



THE STATE EDUCATION DEPARTMENT / THE UNIVERSITY OF THE STATE OF NEW YORK / ALBANY,  
NY 12234

**TO:** P-12 Education Committee  
**FROM:** John B. King, Jr.  
**SUBJECT:** Updates from the Office of Accountability and  
the Office of School Innovation  
**DATE:** September 2, 2011  
**AUTHORIZATION(S):**

### **SUMMARY**

#### **Issue for Discussion**

The purpose of this item is to provide the Board of Regents with updates on the 2011 School Improvement Grant Award and School Innovation Fund Grant Processes.

#### **Reason(s) for Consideration**

For information.

#### **Proposed Handling**

This item will come before the P-12 Education Committee for discussion at its September 2011 meeting.

#### **Background Information**

#### **School Improvement Grants Under Section 1003(g)**

In April 2010, the United States Department of Education (USDE) awarded the New York State Education Department (SED) over \$308 million in School Improvement Grant (SIG) funds under Section 1003(g) to support dramatic school change efforts in New York's Persistently Lowest Achieving (PLA) schools. To be eligible for funding, districts and schools must identify and commit to implement one of four USDE prescribed intervention models:

- Turnaround
- Restart
- Transformation
- School Closure

For the 2010-2011 school year, SED identified 68 PLAs in eleven districts – New York City; three additional large school districts, Buffalo, Rochester, and Syracuse; Albany, Poughkeepsie, Schenectady, Roosevelt; and three Special Act districts – Greenburgh Eleven, George Junior Republic, and Mount Pleasant Cottage. Over the summer, staff from the Office of Accountability and the Office of School Innovation reviewed SIG applications from the eleven districts submitted on behalf of their schools. Districts that demonstrated the ability to fully and effectively implement one or more of the school intervention models have been awarded 1003(g) School Improvement implementation grants for the 2011-2012 school year in an amount of up to \$2 million per approved school. Some districts received funding to implement interventions in all of their identified PLAs, while others received funding for some but not all of their PLAs. Some districts submitted applications that did not meet all eligibility requirements. These districts have been reminded that they may use 1003(a) funds to support district and school level implementation of their 2011-2012 restructuring plans and to create the conditions for fundamental change and improvement. If eligible, these districts will also be encouraged to prepare to apply for SIG funding in 2012-2013.

For the first time, SED reviewed SIG applications proposing the implementation of the Restart Model in persistently lowest achieving schools. Prior to this year, districts in New York State were unable to implement the Restart model as a result of a state law that prohibited districts from turning over the management of schools to Educational Management Organizations, unless they converted a PLA into a charter school. In May 2010, the state legislature passed Education Law 211-e, which removed the barrier to implementing the Restart model, and outlined the terms by which districts could contract with non-profit Educational Partnership Organizations (EPO) to take over persistently lowest achieving schools. Under Education Law 211-e(1), “The board of education of a school district, and the chancellor of the city school district of the city of New York, subject to the approval of the commissioner, shall be authorized to contract, for a term of up to five years, with an educational partnership organization pursuant to this section to intervene in a school designated by the commissioner as persistently lowest achieving school, consistent with federal requirements, or a school under registration review.” The SED Office of Counsel, as well as Offices of Accountability and School Innovation, reviewed the districts’ proposed contract for EPOs to determine whether the contracts were aligned with the requirements for an EPO contract as outlined in Education Law 211-e. As required by the law, districts had to grant EPOs the authority of a Superintendent, including the ability to make recommendations to the board of education (or Chancellor in New York City) regarding the school’s budget, staffing, student discipline decisions, curriculum, daily schedule and school calendar. Contracts also had to include appropriate performance targets with defined sets of instructional and programmatic responsibilities. In addition to having a contract aligned to the law, districts also had to demonstrate that they had in place a strong system in place to recruit and oversee EPOs.

Commissioner King has approved New York City to enter into contracts with six EPOs to manage 14 New York City PLAs beginning with the 2011-12 school year. The organizations are: Abyssinian Development Corporation, Center for Educational Innovation – Public Education Association, Institute for Student Achievement, Johns Hopkins University/Diplomas Now, New Visions for Public Schools, and Southern

Regional Education Board. While all of these organizations have extensive experience serving in a supportive role for New York City schools, this will be first time that they are taking on the expanded role of an Educational Partnership Organization that assumes the role of superintendent for a school.

In July, August, and September, SED informed districts of their SIG award decisions. SED awarded nine districts, with 46 identified PLA schools, \$65,271,562 to begin implementation of Transformation, Turnaround or Restart models during the 2011-2012 school year. The following chart details the districts that received awards, the amounts awarded to each school, and the intervention model selected:

### 2011 School Improvement Grant Award Recipients

District	2011-12 Award for Cohort 2	Schools	Models
Albany	\$3,295,402	Albany High School	Transformation
		Hackett Middle School	Transformation
Buffalo	\$2,577,777	Burgard High School	Transformation
		Riverside Institute of Technology	Transformation
Greenburgh Eleven	\$999,919	Rafael Cordero Middle School	Transformation
New York City	\$41,827,182	Banana Kelly High School	Transformation
		Boys & Girls High School	Transformation
		Grace H. Dodge Career & Technical HS	Transformation
		Herbert H. Lehman High School	Transformation
		IS 339	Transformation
		JHS 22, Jordan L. Mott	Transformation
		John Ericsson Middle School, 126	Transformation
		MS 391	Transformation
		Washington Irving High School	Transformation
		William Cullen Bryant High School	Transformation
		Beach Channel High School, replaced by Rockaway Park High School for Environmental Sustainability, and Rockaway Collegiate High School	Turnaround
		Christopher Columbus High School, replaced by Pelham High School for Language & Innovation, and Bronxdale High School	Turnaround
		HS 560, Bronx Academy High School, replaced by Bronx Arena High School	Turnaround
		IS 195, Roberto Clemente, replaced by New Design Middle School	Turnaround
		Jamaica High School, replaced by High School for Community Leadership, Hillside Arts & Letters Academy, and Jamaica Gateway to the Sciences	Turnaround
John F. Kennedy High School, replaced by New Visions Charter High School for Advanced Math & Science, and New Visions Charter High School for the Humanities	Turnaround		

District	2011-12 Award for Cohort 2	Schools	Models		
New York City, cont.		Monroe Academy for Business & Law, replaced by Metropolitan Soundview High School	Turnaround		
		Norman Thomas High School, replaced by Murray Hill Academy	Turnaround		
		Pacific High School, replaced by Brooklyn Frontiers High School	Turnaround		
		Paul Robeson High School, replaced by Pathways in Technology Early College High School	Turnaround		
		School of Community Research & Learning, replaced by Bronx Bridges High School	Turnaround		
		August Martin High School EPO: Institute for Student Achievement	Restart		
		Bronx High School of Business EPO: Center for Educational Innovation – Public Education Association	Restart		
		Bushwick Community High School EPO: New Visions for Public Schools	Restart		
		Grover Cleveland High School EPO: Southern Regional Education Board	Restart		
		IS 136, Charles O. Dewey EPO: Center for Educational Innovation – Public Education Association	Restart		
		JHS 166, George Gershwin EPO: Center for Educational Innovation – Public Education Association	Restart		
		JHS 80, Mosholu Parkway EPO: Abyssinian Development Corp.	Restart		
		John Addams High School EPO: New Visions for Public Schools	Restart		
		John Dewey High School EPO: Institute for Student Achievement	Restart		
		Newtown High School EPO: Johns Hopkins University/Diplomas Now	Restart		
		Richmond High School EPO: Southern Regional Education Board	Restart		
		Sheepshead Bay High School EPO: Johns Hopkins University/Diplomas Now	Restart		
		Poughkeepsie	\$1,999,703	Poughkeepsie High School	Transformation
		Rochester	\$3,696,111	Charlotte High School	Turnaround
				Dr. Freddie Thomas High School	Transformation
Roosevelt	\$1,875,468	Roosevelt High School	Transformation		
Schenectady	\$2,000,000	Schenectady High School	Transformation		
Syracuse	\$7,000,000	Corcoran High School	Transformation		
		Grant Middle School	Transformation		
		Henninger High School	Transformation		
		Nottingham High School	Transformation		

## 2011 SIG Continuation Awards

SED also awarded five districts \$40,083,109 in continuation funds for SURR/PLA schools that received a 1003(g) grant and began model implementation in the 2010-2011 school year. The following districts and schools received a 2011-12 SIG continuation grant for the 2011-12 school year:

District	2011-12 Award for Cohort 1	Schools	Models
Buffalo	\$6,701,581	Bennett High School	Transformation
		Dr. Martin Luther King Institute #39	Transformation
		International School #45	Transformation
		South Park High School	Transformation
New York City	\$16,742,701	Automotive High School	Restart, with New Visions for New Schools
		Bread & Roses Integrated High School	Restart, with Abyssinian Development Corporation
		Chelsea Career & Technical High School	Transformation
		Cobble Hill School of American Studies	Transformation
		Flushing High School	Transformation
		Franklin D. Roosevelt High School	Transformation
		Long Island City High School	Transformation
		Queens Vocational & Technical High School	Transformation
		School for Global Studies	Transformation
		Unity Center for Urban Technologies	Transformation
William Grady Vocational High School	Transformation		
Rochester	\$8,638,827	Vanguard Collegiate High School, replacing Franklin BioScience Health and Careers High School and Franklin International Finance and Economic Development High School	Turnaround
		Integrated Arts & Technology High School, replacing Franklin Global Media Arts	Turnaround
		Robert Brown High School of Construction & Design, replacing Applied Technology High School and The School of Business, Finance, and Entrepreneurship at the Edison Campus	Turnaround
		Rochester STEM High School, replacing The School of Engineering and Manufacturing and The School of Imaging and Information Technology at the Edison Campus	Turnaround
		East High School	Transformation
Syracuse	\$4,500,000	Delaware Academy	Transformation
		Hughes Elementary	Transformation
		Fowler High School	Transformation
Yonkers	\$3,500,000	Early College High School, replacing Roosevelt High School	Transformation
		Cross Hill Academy, replacing Emerson Middle School	Turnaround

In five districts, twenty-one schools either did not apply for or were not approved for SIG funds for 2011-2012. Under Commissioner's Regulation 100.2(p), these districts are required to submit SURR plans for these schools by August 31<sup>st</sup>. George Junior Republic and Mount Pleasant Cottage are the only exceptions to this requirement, since as Special Act districts, the schools were only identified as a PLA, and not a SURR. Mount Pleasant Cottage and George Junior Republic will be required to submit Restructuring plans consistent with the schools' 2011-2012 accountability statuses.

One of the schools not receiving SIG funding, Lafayette High School (under the direction of Buffalo Public Schools), has been identified as a PLA school for two consecutive years and was also denied SIG funding last year. If the Commissioner does not approve the plan for the school submitted by the district, the Commissioner will consider asking the Board of Regents to revoke the registration of this school. Prior to making the recommendation to revoke registration, the Commissioner may appoint a Distinguished Educator for Lafayette High School to assist the district in restructuring the educational program for students and build district capacity for dramatic change in its lowest performing schools.

The following districts and schools did not apply for or were not approved for SIG funds for 2011-2012:

<b>District</b>	<b>Schools</b>	<b>Models</b>
Buffalo	Bilingual Center	Restart, not approved.
	Buffalo Elementary School of Technology #6	No plan submitted.
	Dr. Charles Drew Science Magnet	Restart, not approved.
	East High School	No plan submitted.
	Futures Academy #37	No plan submitted.
	Lafayette High School	Restart, not approved.
	Waterfront Elementary #95	No plan submitted.
George Junior Republic	George Junior Republic School	Transformation not approved.
Mount Pleasant Cottage	Mount Pleasant Cottage School	Withdrew submission.
New York City	Alfred E. Smith Career & Technical High School	No plan submitted.
	Fordham Leadership Academy	No plan submitted.
	Harlem Renaissance High School	No plan submitted.
	High School of Graphic Communication Arts	No plan submitted.
	Jane Addams High School for Academic Careers	No plan submitted.
	JHS 142, John Phillip Sousa	No plan submitted.
	JHS 296, The Halsey	No plan submitted.
	Metropolitan Corporate Academy	No plan submitted.
	Samuel Gompers Career & Technical Education High School	No plan submitted.
	W. H. Maxwell Career & Technical High School	No plan submitted.
Rochester	John Marshall High School	No plan submitted.
	Thomas Jefferson High School	No plan submitted.

It is our intention to support districts so that targeted schools will be successful in implementing their selected intervention model and accompanying strategies. To that end, SED staff will be working closely with the districts to assess their progress and student academic achievement.

In order to build a foundation of support for districts with PLA schools and for successful implementation of SIG plans, the NYSED School Turnaround Office (STO) engaged in a series of focus groups and information sessions designed to assess the current landscape of support, determine current needs, and plan a network of support opportunities to be offered over the next three years. Statewide and regional meetings and focus groups were targeted at district-level administrators, building-level principals in PLA schools, and external partnership organizations. Additionally, a Web-based survey was issued to all 96 PLA principals to determine priority needs. The survey is still in the data-collection phase until mid-September.

<b>Event</b>	<b>Region / District</b>	<b>Date</b>	<b>Attendees</b>
District – External Partner Focus Groups	Buffalo	3/31/11	19 partner organizations; 6 principals; 9 parent facilitators; 3 district-level administrators
	Syracuse	6/13/11	10 partner organizations; 9 school-level coordinators; 3 parents; 1 district-level administrator
	Rochester	6/29/11	8 partner organizations; 3 district-level administrators; 3 school-level coordinators/administrators
	New York City	7/25/11	27 partner organizations; 7 district-level administrators; 2 principals
District – School Building Leader Focus Groups	Syracuse	7/20/11	14 Principals; 2 district-level administrators
	New York City	7/25/11	17 Principals; 5 district-level administrators
District Planning and Development Meetings	Statewide Conference Call	6/6/11	8 district-level administrators
	Statewide Planning Meeting, Albany, NY	7/19/11	District-level administrators and senior staff from 8 PLA districts.
PLA Principal Survey	Statewide	Issued 8/5/11	Principals in all 96 PLA schools

Data collected from the district-external partner focus groups suggest a need for guidance around partnership matching and selection (including the selection of EPOs) and the creation of model-exemplar partnership agreements for district adaptation and use. Information gathered from meetings with district leadership identified needs for targeted support for PLA principals, and the identification of high quality external partners to assist in turnaround efforts. Preliminary data from the PLA principal survey suggest the following priority needs:

- 1) Drivers for changing the culture of a PLA school;
- 2) Setting a climate for positive student behavior and academic success; and
- 3) Establishing the structures for effective teacher observation and performance review.

## Supports for PLA Schools and Districts

As the result of focus groups and the ongoing needs assessment data collected, the STO is planning the following actions for 2011 – 2012.

- Two statewide professional development events for PLA principals and district administrators. The first of which is scheduled for October 3-4, 2011. These events are being planned in collaboration with the Offices of Curriculum and Field Services, Accountability, and Special Education. These events are being planned in complement to statewide Network Team trainings.
- A structure of quarterly statewide meetings with district improvement and turnaround offices and NYSED to share information and resources geared toward improving district capacity to support PLA schools and to provide guidance on SIG implementation and partner selection.
- Launch of a web-based communication platform for PLA principals to share information, tools, and resources across districts.
- Creation of statewide guidance on external partner selection and matching.
- Technical support site-visits to PLA districts and principals.

*Requests for Proposals to Support PLA Schools.* There are two RFPs under development to support districts with PLA schools to be issued in 2011-2012. First, there is a capacity-building RFP in development designed to provide annual targeted training to district turnaround offices and PLA principals in the implementation of SIG plans. This RFP will complement the work of the statewide Network Team infrastructure and will focus within the SIG/PLA context on the three key areas of the statewide professional development platform of the Regents reform agenda (common core learning standards, data-driven inquiry, and teacher/leader effectiveness). The second RFP under development is being designed to provide external support to SED in the areas of on-site school review, SED application review and protocol development consultation. Through additional support in these areas, SED will be able to meet the demands of the potentially larger number of newly identified PLA and other low-performing schools, charter schools, and schools that are funded through the School Innovation Fund.

*School Innovation Fund.* In July, the Office of School Innovation issued the School Innovation Fund (SIF) grant competition. The purposes of the School Innovation Fund are to increase high school graduation, college persistence, and graduation rates by funding districts that partner with a lead external partner to propose an innovative and transformative new school model in an identified low-performing school. A district may propose a redesign approach within the following frameworks:

1. College Pathways School Design
2. Full-Service (wrap-around services) Design
3. Arts and/or Cultural Education School Design
4. Industry Partnership Design
5. Virtual/Blended/Online School Design
6. Education Partnership Organization / Charter Management Organization (EPO/CMO) Design



The SIF grant is an opportunity for districts to target low-performing schools that have not yet become PLA in order to change that performance trajectory. From this funding competition, SED seeks to fund 20-25 innovative projects. The application deadline for the SIF was August 31, 2011, and the School Turnaround Office is currently moving applications from initial log-in to full review. At this time the breakdown of applications received is as follows:

<b>School Innovation Fund Fall 2011 Applicants</b>	
<b>Type of School Redesign Approach</b>	<b>Number of Applications Received</b>
College Pathway	Buffalo Public Schools – 1 New York City Schools – 2 Yonkers Public Schools – 1
Full Service Schools (Community Schools)	Buffalo Public Schools – 2 Geneva City School District – 1 New York City Schools – 2 Rochester City School District – 2 Schenectady City Schools – 1 Yonkers Public Schools – 1
Arts / Cultural Education	Buffalo Public Schools – 1 Syracuse City School District – 1 White Plains Public Schools – 1
Industry / Tech	New York City Schools – 2
Virtual /Blended/Online	Newburgh Enlarged City School District – 2 New York City Schools – 3
Education Partner / Charter Management Organization	Rochester City School District – 1 Syracuse City School District – 2
<b>Total Number of Applications</b>	<b>26</b>