



THE SCHOOL DISTRICT OF
PHILADELPHIA

Office of Strategic Partnerships



annual report

Smarter
Together

school year 2016-17

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440 N. Broad Street, Philadelphia, PA 19130
partnerships@philasd.org
philasd.org/strategicpartnerships

“Government has got to
open up and engage citizenry
as partners.

—Cory Booker¹

Working with other people
just makes you SMARTER,
it's been proven...
We elevate each other.

—Lin-Manuel Miranda²

1 Quoted in "A Glimpse of How Cory Booker Wants to Fix the Federal Government," by Gregory Ferenstein, TechCrunch.com, March 14, 2013.

2 Quoted in "Meet Lin-Manuel Miranda, the Genius Behind Hamilton, Broadway's Newest Hit," by Jeff MacGregor, Smithsonian Magazine, November 12, 2015.



Introduction

We are smarter together, stronger together, and more successful together. These are our foundational principles.

We at the Office of Strategic Partnerships (OSP) see Philadelphia as being home to a rich tapestry of partner organizations and programs that, in collaboration with schools, help to create vibrant learning environments for our students. We believe that partnerships can be an important lever in helping schools reach their goals and that strong partnerships grow out of a spirit of collaboration and understanding among all stakeholders. These beliefs guide our work with partners, schools, and other School District of Philadelphia (District) offices.

Now in our fifth year, we continue to leverage the support of key partners and listen as schools share their fundamental needs. This allows our office to more effectively connect necessary programs and resources with our school communities. Of course, the District is the institution with the primary responsibility to educate students, but in a world of rapid change and increasing challenges, it only makes sense to engage leaders from business, civic organizations, philanthropy, and communities in ways that create as many options and opportunities as possible for our young people.

In this brief document, we hope to share with you our progress to-date, and our hopes for the future. Specifically, we:

- Provide a short history of the office;
- Describe how we increasingly utilize data to strengthen partner efforts;
- Discuss how we are working to align partner strengths with schools' needs; and
- Examine how we are building capacity aimed at promoting system-level change.

In addition, this report identifies exemplary efforts by a number of our partners.

With your help, we are confident that we can continue to enhance the educational experiences of our students across the District. We welcome your feedback, and look forward to working with you in the months and years to come.

Above: Seventh graders learned about District Career and Technical Education (CTE) programs through the CTE Fair held at Temple University. See page 8 for more information. Photo courtesy of Joseph Labolito/Temple University.

Cover: Dr. Tanner G. Duckrey Elementary School hosted one hundred City Year AmeriCorps members and over 200 volunteers for the April 2017 Comcast Cares Day project. In total, eighty new murals were created, four stairwells painted, and twelve new benches constructed for K-8 students to enjoy in their schoolyard.



Sixth grade students from Southwark and Hartranft spent the day learning about career opportunities at Philadelphia companies through the Chamber of Commerce's Future Ready program.

Photos (this page and opposite) courtesy of The Chamber of Commerce for Greater Philadelphia.



the office of...

About Us

...strategic partnerships

Four years ago, the District established the Office of Strategic Partnerships (“OSP”) to improve the way the District and schools engage with the many external organizations that support, provide resources, and offer programming and services at no cost to the District or schools.

Over the past four years, the scope and breadth of our efforts have grown exponentially. The core of our work, however, continues to center around supporting each school in identifying and leveraging partner resources to further their mission and progress toward the District’s Anchor Goals. This past year, we have mapped and tracked over one thousand partner relationships, supported principals in identifying and strengthening school-based partnerships, and successfully matched partner programs with over one hundred school communities.

The key functions of our office are to:

- Assist schools in **identifying key need areas** where partners can provide support;
- Use data** to connect external partners with schools to **equitably invest programs and small donations**;
- Provide partners and schools with **tools to help establish and maintain healthy partner relationships** that align with school priorities and District Anchor Goals;
- Support partners and schools in **navigating District policies to ensure partner compliance**; and
- Serve as a **liaison between partners, schools, and departments** within the District’s central office.

In 2016-17
the OFFICE of
STRATEGIC
PARTNERSHIPS...

...turned
4 YEARS
OLD

...mapped &
tracked
1,000+
PARTNERSHIPS

...matched
100+
PARTNER
PROGRAMS
with SCHOOLS



to direct partners

Using Data

and drive internal change

In the 2015–16 school year, the District's Office of Research and Evaluation and OSP received **survey responses from 98% of school principals regarding school needs and external support services** housed in District schools. The Support Census identified 1,690 external support relationships, most of which were previously undocumented at the District level. Over this past year, OSP has used the Support Census data to match partner resources with school needs and to inform our internal process for onboarding partners.

We continue to focus on distributing resources equitably and supporting the schools with the greatest need. To that end, we've relied on data from the School Progress Report, the District's report card for schools and a key indicator of need. Last year, 89% of all partner matches were made with schools that had overall scores below 50% on the School Progress Report.

“At the local school level, we mapped existing District-community partnerships alongside local school needs in order to better match generous community resources with local school communities, and to prepare for a more strategic development of partners' support to further District goals.

— William R. Hite, Jr., Ed.D., Superintendent

89% of ALL PARTNER MATCHES

were made with schools scoring

below **50%**

on the **School Progress Report**

School Progress Report (SPR):

The School Progress Report is a new tool designed to help the District support, respond to and improve our schools. Key features of the SPR:

- The SPR looks at schools across multiple dimensions, reflecting and appreciating the richness and complexity of the educational experience.
- Among these domains, the SPR puts the most emphasis on student growth, reflecting our focus on and commitment to ensuring that all of our students are learning.
- The SPR includes useful comparisons within “peer group” schools that are serving similar student populations.
- The SPR is a local management tool that is designed to be both fair and actionable.

Partner Match Highlights

This past year, we:

Facilitated a meaningful collaboration with RevZilla, a local eCommerce motorcycle gear company. With OSP, RevZilla selected Taggart as a partner school, located near their original store. RevZilla collected teacher wishlists and purchased all items. They supported students on a **service learning project**, provided library storytime, and led toy and clothing drives. RevZilla helped launch the Friends of Taggart School to **maintain the new schoolyard** and **grow the library**.

Partnered with Global Citizen, the Mayor’s Office, Back on My Feet, and RevZilla for the 2017 King Day of Service at Girard College. The project supported **school recycling** by engaging community and school volunteers in workshops hosted by the District and the city, and creating an **environmental messaging** campaign.

Facilitated a robust matchmaking process between Harlem Lacrosse, an **out-of-school time** partner new to Philadelphia, and two District schools—Anderson and Finletter—which involved site visits and principal interviews. Careful planning between school leadership and Harlem Lacrosse will position this partnership for success over the three year grant cycle.

Coordinated Girl Scouts Middle Years Program expansion into seven schools in Neighborhood Network 4, which provided 344 middle school girls with a workshop series centered on **healthy relationships** and **self-esteem building**.

“The benefits that we received by completing the OSP Partnership Census were priceless! The enrollment in our programming has soared and we were able to reach District principals that were previously unreachable...”

– Adrienne Bishop
Opera Philadelphia

Need Area Addressed by Partner Match	#'s Impacted	
	Schools	Students*
Career Readiness	17	600
College Access and Readiness**	4	318
Financial Aid/FAFSA Completion	14	200
Literacy	28	800
Mentoring	9	819
OST/After-School Programming	10	95
SAT/ACT Prep	1	50
School Climate and Safety	1	712
Total	84	3,594

Need Area Addressed by Event-Specific Projects	#'s Impacted	
	Schools	Students*
Day of Service	18	8,611
Donations	8	2,955
Green Futures (Sustainability)	5	2,204
Student Service-Learning Projects	5	2,221
Total	36	15,991

* Estimated.

** This broader category represents programs that provide a variety of support services in the area of college access and readiness.

Opposite page, top: Villa volunteers paint a mural during City Year’s day of service project (SY16–17) at Ben Franklin High School.

Cross-Departmental Collaboration

The Support Census findings and subsequent discussions with relevant central District offices suggested the need for a streamlined process for onboarding partners to ensure compliance with state law and District policies.

OSP convened a cross-departmental working group comprised of representatives from the Offices of Talent, General Counsel, Family and Community Engagement, and Strategic Partnerships, with the goal of developing a standardized and efficient onboarding process for external partners.

In collaboration with the Office of General Counsel, we have developed the School Partner Agreement (SPA) which:

- Establishes a more streamlined and efficient process for executing legal agreements with partners,
- Standardizes the information contained in the partnership scope of work,
- Creates a platform to collect necessary compliance documentation required by the District, and
- Clarifies the District's data-sharing process.

To complement the SPA, OSP developed an **Onboarding Guide** that consolidates information regarding District policies, procedures and best practices for establishing and maintaining school partnerships.



More than one hundred Deloitte employees transformed the Martin Luther King, Jr. High School library, adding an alumni office, study spaces, and collaboration rooms and equipping the facility with new furniture and book donations.



Our enhanced understanding of school needs and the partner landscape allows us to help organizations and system level partners better align their investments with District priorities.

Anchor Goals

The primary objective of the District's current **Action Plan 3.0** is to align the work of all employees with four Anchor Goals:

- 1 100% of students will graduate ready for college and career
- 2 100% of eight year-olds will read on grade level
- 3 100% of schools will have great teachers and principals
- 4 100% of the funding we need for great schools, with zero deficit

Anchor Goal Alignment

In alignment with **Anchor Goal 1**, we:

Collaborated with the Philadelphia College Prep Roundtable and the District's Office of College and Career Readiness—as part of Philadelphia's Free Application for Federal Student Aid (FAFSA) Completion Grant Challenge—to identify target schools and recruit FAFSA lead coaches to assist in developing school-based FAFSA completion strategies. The Philadelphia High School for Girls was awarded a \$5,000 grant after ending the year with the highest FAFSA completion rate of the nineteen schools targeted in the Challenge* (*photos, below and above*).

Secured a \$10,000 grant from The Wilt Chamberlain Memorial Fund to continue District efforts to increase the FAFSA completion rate.



Photos (this page) courtesy of the Philadelphia College Prep Roundtable

* As required by the grant, school FAFSA completion percentages were determined using Federal Student Aid data.

Assisted in developing a **Career and Technical Education (CTE) Fair** with Temple's College of Education and Steppingstone Scholars to expose Neighborhood Network 4 seventh graders to the various CTE programs offered at their local high schools and STEM careers, and to expose them to a local college campus. Over 300 students heard presentations from sixty high school students and toured Temple's campus.

Matched Promise Corps, a West Philadelphia Promise Zone initiative to provide **college and career readiness counseling** to local high school students, with Sayre High School. During the 2016–17 school year, Promise Corps College and Career Ambassadors provided 636 sophomore, junior, and senior students with college and career readiness support including: SAT prep, college application and essay writing assistance, post-secondary planning with students and families, resume building, college trips and career fairs, senior project support, and academic tutoring.

Connected College Possible with Mastbaum High School, where twenty-four students received **SAT prep and college exploration support**. On average, student scores increased fifty to seventy points, putting students in the College Possible cohort eighty points above the average score for Mastbaum students.

Organized training, in partnership with the Office of College and Career Readiness, on metrics for District Naviance—a college and career readiness **online platform**—and the Raise.me scholarship platform for thirty-three participants from partner organizations.

Supported Capture Greatness program in establishing District Scholarship Clubs. Student participants at Hill-Freedman World Academy & West Philadelphia High Schools were awarded over \$37,000 in **college scholarships**, and became published authors in the Capture Greatness Anthology.

In alignment with **Anchor Goal 2**, we:

Provided **assistance to schools reopening their libraries**. Corporate volunteer teams helped paint, clean and level books; e.g. Comcast at Hartranft, Stantec at Kearny, and RevZilla at Taggart. Independence Blue Cross worked with Sheppard kids in the Philadelphia Reads Power Partners program, and over two years they overhauled and built out the school library.

Supported **out-of-school time literacy programming**. This year, the Philadelphia Out-of-School Time Literacy Initiative (POSTLI) provided training, materials and on-going coaching to twelve,



Photos (this page)
courtesy of:
Joseph Labolito/
Temple University

OSP does more than just provide the framework for a partnership to begin; it provides ongoing support, encouragement, and recognition. It creates a network of organizations that share a commitment to our city's schools, and serves as a hub, facilitating communication, highlighting successes, and sharing best practices.

Martina Mansell
RevZilla

school-based out-of-school time programs. Leading up to this work, OSP worked with the Department of Human Services, which funds both POSTLI and these out-of-school time programs, to channel additional investments that aligned with the District's Anchor Goal 2 and the City's Read by 4th campaign to District schools. Prior to this work, there was only one District school receiving POSTLI support.

Presented to the United Way Corporate Volunteer Council with Read by 4th Director Jenny Bogoni, to **recruit corporate partners** to successful programs like Achieve Now, a literacy nonprofit that uses teams of volunteer reading coaches to tutor individual students. Supported Morgan Lewis law firm in developing a partnership with Comegys Elementary, which included literacy support through the Achieve Now program.

Communities of Practice

Our Communities of Practice (CoP) initiative aims to increase partner collaboration by creating a space for partners with similar impact areas to network, share best practices and resources, and identify solutions to common challenges. These forums also provided various District departments with the opportunity to engage with partners relevant to their work. This year, we engaged seventy-eight partners from fifty-two organizations in three CoP meetings.

Theater partners developed a **list of resources and best practices** for working with schools and began the process of mapping the theater ecosystem in Philadelphia in partnership with the University of Pennsylvania's Graduate School of Education and the Neubauer Family Foundation.

Partners working with ninth graders learned more about the District's Ninth Grade Academies and efforts to increase ninth grader attendance and quality credit attainment, then brainstormed ways to better align their current models with District priorities.



Leveraging Corporate Resources

The relationship between the United Way of Greater Philadelphia and Southern New Jersey and the District has developed significantly, aligning relationships between the corporate community and schools with their needs and interests, while promoting equity across schools. Through this partnership, we:

Supported thirty-six schools with Day of Service projects engaging 2,550+ volunteers and benefiting over 15,900 individual students.

Aligned partner volunteer projects with Anchor Goals and the Green Futures sustainability plan; e.g. City Year hosted school beautification transformations at Edison, Harding, and Duckrey.

Prioritized schoolyard development, including greenscape projects at Vare-Washington for the United Way Signature Day of Caring; a Peace Pole installed in Edison's memorial garden; and the Big Sandbox, Bartlett Tree Company, and Iowa State University supported McKinley Elementary with landscaping. OSP supported community partners plus Capital Programs and Facilities in the processes to build play structures at Sheridan (Wells Fargo) and Elkin (Eagles).

Directed partners to support individual schools' specific material needs, such as AmeriSourceBergen providing funds to Dr. Ethel Allen and Bache-Martin Schools for PBIS programming. In-kind supply donations came from Students Helping Students, Global Citizen, Colliers Real Estate and Global Indemnity, to support needs at McClure, Gideon, Clemente, Elkin, and Blankenburg.



DAY of SERVICE...

...supported

36
SCHOOLS

...engaged

2,550+
VOLUNTEERS

...benefited

15,900+
STUDENTS



to support partnerships...
Building Capacity
...and drive systems change

In addition to partner matching, OSP identified opportunities to drive system-level change and build a shared understanding of school-based partnerships and best practices.

Training and Best Practices

The William Penn Foundation (WPF) conducted a two-year evaluation of school-based partnerships coordination and presented the findings to a gathering of 200 stakeholders in October. The WPF also published **Partnering for Student Success: A Practical Guide to Building Effective School-Based Partnership** (Guide). OSP provided significant input during the creation of the Guide and has continued to work with its authors to develop professional development modules based on its content.

OSP offered an elective session on school partnership best practices at the January and March principal meetings. Forty-five principals attended and received an overview of the Guide and information about OSP.

Using elements from the Guide, OSP offered an introductory training to various school staff doing the work of partnerships coordination.



Above: Hunter Elementary students prepare to cook a healthy meal as part of Vetri Community Partnership's My Daughter's Kitchen cooking class.

Opposite page, right: A Dunbar student highlights their project created in the Vetri Cooking Lab program.

Photos courtesy of the Vetri Community Partnership.

Creating Forums for School/Partner Collaboration

At the June 2016 principals' meeting, our office organized the second annual **Partner Fair**, where over **fifty partners met with principals** to discuss the formation of new partnerships.

The second annual **Teacher Symposium** was a professional development event where 400 educators participated in sessions developed and facilitated by SDP teachers. A dozen partner organizations met with teachers and shared information about no-cost professional development, classroom programs and field trips looking to add schools and teachers.

In June, we convened eleven partner programs from **Parkway Center City Middle College High School** to meet the school's new principal, learn about the school's transition to a middle college model, and discuss how partners can best support the school's overall mission.

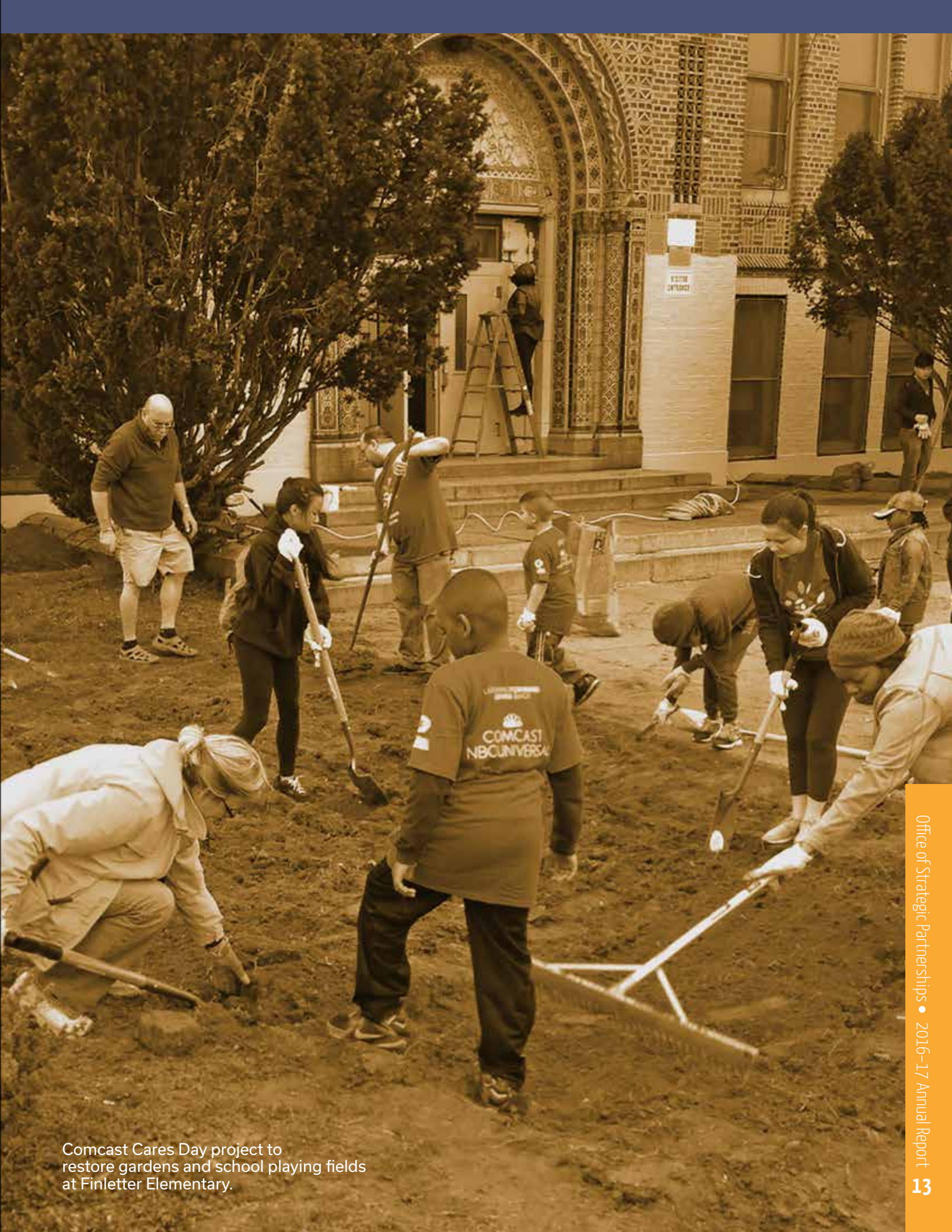
Building Out School-Based Support for Partnerships Coordination

In response to the success of the Philadelphia Higher Education Network for Neighborhood Development (PHENND) and Volunteers in Service to America (VISTA) Partnerships Coordinator program, principals advocated for the development of a District position that would allow the partnerships work to continue for the 2017–2018 school year. We worked with PHENND to **create the Assistant Program Coordinator/Community Partnerships position**, which was purchased by eight principals from their school budgets for 2017–2018. OSP will provide training and support to these individuals starting in the fall of 2017.

The Office of Strategic Partnerships has been very helpful in understanding the needs and concerns of the District. They provide insight into opportunities for future partnerships and help to nurture our current relationships, allowing for greater program funding opportunities.

We are continuously grateful for their support and the amount of personal care they invest in their partners. We offer free programs to thousands of SDP students throughout the year, so their guidance is critical to our success.

— Ellen M. Owens
Penn Museum



Comcast Cares Day project to restore gardens and school playing fields at Finletter Elementary.



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PHILADELPHIA

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AYANA LEWIS, Partnerships Manager

MICAEL NAVARRO LÓPEZ, Partnerships Coordinator

SEVERIN TUCKER, Partnerships Manager

ELLIE ZIMET, VISTA Partnerships Coordinator

440 N. Broad Street, Philadelphia, PA 19130

partnerships@philasd.org

philasd.org/strategicpartnerships