



APS Turnaround Strategy

Board of Education Meeting

February 1, 2016

Agenda

Update on turnaround strategy progress

Review of potential partners emerging from RFQ process

Other recommendations for school operating model changes

Reminder: our school turnaround strategy is based upon five key themes that emerged during engagement process in the fall

1

Academics

- Provide all APS students with access to consistent, high-quality instruction delivered by teachers with knowledge of both the content and the standards
- Supplement instruction with intensive direct-to-student support targeted at expediting progress in literacy and math

2

School leadership

- Increase coaching and support to school leaders to develop their skills as turnaround leaders
- Recruit and place strong, turnaround-experienced leaders

3

Teachers

- Attract, develop, support, and retain high quality teachers across the district
- Differentially staff high-quality teachers in high-need schools

4

Students engaged and ready to learn

- Deliver targeted support to address non-academic needs (e.g. social/emotional, health, nutrition) enabling children to be more ready to learn

5

Urgency of the situation

- In collaboration with communities, pursue operating model changes where turnaround requires more significant change than the district can address using programmatic approaches (e.g., consolidation, partnership with non-profit charters to operate schools, school reset)

Since strategy was developed, significant energy has been focused on developing implementation plan

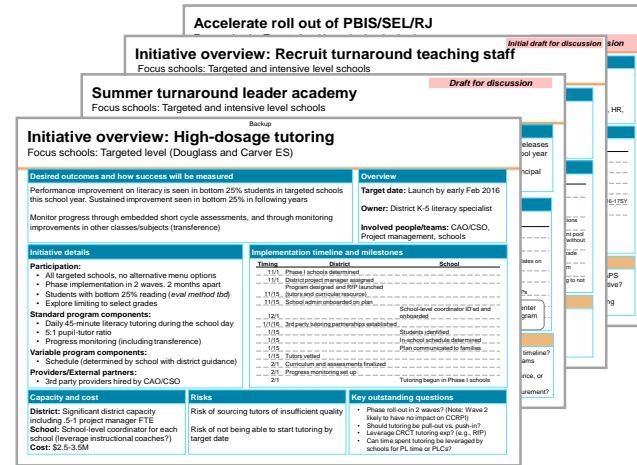
Aligned sponsors and owners to each initiative within turnaround

Team has divided strategy into distinct initiatives, and has determined sponsors and owners to lead the work

Category	Initiative	Executive sponsor	Initiative owner*
Direct academic support for students	Implement high-dosage tutoring	Roberts	Dev
	Implement extended day/year	Dickey	TBC
	Pilot vacation academy	Dickey	Davis
Talent recruitment, development, and management	Recruit turnaround leaders (priority pools, early staffing, incentives)	Hall	Duckett
	Recruit turnaround teachers (priority pools, early staffing, incentives)	Hall	TBC
	Develop model for, train, and rehire instructional coaches	Roberts	Whitaker
	Recruit, develop & retain reading and math specialists	Roberts	Whitaker
Professional learning	Conduct summer turnaround teacher academy	Roberts	R. Smith
	Develop high quality PLCs	Roberts	R. Smith
	Conduct targeted prof. learning on standards-based instruction	Roberts	R. Smith
	Conduct summer turnaround leader academy	Dickey	Massey
Wraparound / non-academic supports	Roll out SEL/PBIS/RJ to more schools	Roberts	Workman
	Support for schools to meet kids' non-academic needs	Roberts	Workman
Operating model changes	Explore consolidation options	Jernigan	Jernigan
	Explore non-profit charter partners	Jernigan	Burnett
	Plan for asset-based hiring	Hall	TBC
Other	Add principal coaches and associate supt. capacity	Dickey	Dickey
	Change staffing allocation policy (teachers, wraparound support)	TBC	TBC

- Each point on the "pyramid" represents a piece of work to be done
- Each piece of work (for the most part) was assigned one owner and one executive sponsor

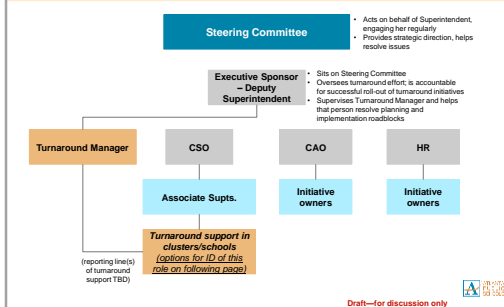
Produced a detailed plan by initiative



- Detailed plans explaining objectives, program components, milestones in planning and roll-out
- Developed in close collaboration with initiative owners

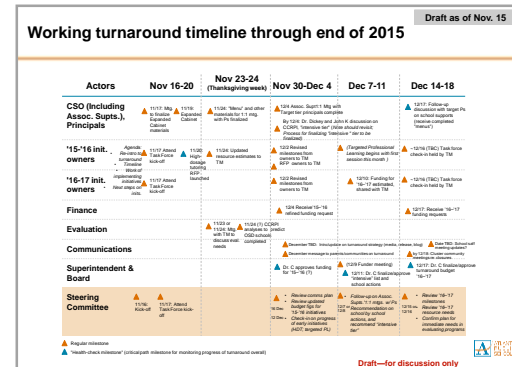
Determined a support structure

Proposed program support model for turnaround: Illustrative structure



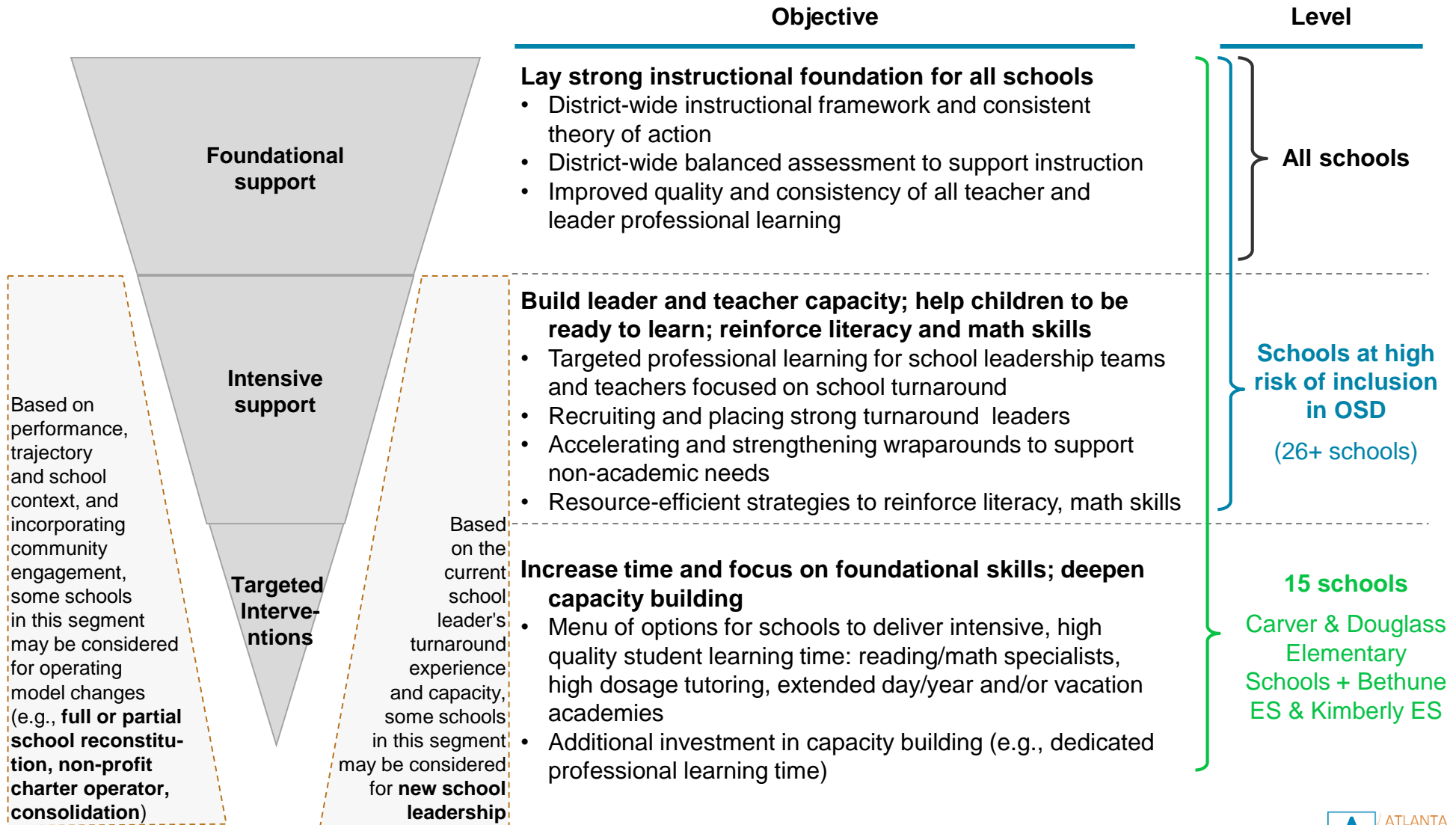
- Developed a turnaround oversight and management structure
- New positions to lead implementation overall (turnaround manager) and drive implementation in schools
- Hired Executive Director of School Turnaround

Developed implementation timeline



- Detailed week by week milestones and interdependencies through end of 2016
- Timeline and milestones for critical supporting functions such as finance, evaluation, communications

Tiered approach has begun with 15 schools selected for targeted interventions and 26 receiving intensive support



Note: D.H. Stanton ES has also been invited to participate in some targeted interventions, including high-dosage tutoring

While several initiatives are planned for next school year, significant progress has been made with implementation

1
Academics

Initiative	Progress
High-impact tutoring	<ul style="list-style-type: none"> Identified Hands on Atlanta & Vision Tutoring to provide tutorial support to targeted schools Hired all tutors; training took place on January 28 Principals are restructuring schedules to accommodate tutorial sessions and collaborative planning time with tutors iReady and Ready curricular resources being implemented to support blended learning tutorial model.
Spring Break Vacation Academy	<ul style="list-style-type: none"> Academy to take place at Grove Park & Perkerson 300 3rd – 5th graders identified across 15 targeted schools & invitations sent home Registration completed for all 300 seats Teachers with highest SGPs invited to apply
Extended Learning Time for 16-17 school year	<ul style="list-style-type: none"> Principals assessing options and potential fit with school community Stakeholder engagement around options will take place in February Decisions to be made by end of March
Reading & Math Specialists	<ul style="list-style-type: none"> Job description developed for targeted schools Positions on February 1 board agenda for approval

While several initiatives are planned for next school year, significant progress has been made with implementation

2

School leadership

Initiative	Progress
Recruit turnaround leaders	<ul style="list-style-type: none">• Recruitment campaign launched in December• Nearly 200 applications• To ensure the highest quality candidates are identified, a select number of principals will be hired early and matched to schools as openings become clear in the spring
Turnaround leader academy	<ul style="list-style-type: none">• Identified Harvard Turnaround Leadership Academy as provider of professional learning• Selected leaders will participate June 6 - 10
Instructional coaches	<ul style="list-style-type: none">• Solidified timeline for enhanced training and support model• Open positions will be posted in March

While several initiatives are planned for next school year, significant progress has been made with implementation

3
Teachers

Initiative	Progress
Recruit turnaround teachers	<ul style="list-style-type: none"> Recruitment campaign launched along with incentives HR team is vetting candidates for early hire Retention strategy for existing high quality teachers identified as an area of need
Turnaround teacher academy	<ul style="list-style-type: none"> A location and dates have been identified Evaluating data to determine focus of professional learning
Professional Learning Communities	<ul style="list-style-type: none"> Met with potential partner to outline implementation schedule, identify district support team, and plan for direct support to schools Principals and leadership teams will be invited to PLC Institute July 19 - 21 hosted by Solution Tree
Targeted professional learning on standards based instruction	<ul style="list-style-type: none"> Initial focus on 3rd – 5th grade teachers across all intensive support schools Training with individual grade levels began in December; February Saturday sessions + March 18 session planned for 2nd semester Very positive initial feedback from teachers and follow-up school visits reflecting impact of training

While several initiatives are planned for next school year, significant progress has been made with implementation

4

Students engaged and ready to learn

Initiative	Progress
Accelerate roll-out of SEL	<ul style="list-style-type: none">• Currently identifying liaison to work with targeted & intensive support schools• All targeted and intensive schools will be included in 16-17 roll-out• CASEL survey in cohort 1 schools this year will help inform approach for next cohort
Meet kids' non-academic needs	<ul style="list-style-type: none">• Secured grant for two additional school-based health clinics (schools and details TBD)• RFP for wrap-around service provider to be posted in early February• Planning the targeted school engagement process in FY17 budget discussions around selection of additional FTE (5 possible options)

While several initiatives are planned for next school year, significant progress has been made with implementation

5

Urgency of the situation

Initiative	Progress
Explore consolidation options	<ul style="list-style-type: none">• Completed analysis of multiple scenarios based upon enrollment trends and academic performance• Assessed facility conditions and possible SPLOST investment opportunities with consolidated facilities• Focus on community engagement in February with March 7 board vote to ensure sufficient notice to families and time for planning
Partnership opportunities	<ul style="list-style-type: none">• Launched RFQ in 1st semester• Evaluation committee reviewed proposals in January and interviewed potential providers• Narrowed down the list to 3 possible partners to bring to community for feedback

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Request For Qualifications (RFQ) process was designed to invite potential partners to submit ideas for supporting turnaround efforts

Purpose

The purpose of this RFQ is to identify and select qualified partners for the APS Turnaround Initiative. Partners will provide turnaround services, interventions, and supports to one or more existing APS school identified as consistently low performing under the terms of a contract with the Atlanta Board of Education.

Program Goals

- To dramatically improve student achievement for both short-term and long-term success;
- To increase operational efficiency of the partner school(s);
- To manage and support all or part of the partner school's operations;
- To abide by the terms of the APS charter system contract and guidelines;
- To collaborate with the established governance team for the partner school(s);
- To provide a high quality educational environment to APS students within the partner school(s);
- To meet objectives, goals, and deliverables for the partner school(s) as established by the partnership;
- To abide by applicable local, state, and federal spending guidelines, practices, and laws for use of public funds.

Eligible Applicants

Entities with demonstrable success in improving student outcomes, academic performance, and operational efficiency for demographically similar students and schools.

The process yielded 27 of respondents; internal evaluation committee narrowed the list down to 3 potential partners

Potential Partner	Focus Area	Notes
Rensselaerville Institute's School Turnaround Program	- District-Wide	<ul style="list-style-type: none"> • Non-profit leadership development initiative designed to assist principals to achieve rapid improvement at low-achieving schools
Kindezi Schools	- Gideons ES	<ul style="list-style-type: none"> • Currently operates two K-8 schools in APS with very strong academic results • Focuses on smaller class sizes (6-8 students per class)
Purpose Built Schools	<ul style="list-style-type: none"> - Thomasville Heights ES - Slater ES - Price MS - Carver HS 	<ul style="list-style-type: none"> • An arm of Purpose Built Communities and partner organization with Charles R. Drew Charter School • Highly regarded K-12 charter model in East Lake community

Next 5 weeks will be focused on stakeholder engagement and further discussions with potential partners

Parent Meetings

- Thursday, February 4 @ 6 p.m. – Carver HS
- Tuesday, February 9 @ 6 p.m. – Gideons ES
- Thursday, February 18 @ 6 p.m. – Thomasville ES

Open Houses

- Dates will be identified with Purpose Built Schools & Kindezi Schools to provide parents with the opportunity to visit existing schools

Feedback

- Stakeholder survey to launch February 22 following opportunity to learn more from potential partners
- Survey to close on February 29

Board Vote

- Board will consider administration recommendation on March 7

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Reminder: when we started our strategy work, we aligned on a set of guiding principles for decisions around turnaround

We agreed that the strategy we choose must . . .

Improve, through direct and/or indirect means:

- **The quality of instruction provided to students**
- **Students' experience in school, increasing their engagement and hope**

Help low-performing schools to make significant progress in both the short term (next 18 months) and long term

Demonstrate to the state APS's commitment and ability to improve the quality of students' outcomes and educational experience, thereby reducing the likelihood of OSD takeover

Increase equity in the system

Include families, communities, and staff as partners

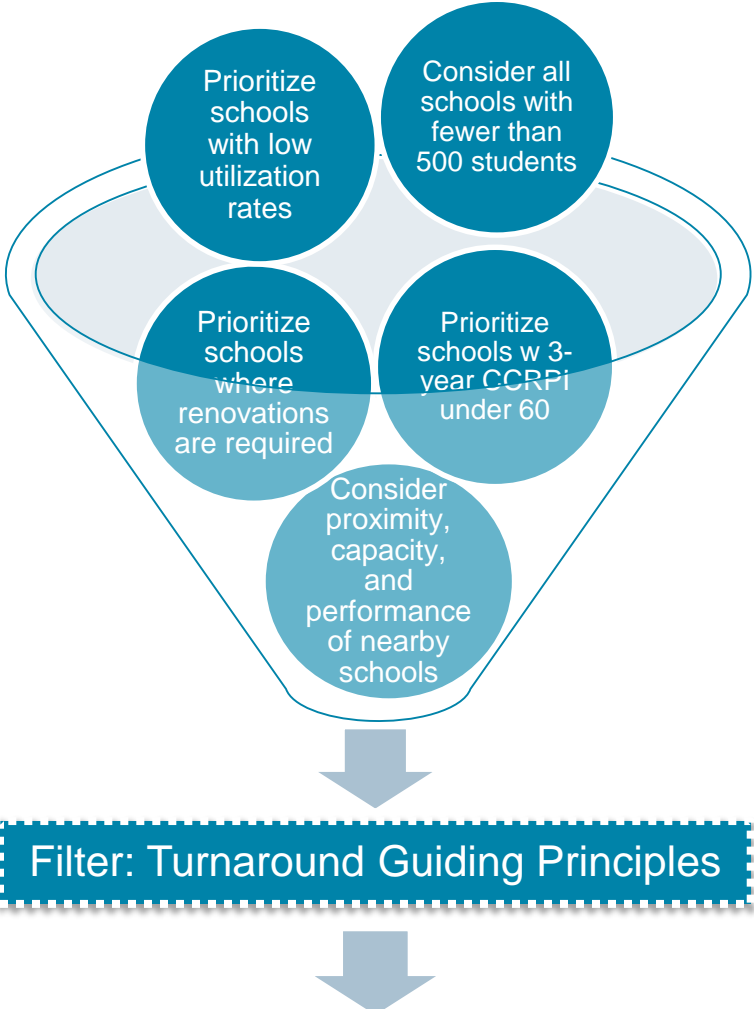
Be sensitive to differences in communities' and schools' assets, needs, and current situation

Offer a balance of proven strategies and innovative solutions

Be determined and implemented based on an open and transparent process

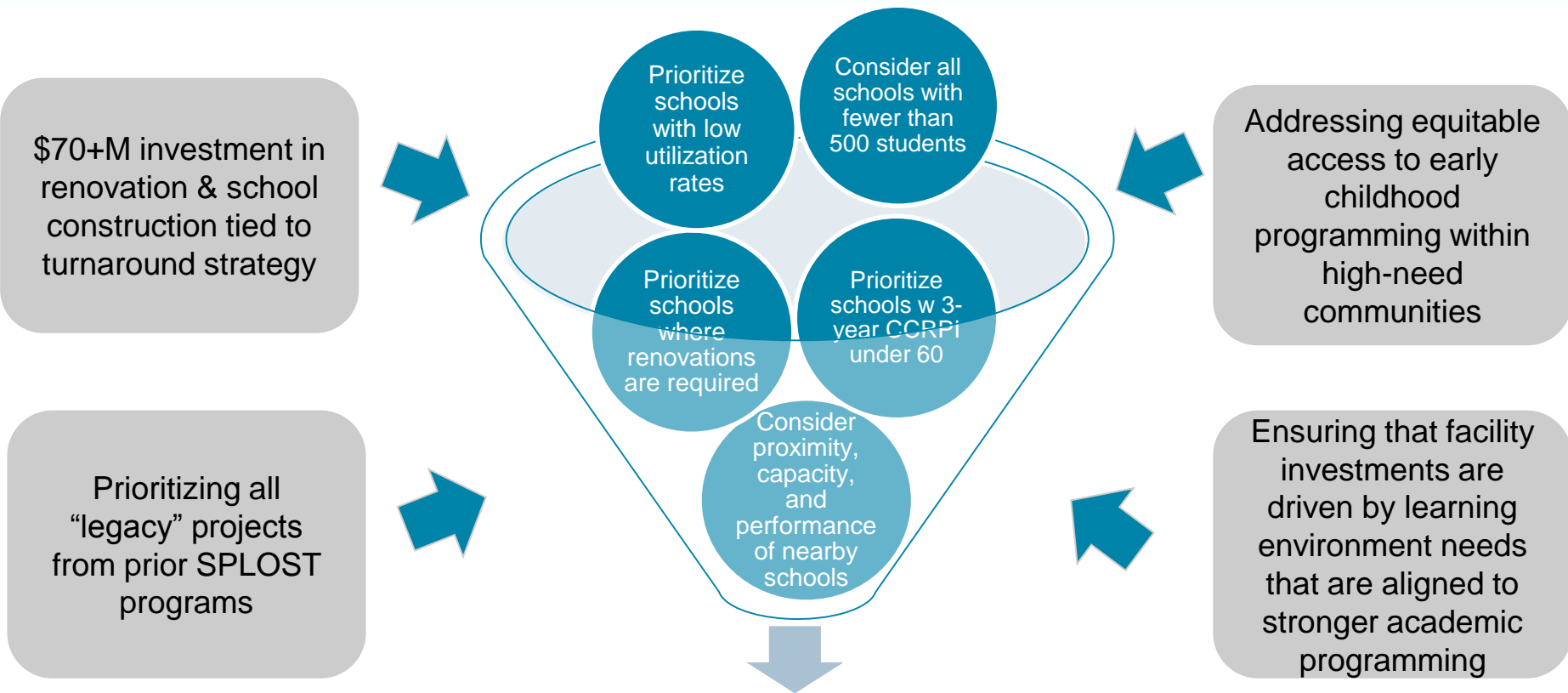
Include a plan for implementation that is sustained, sufficiently resourced, and high-quality

With those guiding principles as the filter, 5 additional criteria were considered to arrive at recommended operating model changes



Recommendations address some of the lowest performing elementary schools (according to 3-year CCRPI average) and provide long-term plan for early childhood facilities

Turnaround strategy is integrated with other key investment decisions that address longstanding community concerns



Filter: Turnaround Guiding Principles

Recommendations address some of the lowest performing elementary schools (according to 3-year CCRPI average) and provide long-term plan for early childhood facilities

Comprehensive analysis yielded 3 recommendations at this time for operating model changes that impact facility usage & programming*

Cluster	Recommendation	Notes
1 Washington	Close Bethune ES and open a new K-8 STEM academy at Kennedy	<ul style="list-style-type: none"> - Bethune has 2nd lowest 3-year CCRPI average in district (42.1); strong desire to leverage Kennedy facility in Washington community - Closure provides opportunity to reset and launch new innovative academy, providing capacity for anticipated enrollment growth connected to Westside development - \$2M facility improvements would be completed over summer of 2016 allowing for August 2016 start of new academy; \$10M to be included in SPLOST 2017 budget for larger scale renovations
2 Washington	Merge Connally ES with Venetian Hills ES	<ul style="list-style-type: none"> - Connally is tied for 3rd lowest 3-year CCRPI average in district (46.5) while Venetian's 2014 CCRPI was 76.8 - Both schools are significantly under-enrolled and in need of renovations - Recommend opening merged school in Connally facility (following facility improvements over summer of 2016); \$23.5M in renovations planned for 2017 SPLOST - Potentially use Venetian site for early childhood center
3 Douglass	Merge Grove Park Intermediate with Woodson Primary	<ul style="list-style-type: none"> - Grove Park ES is tied for 3rd lowest 3-year CCRPI average in district (46.5) while Woodson's 2014 CCRPI was 83.2 - K-2/3-5 split has no real strategy and does not support coherence - Both schools are significantly under-enrolled and in need of renovations - Recommend opening merged school in Grove Park facility - \$18.5M in renovations planned for 2017 SPLOST - Potentially use Woodson facility for early childhood center

*Facility related decisions involving schools working with partners will be determined at a later time.

Next steps: a series of community conversations will provide stakeholders the opportunity to provide input and ask questions

Cluster	Recommendation	Public Hearings & Community Conversations
1 Washington	Close Bethune ES and open a new K-8 STEM academy at Kennedy	<ul style="list-style-type: none"> • Wednesday, February 3 @ 6 p.m. – Washington HS (community mtg) • Wednesday, February 17 @ 6 p.m. – Connally ES (public hearing) • Monday, February 29 @ 6 p.m. – Bethune ES (public hearing)
2 Washington	Merge Connally ES with Venetian Hills ES	<ul style="list-style-type: none"> • Wednesday, February 3 @ 6 p.m. – Washington HS (community mtg) • Wednesday, February 17 @ 6 p.m. – Connally ES (public hearing) • Monday, February 29 @ 6 p.m. – Bethune ES (public hearing)
3 Douglass	Merge Grove Park Intermediate with Woodson Primary	<ul style="list-style-type: none"> • Tuesday, February 2 @ 6 p.m. – Grove Park Intermediate (community mtg) • Monday, February 22 @ 6 p.m. – Grove Park Intermediate (public hearing) • Wednesday, March 2 @ 6 p.m. – Woodson Primary (public hearing)



Board will consider administration recommendation on March 7