

# **Leadership Development & Evaluation Priorities 2017-2018**

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SRC Meeting

Thursday, April 27, 2017

# We are Investing in Leadership Development

- **Anchor Goal 1** - 100% of students will graduate college & career ready
- **Anchor Goal 2**- 100% of 8-year olds will read on grade level
- **Anchor Goal 3** - 100% of schools will have high-quality teachers & leaders

# Leadership Development & Evaluation Priorities

**Principal & Assistant  
Principal Professional  
Development**



**Leadership Pathways  
& Pipelines**



**Organizational Culture**



# Upcoming Resolutions

<b>Resolution</b>	<b>Partner</b>	<b>Cost</b>	<b>Duration</b>	<b>New /Continuing</b>
<b>New Principals' Academy Job-Embedded Coaching (APRIL)</b>	The New Teacher Project (TNTP)	\$1.1 million	1 year	Continuing (began in 2016-2017 SY)
<b>National Principals Academy Fellowship (MAY &amp; JUNE)</b>	Relay Graduate School of Education	\$165,000	1 year	Continuing (began in 2014-2015 SY)
<b>Growth Mindset Professional Development (MAY)</b>	TBD	\$150,00 for two years	2 years	New
<b>Aspiring Principal Fellowship Program (JUNE)</b>	PhillyPLUS (TNTP)	N/A	1 year	Continuing (began in 2013-2014)
<b>Philadelphia Academy of School Leaders (JUNE)</b>	Neubauer Family Foundation	Approximately \$150,000 per year	3 years	Continuing
<b>Evaluation &amp; Professional Development Tool (AUGUST)</b>	TBD	Up to \$1.75 million	5 years	Continuing

# Schoolyard Improvements

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April 27, 2017

Office of Capital Programs  
440 N. Broad Street, Suite 371  
Philadelphia, PA 19130



Photo credit: SALT Design Studio  
Chester Arthur school



Photo credit: SALT Studio  
Lea School



Photo credit:  
Trust for Public Land  
Taggart ES



Photo credit: SALT Studio  
Chester Arthur



Photo credit: Jenna Stamm / TPL  
William Cramp



# A Great School, For All Children, Close to Where They Live... AND PLAY

## Action Plan 3.0

School District of Philadelphia

March 4, 2015

"We are making our schools great.  
Join us."

### Overview

This plan is a description of the School District of Philadelphia's current and planned priority work. Its primary objective is to align the work of all employees to the Anchor Goals and Actions described here. It is also intended to communicate a comprehensive overview of the District's plan to parents, families, students, partners and stakeholders. Building off Action Plan 2.0, and developed after an additional year of work, reflection, review, and research, it is a "living document" subject to change as new facts are gathered and new evidence comes to light.

Feedback on this Action Plan and new Ideas should be provided to: [actionplan@philasd.org](mailto:actionplan@philasd.org)

This Action Plan can be accessed online at: [www.philasd.org/actionplan](http://www.philasd.org/actionplan)



## Action Plan for Operations

School District of Philadelphia Operations Division

Two Year Action Plan  
2014 -2016

### Goals, Strategies and Actions Operations Supplement: Getting to Great

#### MISSION AND VISION

##### Our Vision

We are going to make our schools great again. We will deliver on the right of every child in Philadelphia to an excellent public school education in a safe, healthy and welcoming facility. We will raise the standard for school facilities and ensure that every school is well maintained, clean and in good repair. We will provide all students and teachers with environments that are conducive to learning. We want children and teachers to look forward to working and learning in our buildings, eating at our cafeterias and traveling safely to and from school. The physical environment, food quality and transportation services at all of our schools will become a beacon of pride and best in class for the children, teachers and administrators in our schools.

##### Our Mission

Our mission is to provide safe, comfortable, welcoming and healthy school facilities that support teaching and learning opportunities and improve academic outcomes for our students. We will provide nutritious food offerings and safe and effective transportation to stimulate and support learning. We will procure high quality goods and services at competitive prices. We will provide exceptional customer service to the students, faculty, administrators, district colleagues and the school community who are our customers.

**Action 9:** Provide healthy and safe school environments conducive to teaching and learning.

**Mission:** Access to outdoor learning environments that integrate stormwater, play and community.

**Our Vision:** The physical environment will become a beacon of pride and best in class for the children in our schools.





Photo credit: Jenna Stamm &  
Trust for Public Land  
William Cramp Elementary School

- Our Design Goals:**
- 1.) More green spaces where children can play**
  - 2.) Environmentally-friendly + cost-effective**
  - 3.) Outdoor space as learning space**



Photo credit: Trust for Public Land  
William Cramp Elementary School

Photo credit: Jenna Stamm & Trust for Public Land  
William Cramp Elementary School

## Accomplishments:

- Since 2004, the School District has invested \$8.75M to introduce greening and construct play spaces on school campuses
- 67 projects completed through the School District's capital program, partnerships and community organizations
  - 22 campus parks, 21 stormwater improvements, 24 playgrounds
- Currently in FY2017, 20 projects in planning/design and 7 in various stages of construction

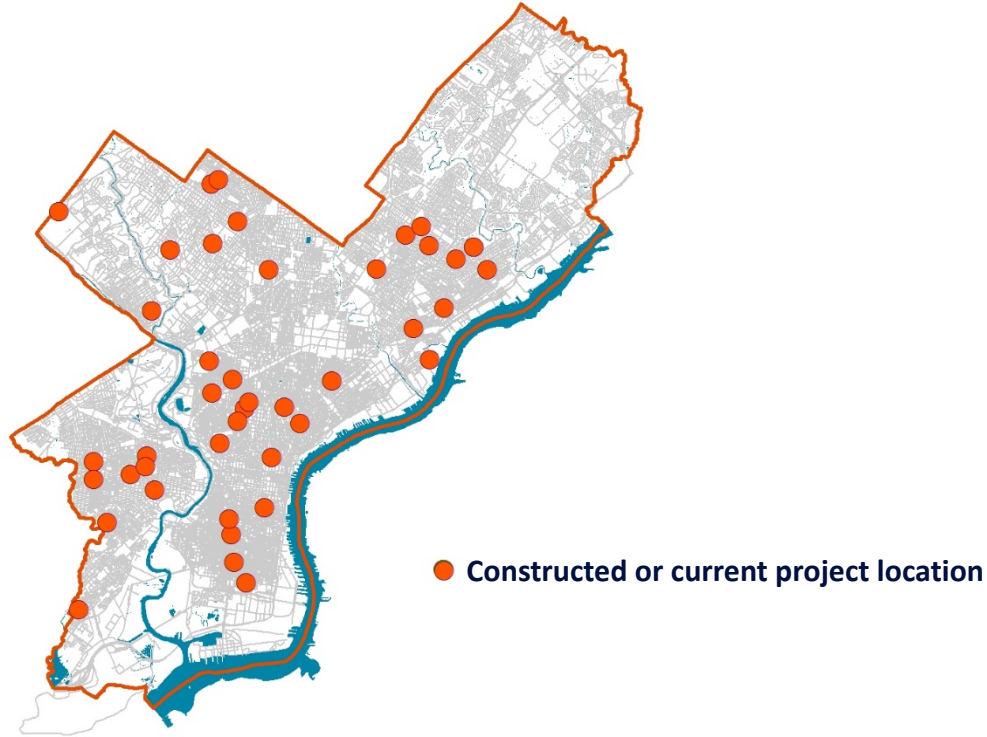


Photo credit: SALT Design Studio  
Chester Arthur Elementary School

## The District has utilized diverse techniques to complete schoolyard improvements

- School District capital investment
- Public-Private partnerships
- “Friends of” Organizations, Home and School Associations

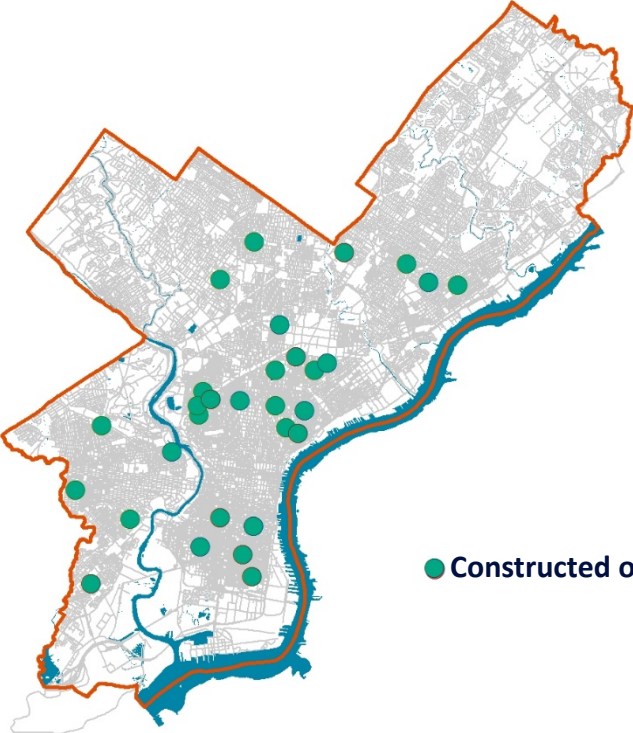
# District Capital Investment



- Primarily Campus Parks, Stormwater Management Improvements and De-paving
- Aligned with Philadelphia Water's *Green City, Clean Waters* Plan
- 43 Projects Completed, 8 Projects in Design, Submitted Grant Application for 5 new sites



# Public-Private Partnerships



● Constructed or current project location

- **Primarily Playgrounds and/or Stormwater Management Improvements**
- **District provides capital contribution that is combined with grants & private fundraising**
- **Partnership with Eagles Youth Partnership** (15 sites completed, 1 in design)
- **Partnership with Trust for Public Land** (3 sites completed, 4 under construction, 2 in design)
- **Partnership with Wells Fargo** (3 sites completed, 1 under construction)

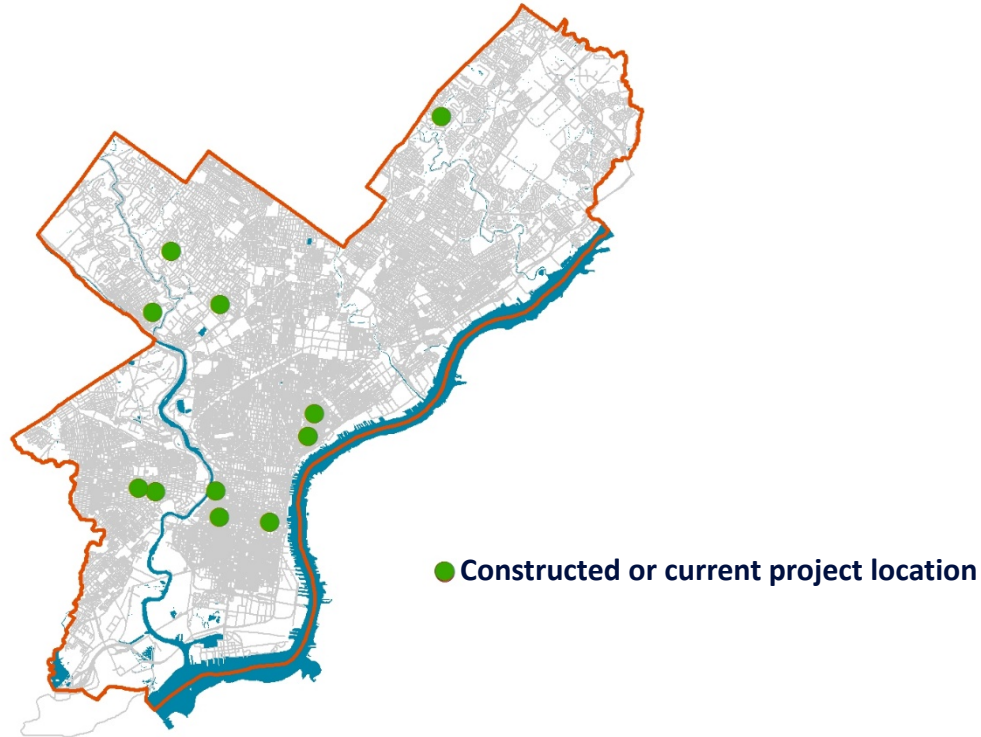


Photo credit: Friends of Adaire  
Adaire Elementary School



Eagles Build 2016  
Disston Elementary School

# Community Led Investments



- Often initiated by pro bono design services and grants
- Led by local “Friends of” or HSA organizations
- Funding through local businesses, community development corporations, grants, and school-based fundraisers
- 3 sites completed, 8 in various stages of planning or design



# Looking Forward



- **Hired Landscape Architect to Serve as Point of Contact for School Communities**
- **Newly Released *Guide to Fundraising & Grant Writing for Schools***
- **Spring Playground Forum Sponsored by The Fund; Second Event Planned for Fall 2017**



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# **District Managed Alternative Education Contract Schools**



# What is a District Managed Contract School?

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**“A district school, managed by the School District of Philadelphia (SDP), but run by an outside provider according to a direct contract with the District to provide educational services. These schools exist to support Anchor Goal 1 – 100% of students will graduate ready for college and career.”**

- The staff of contract schools are employees of the provider organization.
- Students enrolled in a contract school are District students with the same rights and responsibilities as all other District students.
- Schools are governed through an accountability matrix defined in the contract.
- The first contract school opened during the 2001-2002 school year serving students on EH-21 disciplinary transfer (Camelot Academy @ Daniel Boone School).
- Today, there are 14 schools operating, serving 3,000 students, representing an increase of 500 seats over the next two years.

# Current Examples of District Managed Contract Schools

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## **Accelerated programs serve students who are:**

- Overage and off-track to graduation,
- Have dropped out of school, or
- Are not succeeding in a traditional school setting.



## **Alternative Education Dual Enrollment programs serve students who have dropped out of High School and seek to re-engage in a college setting.**

- Students earn credits that count towards both an Associate's degree and High School Diploma
- Students are dually enrolled in the college and the school district.



## **Alternative Education for Disruptive Youth (AEDY) Transition programs *only* serve students who have committed serious violations of the Code of Student Conduct.**

- Students enroll in an AEDY program, through disciplinary transfer, after a determination is made through a due process hearing conducted by the Office of Student Rights and Responsibilities.

# Benefits of District Managed Contract Schools

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- Innovative models that can serve a distinct student population;
- Strong ‘second chance’ opportunities with intensive socio-emotional supports for students where learning takes place in small and nurturing environments;
- College/career options with an accelerated curriculum;
- Create a powerful pathway for serving Philadelphia Opportunity Youth while maximizing resources;
- Ability to immediately terminate contracts and adjust accountability measures to support innovation and learning.

# Accountability for District Managed Contract Schools

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Schools are **evaluated at multiple points throughout the school year** on their academic, climate and financial performance.

Examples of best practices include:

- Annual operational and academic reports
- Production of the 1<sup>st</sup> Alternative Education Progress Report
- Financial Reviews during evaluation and negotiations
- Formal/Informal School Walkthroughs
- Monthly PD Network Meetings

# RFP – 520 Alternative Education Providers

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The School District of Philadelphia’s Opportunity Network released RFP-520 in January 2017 to procure Alternative Education programs that will improve the School District’s capacity to ensure success for all students and directly support the attainment of the School District’s *Action Plan v3.0*, Anchor Goal 1: 100% of students will graduate, ready for college and a career. This is the third RFP for Alternative Education programs with the first school opening in 2008.

## **Reviewers represented:**

- The School District of Philadelphia
- Department of Human Services
- School Reform Commission
- Mayor’s Office of Education
- Office of Adult Education
- National League of Cities

## **Emphasis has been squarely placed on:**

- Reinforcing accountability for student outcomes across all programs,
- Providing high quality instruction and improving academic rigor,
- Using data meaningfully,
- Relating to families and communities,
- Maintaining a positive school environment and,
- Preparing students for successful college and career transitions.

# Process for District Managed Contract Schools

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- 1 Competitive Bid Process:  
Request for Proposals or Qualifications**
  - 2 SRC Approval**
  - 3 Negotiate Contract Terms**
  - 4 Contract Execution**
- Failure to meet accountability standards or any terms as defined in the contract could result in notice of a default and can lead to contract termination.**

# Recommended Contract Providers

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## Accelerated High Schools/Continuation Schools:



## Dual Enrollment:



## Alternative Education for Disruptive Youth (AEDY):



# Opportunity Network: A Look Ahead...

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Additional improvements/investments in the Opportunity Network include:

- Additional instructional support for schools
- Re-design of District website to improve transparency
- Release of the 1<sup>st</sup> Alternative Education Progress Report
- Revision of Contract terms to strengthen accountability
- Increased levels of accountability and monitoring
- Participation in the District Wide Survey