332
Total Annual Working Days/ Hours	253	167,992	0	(167,992)			56,332
		(8) Paid Holidays					
					ECO Urban Pioneers Total Annual Contracted		
Date	Day	Holiday		# Of Days Annualy	Hours		
July 4,2020	Thursday	Independence Day	Total Holidays	8	5,312		
September 7,2020	Monday	Labor Day	Total Working Days	253	167,992		
November 22,2020 December 25,2020	Thursday Friday	Thanksgiving Day Christmas Day	Total Annual Days/Hours Plus (8) Holidays	261	173,304		
January 1,2021	Friday	New Years Day					
January 18, 2021	Monday	Martin Luther King Day					
Feburary 15,2021	Monday	Presidents Day					
May 31,2121	Monday	Memorial Day				1	1
Beginning October 25,2020 Day Shift a per day =120 hours per day f	dd 25 hours p						
Remaining Contracted	# of Potential Additional Working	Total # of Potential Additional Working Hours	Total # of Potential Additional Days for		Delta from Current Days to		
Working Days	-	for Remainder of Fiscal	Remainder of Fiscal	Current Delta of	Potential		
Per Month	Day	Year	Year	Contracted Hours	Days		
22	24,				20,5		
20	-						
	+		ł		1		
22 64	190	12,160	64	-13,836	-1,676		

FOOD SERVICE FY 2020-2021 PROJECTION REPORT THOUGH March-21

	BUDGET	RECOGNIZED THRU	FORECASTED	FY 20-21	COMMENT
ACCOUNT DESCRIPTION	ALLOCATION	March-21	April - June	Total	
NATIONAL SCHOOL LUNCH PROGRAM					
STATE CAFETERIA BREAKFAST	4,300,000	1,239,948	619,920	1,859,868	
STATE CAFETERIA LUNCH	9,100,000	2,206,918	1,263,360	3,470,278	
AFTER SCHOOL SNACK PROGRAM	80,000	0	0	0	
SUPPER PROGRAM	100,000	283,795	147,000	430,795	
FRESH FRUIT & VEGITABLE	75,000	5,854	0	5,854	
SUMMER FOOD SERVICE	640,000	666,666	0	666,666	
SUB-TOTAL	14,295,000	4,403,182	2,030,280	6,433,462	-
STATE GRANTS					
HEALTHY FOOD INITIATIVE	250,000	0	262,063	262,063	
STATE MATCHING FUND - LUNCH	99,000	0	0	0	
STATE MATCHING FUNDS -BREAKFAS	45,000	0	0	0	
STATE BREAKFAST STARTUP FUNDS	124,000	116,771	0	116,771	
SUB-TOTAL	518,000	116,771	262,063	378,834	-
FOOD SERVICE FEES					
CAFETERIA FEES	5,000	195	0	195	
CHARTER SCHOOL REIM	0	0	0	0	
OTHER MISC REVENUE	0	13,213	0	13,213	
CONTRACTED FOOD REIMBURSEMENT	50,000	2,029	0	2,029	
SUB-TOTAL	55,000	15,437	0	15,437	-
OTHER REVENUE SOURCES					
GRANTS, SWEEPS, & FIN. SOU	0	0	0	0	
GENERAL FUND CONTRIBUTIONS	0	0	0	0	
SUB-TOTAL	0	0	0	0	-
TOTAL FOOD SERVICE REVENUE	14,868,000	4,535,390	2,292,343	6,827,733	-

FOOD SERVICE FY 2020-2021 PROJECTION REPORT THOUGH March-21

	BUDGET	RECOGNIZED THRU	FORECASTED	FY 20-21	COMMENT
ACCOUNT DESCRIPTION	ALLOCATION	March-21	April - June	Total	
WAGES AND OVERTIME					
MANAGEMENT	690,000	428,409	146,241	574,650	
CLERICAL SALARIES	250,000	143,995	51,692	195,687	
CAFETERIA STAFF	4,100,000	2,287,319	1,308,908	3,596,227	
TRUCK DRIVERS	270,000	192,035	62,042	254,077	
PART TIME PAYROLL	300,000	0	0	0	
LONGEVITY	50,000	35,958	0	35,958	
MANAGEMENT OVERTIME	10,000	0	0	0	
CLERICAL OVERTIME	16,000	37,509	15,620	53,128	
CAFETERIA OVERTIME	10,000	150	5,000	5,150	
TRUCK DRIVERS OVERTIME	50,000	29,695	13,607	43,302	
SUB-TOTA	L 5,746,000	3,155,070	1,603,109	4,758,179	
MPLOYEE BENEFITS					
OTHER BENEFITS	0	0	0	0	
HEALTH INSURANCE	1,100,000	342,000	524,747	866,746	
RETIREMENT CONTRIBUTION	35,000	5,981	1,936	7,917	
FICA/MEDICARE EMPLOYER CONTRIB	260,000	153,382	106,618	260,000	
WORKERS COMPENSATION	240,000	139,930	72,730	212,660	
SUB-TOTA		641,294	706,030	1,347,324	
ION-PERSONNEL COST					
MILEAGE	11,000	8,916	5,400	14,316	
PROFESSIONAL MEETINGS	5,000	0	0	0	
	40,000	0	0	0	
EQUIPMENT COMPUTER EQUIPMENT					
GENERAL OFFICE SUPPLIES	10,000	9,675	30,000	39,675	
	25,000	10,192	10,000	20,192	
	100,000	7,584	7,416	15,000	
	30,000	23,054	5,000	28,054	
FOOD AND SUPPLIES	6,100,000	1,354,188	1,300,000	2,654,188	
REPAIRS AND MAINTENANCE	350,000	195,739	50,000	245,739	
FOOD SUPPLIES	700,000	218,519	200,000	418,519	
REGISTRATION DUES	10,000	30,964	0	30,964	
VEHICLE REPAIRS	36,000	12,192	10,000	22,192	
	0	0	0	0	
OTHER CONTRACTUAL SVS	60,000	0	10,000	10,000	
MISC EXPENSE	10,000	284	0	284	
ROLLING STOCK	0	0	0	0	
SUB-TOTA	L 7,487,000	1,871,307	1,627,816	3,499,123	
EXPENDITURES TRANSFERS IN/OUT					
CAPITAL TRANSFER IN/OUT	0	0	0	0	
GENERAL FUND TRANSFER IN/OUT	0	0	0	0	
SUB-TOTA	L 0	0	0	0	
	14.000.000	F ((7 (7)	2 020 050	0.004.027	
TOTAL FOOD SERVICE EXPENSES	14,868,000	5,667,671	3,936,956	9,604,627	

OPERATING SURPLUS / (DEFICIT)

(2,776,894)



MEMORANDUM

TO:	Teaching and Learning Committee
FROM:	Dr. Paul Whyte
DATE:	April 21, 2021
RE:	Special Graduation Requirements 2021

New Haven Public Schools has a wealth of unique high schools with varied themes. All of our schools offer a rich rigorous program and require different graduation requirements ranging from 25 to 29 credits. All New Haven schools exceed the State of Connecticut minimum requirements. Given the unusual circumstances the academic year 2020-2021 has presented, the administration is requesting that each New Haven school permit any student to graduate from high school who has satisfactorily completed

- A. A minimum of *twenty-five credits*, including no fewer than:
 - a. Four (4) credits in English, including composition;
 - b. Three (3)credits in Mathematics
 - c. Three (3) credits in **Social Studie**s, including at least one-half credit in Civics and American Government.
 - d. Not fewer than two (2) Science
 - e. One (1) credit in Physical Education
 - f. One (1) credit in Fine Arts; or Vocational Education
- B. Any student meeting the above requirements minimum of <u>twenty-five credits</u>, but achieving fewer than the number of credits prescribe by their specific high school will receive a "NEW HAVEN PUBLIC SCHOOLS" diploma instead of their specific school diploma
- C. This request would be for the 2020-2021 graduation only.
- D. The graduation policy will be referred back to the Teaching and Learning Committee for a full policy review and action to update the current graduation requirements.



High School Graduations 2021

Date	Time	School	Location
Thursday June 10, 2021	10:30AM	Adult Education	Adult Education Parking Lot
Friday June 11, 2021	12:30PM	Riverside Academy	Riverside Parking Lot
Monday	10:00 AM	Cooperative Arts and Humanities	Lighthouse Park
June 14, 2021	1:00: PM	New Haven Academy	Wooster Square
	2:00 PM	The Sound School	Lighthouse Park
Tuesday	10:00 AM	Engineering & Science University Magnet School	Lighthouse Park
June 15, 2021	10:00 AM	High School in the Community	Wooster Square
	2:00 PM	Hill Regional Career High School	Lighthouse Park
	2:00PM	Metropolitan Business Academy	Wooster Square
Wednesday June 16, 2021	10:00AM 2:00 PM	Wilbur Cross I Wilbur Cross II	Cross Field
	10:00AM 2:00 PM	James Hillhouse I James Hillhouse II	Bowen Field

New Haven Public School 2021 School Choice Lottery Cycle

Board of Education Presentation April 26, 2021





School Choice Overview

New Haven Public Schools continues to operate a district-wide school choice program are designed to foster racial, ethnic and economic diversity among students. Students and families can apply to the following options based on their residence:

- 15 Interdistrict Magnet Schools
- 10 City-Wide Magnet Schools
- **10** Community Neighborhood Schools
- **2** Comprehensive High Schools
- 6 Charter Schools

In *2021* **4,831** applicants in grades PK-12 successfully submitted a school choice application.

This reflects a roughly **31%** decrease in total applicants; there were **7,040** applicants in the prior year.



Applying is Easy...



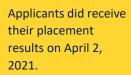
- Identify your child's interests.
- Explore and learn about schools.



- Applications were available on February 1,2021
- Applications were due by March 5, 2021.

APPLY

CCEPT





REGISTER

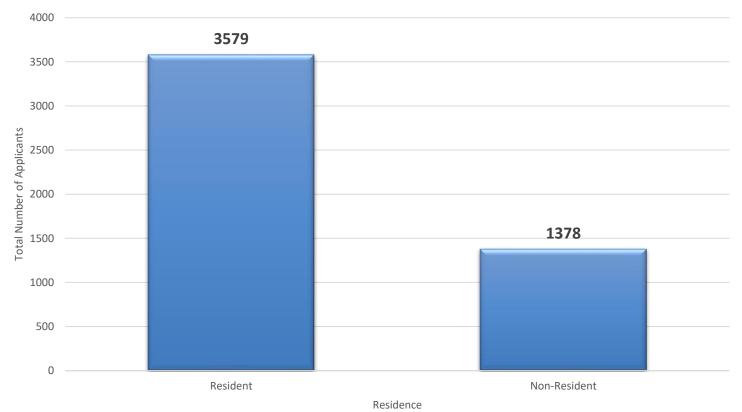
Complete the NHPS student registration process online by the posted deadline on your child's school offer letter.

WWW.NEWHAVENMAGNETSCHOOLS.COM



Who's Applying?

Applications by Residential Status





Improving School Choice

NOTABLE WINS

- A streamlined and transparent process with easy steps to apply!
- Successfully hosed a Virtual School Choice Expo!
 - Virtual Open Houses
- Year-2 continuation of our NHPS School Counselor Workgroup.
 - Ensuring rising Grade 9 students know their options.
- Implementation of the Kindergarten Pledge.
 - Creating a suburban bridge from PK4 to Kindergarten
- Many schools are doing a great job marketing their themes to prospective parents.
- Launch of the NEW School Explorer Tool
 - Virtual Tours
 - Evaluation of "Risky" Applications
- Increased Data Cleaning
 - Sibling Preference
 - Address Verification Procedures
- Ensuring uniform messaging around the choice process
 - Schools
 - Guidance Staff
 - Parents
 - Students

AREAS OF IMPROVEMENT

- Parent Education
 - Selecting the "right" school for your child
 - Understanding the Choice Process
 - Additional Parent Support
- Disappearing Waitlists
 - Some schools and grades have no waitlist
 - Pre-K interest is down (New Haven)
- Suburban Outreach
 - Attracting Suburban families in Grades K-12



Placement & Results

This year, **64%** of all applicants were placed at one of their school choices during the initial placement round.

56% of all placed students were matched to their 1st choice of school.

Students not matched to any of their choice will be waitlisted until October 1, 2021.



To: New Haven Board of Education

From: Keisha Redd-Hannans Assistant Superintendent for Instructional Leadership

Date: April 26, 2021

Re: ESSER II Grant Allocation

Please find below the breakdown of funds for the ESSER II Grant by Priority Area.

Priority Area	Allocation
Priority I: Academic Supports, Learning Loss, Learning Acceleration, and Recovery	\$24,473,753.00
Priority II: Family and Community Connections	\$4,073,200.00
Priority III: School Safety and Social- Emotional Well Being of the "Whole Student" and of our School Staff	\$3,807,142.00
Priority IV: Remote Learning, Staff Development, and the Digital Divide	\$5,287,150.00
Total	\$37,716,245

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Keisha Redd- Hannans Assistant Superintendent for Instructional Leadership