

ORIGINAL


New York State Education Department
Application Cover Sheet
School Improvement Grant (SIG) 1003[g]

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Log Number	Date Received

District (LEA)		LEA Beds Code	
New York City Department of Education		305100010051	
Lead Contact (First Name, Last Name)			
Mary Doyle			
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Legal School Name for the Priority School Identified in this Application			School Beds Code
East Flatbush Community Research School			331800010581
Grade Levels Served by the Priority School Identified in this Application			School NCES #
6 - 8			
Total Number of Students Served by the Priority School Identified in this Application			School Address (Street, City, Zip Code)
272			905 WINTHROP STREET, BROOKLYN NY 11203
School Model Proposed to be Implemented in the Priority School Identified in this Application			
Turnaround <input type="checkbox"/>	Restart <input type="checkbox"/>	Transformation <input checked="" type="checkbox"/>	Closure <input type="checkbox"/>

Certification and Approval

I hereby certify that I am the applicant's Chief Administrative Officer, and that the information contained in this application is, to the best of my knowledge, complete and accurate. I further certify, to the best of my knowledge, that any ensuing program and activity will be conducted in accordance with all applicable application guidelines and instructions, and that the requested budget amounts are necessary for the implementation of this project. I understand that this application constitutes an offer and, if accepted by the NYSED or renegotiated to acceptance, will form a binding agreement. I also agree that immediate written notice will be provided to NYSED if at any time I learn that this certification was erroneous when submitted, or has become erroneous by reason of changed circumstances.

CHIEF ADMINISTRATIVE OFFICER	
Signature (in blue ink) 	Date June 7, 2013
Type or print the name and title of the Chief Administrative Officer Dennis M Walcott	
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A. District Overview

i. District strategy and theory of action to improve schools for college and career readiness

The New York City Department of Education's (NYCDOE)'s Chancellor's priorities guide our work to support our lowest achieving schools and ensure that all students graduate ready for college and careers. Our first priority is that we improve student outcomes through expert teaching. College and career readiness depends critically on the interaction between a student and teacher. Teachers must become masterful at developing students into independent and critical thinkers. Our teachers are working to implement curriculum aligned to the Common Core Learning Standards (CCLS) and adjusting their classroom practice to the standards.

The second priority is that the NYCDOE must provide high-quality school choices for all families. Great work between students and teachers happens in the context of effective schools with cultures of achievement. We are committed to ensuring that all families are able to choose from a range of excellent school options for their children.

Strong partnerships with families are essential to student success. Our goal is that college and career readiness for students will become the daily work not just of principals and teachers, but of students themselves and of all of those who care for them. The district works to establish and strengthen partnerships by engaging actively with families as partners in pursuit of common goals. We also work with community-based organizations to support our schools and families.

Finally, we must provide effective school support. School leaders need support to address their schools' operational needs and to help build the instructional skills required to accelerate students' progress toward college and career readiness. Our Cluster and Network organizational structure provides schools with instructional and operational support that are designed to fit each school's specific needs and focus on our citywide priorities.

ii. District approach and actions for its lowest-achieving schools

The NYCDOE has a clear approach and set of actions to support the turnaround of our lowest achieving schools which impacts our Priority Schools. Our school improvement process focuses on three areas that result in actions to ensure we have effective principals leading our schools, the support of community partners in our schools, and autonomy for our principals to create successful schools.

First, a great school starts with a great principal. Over the past decade we have learned the powerful role a principal can play as change agent. We use a set of leadership competencies and seek principals for our schools who have demonstrated the qualities of effective leadership.

Second, we need community partners to help us develop great schools. We have worked with local and national intermediary organizations to help us develop and scale schools. These partners provide critical start-up support, proven instructional models, and help push the thinking

of our school leaders. We have also attracted high-performing public charter schools to New York City to bring an even greater breadth of quality options to public school families.

Finally, there is no one recipe for what makes a great school. There are conditions that contribute to an effective school – a mission, leadership, and expert teachers devoted to student success – but there are different ways of organizing a school to create these conditions, especially given the need to serve diverse student populations. We encourage leaders to be innovative and to leverage their expertise to develop creative models by empowering them to make school-level instructional and operational decisions.

iii. Evidence of district readiness for system-wide improvement of Priority Schools

The NYCDOE has created a school improvement and intervention process to build on our current strengths and identify opportunities for system-wide improvement. Evidence includes the NYCDOE’s Struggling Schools Review Process, which identifies certain schools for intensive interventions and results in targeted plans for improvement for other schools. We have conducted a thorough analysis of our Priority Schools prepared to implement the Turnaround and Transformation models. We created a cross-functional Priority Schools district work group to examine school data trends, identify the appropriate intervention model for the school, and monitor each Priority School’s progress under the selected intervention model.

In 2010, the New York State Education Department (NYSED) raised expectations for the quality of student work and teacher practice with the adoption of the CCLS. The NYCDOE has continued to work on meeting the challenge by introducing Charlotte Danielson’s *Framework for Teaching* and creating our College and Career Readiness benchmarks. In 2011, these reforms led to the development of the first set of Citywide Instructional Expectations and the engagement of our school system in a long-term process of figuring out how to ensure that students at every grade level are on track to graduate from high school ready for college, careers, and other meaningful postsecondary opportunities.

In the fall of 2013, to support the shift in teaching practice required to help our students meet these higher standards, the NYCDOE will implement a new system of teacher evaluation and development. This change is critical because expert teaching is the most powerful tool for helping students reach these higher standards. Our Citywide Instructional Expectations combined with our Quality Review Rubric are intended to guide school communities as they work to create a rigorous and coherent instructional experience for students and educators.

B. Operational Autonomies

i. Operational autonomies for the Priority School

The principles and actions underlying the NYCDOE are leadership, empowerment, and accountability. Beginning in the 2007-08 school year, NYCDOE schools became autonomous, as principals and their teams gained broader discretion over allocating resources, choosing their staff, and creating programming for their students. Schools now have resources through the NYCDOE’s Fair Student Funding (FSF) formula, which allocates funding based on student need. Principals chose the type of support that is best for their schools. A more detailed description of the autonomies follows.

Budgeting: School-based budget for the Priority School is based on the FSF formula. The Priority School also receives additional funding through Title I allocations to support its goals as a struggling school. Funding follows each student to the Priority School that he or she attends based on student grade level, with additional dollars based on need (academic intervention, English Language Learners, special education, high school program). The principal has discretion to use FSF and any additional funding the school receives and is held accountable by the Superintendent through a School Comprehensive Educational Plan (SCEP) review process. In addition, the School Leadership Team is the primary vehicle for developing school-based educational policies and ensuring that resources are aligned to implement those policies.

Staffing: The Priority School receives a FSF allocation based on their enrollment, and the school is charged for the cost of teachers out of that allocation. The principal is held accountable for staffing as part of the annual evaluation by the Superintendent. The school leader is given the resources necessary to provide career growth opportunities for the staff. School-based actions include opportunities for additional pay through professional development and extended day instructional programs. The Priority School can also choose to participate in district-level teacher leadership programs that support the retention and development of expert teachers at the school. The Priority School is encouraged to participate in district-run teacher leadership programs to support the retention and development of expert teachers at their school.

Program selection: The principal may partner with one of nearly 60 Networks based on common priorities: grade levels, similar student demographics, and/or shared educational philosophies and beliefs. Some Networks focus on instructional models that support particular groups of students, such as high school students who are over-aged and under-credited. Others are organized around project-based learning or leadership development. Networks offer school communities school support options and let them determine which will best serve their students, staff, and their entire community. The school is also supported by Community and High School Superintendents, who communicate regularly with parent associations as well as other parent leaders and supervise district family advocates.

Educational partner selection: Schools have autonomy in selecting education partners that have been formally contracted by the NYCDOE after a rigorous vetting process. The NYCDOE oversees a Request for Proposal process from organizations experienced in working with schools in need of school improvement. Potential partners are required to provide a comprehensive whole school reform design for developing and maintaining effective school functions, while integrating specific plans to improve instruction, assessment, classroom management, and staff professional development. Accountability plans for the partner must be included based on annual evaluations of student progress in the Priority School. If progress is not evident, then the work with the partner is discontinued.

Use of Time During and After School: The Priority School has several opportunities for autonomy in the use of time during and after school. The school has the option to have Supplemental Educational Service (SES) providers support students through extended learning time. Community-based organizations selected by the Priority School also provide students with social-emotional health and counseling services. Schools can utilize a School-Based Option

(SBO) to create flexible use of time. The SBO process allows individual schools to modify provisions in the Collective Bargaining Agreement related to class size, rotation of assignments or classes, teacher schedules and/or rotation of paid coverage for the school year. In the SBO process the school community creates a plan for how to effectively implement extended learning time. The principal and UFT chapter leader must agree to the proposed modification which is presented to school union members for vote. Fifty-five percent of the UFT voting members affirm the proposed SBO in order for it to pass. The intent of this type of SBO is to empower the school community on how to best make use of time before, during, and after school.

i. Evidence of formal policies on school autonomy

The NYCDOE provides organizational support to Priority Schools to reduce barriers and provide greater flexibility. The Office of State Portfolio Policy (OSPP) in the Division of Portfolio Planning (DPP) is designed to work with Priority Schools to determine their whole school reform models and support the schools with compliance requirements. School Implementation Managers (SIMs) are provided through SIG to assist Priority Schools with school improvement efforts and compliance requirements. Both teams of staff are held accountable through performance reviews and grant monitoring.

The Priority School receives funding in its budget to use flexibly and an additional funding allocation to support its school improvement activities, documented in a procedure known as a School Allocation Memorandum (SAM). The school's Network operations managers assist with budgeting. The use of these local Title I, 1003(a), and local funds must be aligned by the school with the school's SCEP submitted to NYSED. The Priority and Focus Schools SAM: http://schools.nyc.gov/offices/d_chanc_oper/budget/dbor/allocationmemo/fy12_13/FY13_PDF/sam70.pdf

Educational partner selection from pre-qualified organizations is accomplished through the Multiple Task Award Contract (MTAC) procedure, which provides a stream-lined process for schools to follow: <http://schools.nyc.gov/Offices/DCP/KeyDocuments/MTACPQS.htm>.

The Priority School has the autonomy to select its required support from a Network. Since spring 2010, NYCDOE schools have received their instructional and operational support from a support team called a Network. Each Network team provides training and coaching for principals and teachers, shares instructional resources, and facilitates school collaboration. The Network team includes several Achievement Coaches, who go directly to schools to help teachers and instructional leaders implement the citywide instructional expectations in order to deliver rigorous instruction in their classrooms. On the operational side, Network team members assist schools with budgets and grants, facilities, compliance, and human resources.

Program selection for Priority Schools is described in the spring 2012-13 Network Directory: <http://schools.nyc.gov/AboutUs/schools/support/default.htm>

ii. Labor-management documentation

The School-Based Options (SBO) process is described in the NYCDOE/UFT Collective Bargaining Agreement on page 46 here: http://www.uft.org/files/contract_pdfs/teachers-contract-2007-2009.pdf.

C. District Accountability and Support

i. Oversight of district's school turnaround effort and management structure

The specific senior leaders responsible for the district's turnaround efforts are Marc Sternberg, Senior Deputy Chancellor for Strategy and Policy, who oversees the Division of Portfolio Planning (DPP) in collaboration with Shael Suransky, Chief Academic Officer and Senior Deputy Chancellor for the Division of Academics, Performance, and Support (DAPS). These two leaders report to NYCDOE Chancellor Dennis Walcott. Attached is an organizational chart with more detail on the structure of DPP and DAPS, as well as a sample Network structure.

ii. Coordination of district structure for school turnaround efforts

The NYCDOE coordinates turnaround efforts and provides oversight and support for Priority Schools. Schools are directly supported by Networks that they select based on their academic needs; Networks are grouped into Clusters, who report to the Office of School Support (OSS) in DAPS. SIMs report to Clusters by district and provide Priority Schools with direct oversight and support in their turnaround efforts. The Office of Superintendents in DAPS oversees the Superintendents; there are 32 Community Superintendents and 8 High School Superintendents who oversee principals. The Superintendent serves as the principal's supervisor and conducts the school's Quality Review (QR). DPP coordinates the turnaround efforts for the NYCDOE and supports Priority Schools in collaboration with DAPS. The designated turnaround office is the Office of State Portfolio Policy (OSPP) within DPP, which works with Priority Schools to support their whole school reform model selection, implementation, and progress monitoring. External partner organizations working with Priority Schools are evaluated by schools and the Division of Contracts and Purchasing based on performance targets.

The NYCDOE uses a wide range of data to identify schools that are struggling. Schools that receive a grade of D, F, or a third consecutive C or worse on their most recent Progress Report, schools that receive a rating of Underdeveloped on their most recent QR, and schools identified as Priority Schools by NYSED are considered for support or intervention. To identify the kind of action that will be best for a struggling school and its students, the NYCDOE reviews school performance data such as student performance trends over time, demand/enrollment trends, efforts already underway to improve the school, and talent data. We consult with Superintendents and other experienced educators who have worked closely with the school, and gather community feedback on what is working or needs improvement in the school.

At the end of this process, analysis and engagement directs us to a set of schools that quantitative and qualitative indicators show do not have the capacity to significantly improve. These schools are identified for the most serious intervention, phase-out and then replacement by a new school(s). For the other struggling schools, Networks develop action plans to support the needs of struggling schools. These plans identify action steps, benchmarks, and year-end goals aimed at immediately improving student achievement.

The NYCDOE monitors each individual Priority School and its areas of strength and weakness. The SIM and Network that work with the Priority School provide day-to-day support in areas that are targeted for school improvement. System-wide we are working to continue to enhance our capacity to better support schools, with a focus on ensuring that we have high-quality staff that work with and in our Priority Schools.

Following New York State's ESEA waiver approval, the NYCDOE established a Priority Schools work group across central divisions to recommend whole school reform models for the NYCDOE's 122 Priority Schools. The work group reviews school data points and alignment to the three intervention model options: the School Improvement Grant plan, School Innovation Fund plan, or School Comprehensive Education Plan (SCEP) crosswalk.

For our lowest-performing schools, we propose a strategy of phasing out the struggling school and replacing it with a new school. The Priority Schools in this category are then proposed for the Turnaround model. Schools that are not selected for phase-out from our Struggling Schools Review Process will submit a SCEP crosswalk aligned to the U.S. Department of Education's seven turnaround principles. For the schools we consider for the Transformation model, we review a wide range of data points about each Priority School, including Progress Report grades, QR results, and qualitative Cluster feedback on the school's readiness to implement the model requirements. Schools are selected based on the quantitative data and the qualitative data about their levels of readiness to implement the Transformation model.

The NYCDOE has a well-developed planning and feedback process between the district and school leadership. The QR is a key part of this process and was developed to assist schools in raising student achievement. The QR is a two- or three-day school visit by experienced educators. During the review, the external evaluator visits classrooms, interviews school leaders and staff, and uses a rubric to evaluate how well the school is organized to support student achievement. Before a reviewer visits a school, the school leadership completes a self-evaluation based on the QR rubric. Reviewers draw upon this document and school data during interviews with principals, teachers, students, and parents during the school visit. After the site visit, schools receive a QR score and report that is published publicly. This document provides the school community with evidence-based information about the school's development, and serves as a source of feedback for school leadership to improve support for student performance.

In addition to QRs, Progress Reports are a yearly accountability, planning, and feedback tool that assist school leaders, as well as parents, teachers, and school communities, with understanding the school's strengths and weaknesses, emphasizing the development students have made in the past year. Progress Reports grade each school with an A, B, C, D, or F and are made up of four sections: Student Progress, Student Performance, School Environment, and (for high schools only) College and Career Readiness. Scores are based on comparing results from each school to a citywide benchmark and to a peer group of about 40 schools with similar student populations. These peer schools provide an opportunity for a school to understand how other schools are performing with similar students and learn best practices from them. Schools are also provided with student-level data workbooks that contain the underlying information from the Progress Report. These data workbooks are a powerful opportunity for schools, in collaboration with their Networks, to engage with their accountability data to understand individual student outcomes.

A third part of the NYCDOE planning and feedback process for school leadership is the APPR for principals pursuant to Education Law 3012-c. The components of the system are set forth in the June 1st determination by the Commissioner of Education and supporting documentation,

Education Law 3012-c and SED regulations. Superintendents are the rating officer for the principals. The APPR results in a final rating for principals of Highly Effective, Effective, Developing or Ineffective and is based on key metrics from the school's Progress Report results which measure students' growth and the principal's practice as measured by the Quality Review rubric.

iii. Timeframe and persons responsible

See attached chart.

D. Teacher and Leader Pipeline

i. Recruitment goals and strategies at schools to access high-quality leaders and teachers

The NYCDOE seeks to ensure that every student has the opportunity to learn from a high-quality educator in a school with a strong school leader, particularly in high-poverty and high-minority schools. To accomplish this goal, we develop a pipeline of expert teachers and leaders and provide them with targeted support.

To increase the number of candidates who are well-prepared to become principals, we have strengthened and expanded our principal preparation programs. Simultaneously, we have shifted our focus toward identifying talented educators earlier in their careers and nurturing their leadership skills while they remain in teacher leadership roles. Our goal is to develop a strong and sustainable leadership pipeline for schools. The NYCDOE created the Principal Candidate Pool selection process to make clear the expectations for principals in the recruitment process. The process is used to discern all candidates' readiness for the position of principal and ability to impact student achievement.

Our theory of action holds that if future school leaders are strategically identified and rigorously cultivated earlier in their careers, NYCDOE schools will develop a leadership pipeline for years to come. This includes both on-the-job opportunities like the Leaders in Education Apprenticeship Program (LEAP), principal internships such as the NYC Leadership Academy Aspiring Principal Program (APP), executive leadership institutes, and mentoring opportunities for experienced school leaders.

To recruit expert teachers, NYCDOE creates a diverse candidate pool. For subject-shortage areas in which there are not enough traditionally-certified teachers to meet the needs of schools, we developed alternative-certification programs such as the New York City Teaching Fellows, which prepares skilled professionals and recent college graduates to teach in high-need schools. Begun in 2000, since then the program has provided schools with more than 17,000 teachers. Today, nearly 8,500 Fellows are currently teaching in 86% of NYCDOE schools. In addition, we created a teaching residency program specifically to build a pipeline of teachers prepared to turnaround the performance of our lowest-performing schools. The NYCDOE created the Leader Teacher program for experienced educators to support professional development in their schools. The NYCDOE also leverages the state-funded Teachers of Tomorrow grant to provide recruitment and retention incentives for teachers to work in our highest-need schools.

ii. Hiring and budget processes

In the 2012-13 school year, approximately \$9 billion of NYCDOE funding, not including most fringe and pension, resides in school budgets. FSF dollars – approximately \$5 billion in the 2012-13 school year – are used by schools to cover basic instructional needs and are allocated to each school based on the number and need-level of students enrolled at that school. All money allocated through FSF can be used at the principal’s discretion. Additional funding is provided through categorical and programmatic allocations.

Each year the NYCDOE sets hiring policies to ensure that the appropriate number and types of teachers and principals can be recruited and hired into our 1,700 schools. Principals are typically in place in schools by July 1 before the start of the next school year to begin year-long planning and school improvement efforts. Once selected, principals are empowered to make staffing decisions for their schools. The NYCDOE’s responsibility is to offer a strong pool of applicants for principals to find the staff that they believe are the best fit for their school communities.

Schools receive their budgets for the new fiscal year each May. Annual hiring exceptions are set to ensure that hard-to-staff schools are staffed appropriately. These exceptions are made on the basis of the following factors: hard to staff subject areas, geographic districts, and grade level (elementary, middle, high). The timeline allows school leaders the ability to plan for any staffing needs or adjustments in concert with the citywide hiring process which begins in the spring and continues into the summer.

iii. District-wide trainings for leaders for success at low-achieving schools

The NYCDOE creates and collaborates with partners on principal training programs to build a pipeline of principals with the ability to drive teaching quality and student achievement district-wide, especially in schools with the greatest need. While distinct in program design and target candidates, our principal preparation programs share the following characteristics: 1) a carefully-developed recruitment process to screen for highly qualified participants, 2) required completion of a practical residency period, and 3) projects capturing evidence of impact on leadership development and student gains.

The school leadership programs align to the Transformation model by preparing leaders who understand the challenges facing struggling schools to lead dramatic instructional and organizational changes. These programs have been funded in part by support from the Wallace Foundation to further develop school leadership in the NYCDOE. Approximately 37% of our principals have emerged from these programs.

LEAP, launched in 2009, is a rigorous 12-month on-the-job program designed with the NYC Leadership Academy. LEAP develops school leaders within their existing school environments and creates opportunities to harness existing relationships including those with current principals and school communities. The LEAP curriculum differentiates learning based on individual needs and is aligned with the NYCDOE’s instructional initiatives and the CCLS.

The NYC Leadership Academy Aspiring Principal Program (APP) develops and supports individuals with some leadership experience to successfully lead low-performing schools through simulated school projects, a year-long principal internship with an experienced mentor principal on all aspects of instructional and organizational leadership, and a planning period.

The New Leaders' Aspiring Principals Program provides apprentice principals with an academic foundation and real-world experience vital to success in transforming the NYCDOE's lowest-performing schools. New Leaders' trains future principals to turnaround low-performing schools. Principals are trained through the Children's First Intensive (CFI) Institutes, which they attend to learn about the Citywide Instructional Expectations, CCLS, and the Danielson model. CFI is a professional development program designed to support educators in using data to inform instructional and organizational decision-making and focus on citywide initiatives. The Office of Leadership has more information on NYCDOE school leadership opportunities available: <http://schools.nyc.gov/AboutUs/leadershippathways/schoolleadership/default.htm>

Principal Daveida Daniel, who assumed responsibility for the East Flatbush Community Research School in September 2012, is a product of the New York City Leadership Academy, described above.

iv. District-wide trainings for teachers in low-achieving schools

The NYCDOE believes that to support teachers in their growth and development, it is important to have a common language and understanding of what quality teaching looks like. We have invested significant resources into deepening schools' and teachers' understanding of Charlotte Danielson's *Framework for Teaching*, while training principals to do more frequent cycles of formative classroom observations and feedback. Resources to support this work are provided to schools and educators in a number of ways: central and school-based professional development opportunities, online courses, and centrally-based Talent Coaches who work across multiple schools. In addition, the NYCDOE has developed district-wide training programs to build the capacity of specific groups of teachers, including new teachers, teacher leaders, and teachers that work with special populations.

New teachers who work in low-achieving schools are provided differentiated levels of support, depending on their pathway to teaching. The NYCDOE's Middle School Spring Classroom Apprenticeship helps prepare aspiring teachers (traditionally-certified and alternatively-certified) for the rigor and challenges of a high-need school through an intensive ten-week, school-embedded program. The New York City Teaching Fellows program, along with the Teach for America program, prepares alternatively-certified teachers through an intensive pre-service training program and then a subsidized master's degree program while Fellows or Corps members are teaching in a New York City public school.

In the summer of 2011, NYCDOE also launched the NYC Teaching Residency program to specifically support schools implementing intervention models. The program focuses on recruiting and preparing individuals dedicated to driving change as part of a school turnaround strategy in our lowest-performing schools. The Teaching Residency program currently offers a full immersion experience at a school for one year, working alongside a Resident Teacher Mentor as an apprentice teacher in the classroom while also receiving training in teaching strategies proven to be successful in turning around school performance. Training residents also have university coursework toward a graduate degree in education tailored to support their career development. Residency graduates go on to work in high-poverty and high-minority schools.

Several district-wide training programs are also available for teacher leaders who work in low-achieving schools. First, the Lead Teacher program allows teachers to stay in the classroom while supporting their colleagues as a part-time coach. Professional development is offered monthly through a collaboration with the UFT Teacher Center. More than 230 teachers are participating across 140 schools in 2012-13. Second, the Teacher Leadership Program (TLP) was established in 2012 and is a one-year program that builds the capacity of teacher leaders to develop their instructional and facilitative leadership skills. During the 2012-13 school year, TLP trained 250 teachers in 189 schools. The program is anticipated to expand to train 375 teacher leaders during the 2013-14 school year, which will focus on teacher teams from the same school. Finally, the Common Core Fellows lead the citywide work around articulating and evaluating what quality instruction looks like as we transition to the Common Core Learning Standards (CCLS). Teachers are trained to examine the quality and alignment of instructional materials to the CCLS. There are 300 fellows in school year 2012-13. Fellows have examined more than 600 samples of work to date this year across all Clusters. NYCDOE teacher leadership programs are described here:

<http://schools.nyc.gov/AboutUs/leadershippathways/teacherleadership/default.htm>.

v. District trainings offered for Year One (September 2013-August 2014)

See attached chart.

E. External Partner Recruitment, Screening, and Matching

i. District mechanism to identify, screen, select, match, and evaluate partners for school

To identify, screen, select, match, and evaluate external partner organizations, the NYCDOE uses a Pre-Qualified Solicitation (PQS) process to award contracts. PQS is an ongoing open call-for-proposals process by which the NYCDOE thoroughly vets potential partners. Each vendor undergoes a rigorous screening process, which includes a comprehensive background check and proposal evaluation by a committee of three program experts who independently evaluate vendor proposals in terms of project narrative, organizational capacity, qualifications and experience, and pricing level. The result is a pool of highly-qualified partner organizations which are approved and fully contracted. The Priority School is then able to select services from any of the pre-qualified external partner organizations by soliciting proposals and choosing the best fit according to its needs.

In addition, the NYCDOE uses a specific solicitation process called Whole School Reform, which seeks proposals from organizations experienced in working with schools in need of school intervention. The goal is for the partners to support the school to build capacity and enable the school to continue improvement efforts on its own. Partner proposals must offer a variety of methods and strategies grounded in best practices to achieve substantial gains. Potential partners provide accountability plans that include annual evaluations on student achievement progress and the process for enabling schools to continue the reform efforts beyond the contract period, along with at least three references from current or past client schools. Once partner proposals are reviewed by the evaluation committee and recommended for approval, further due diligence is done before formal recommendation for the Panel for Educational Policy for approval. Schools have discretion to select approved partners based on their scope of service needs.

Major partners that will be providing services critical to the implementation of the school's plan are Teaching Matters, Counseling in Schools and the Leadership Program.

ii. Process to ensure school has access to partner by start of Year One

Priority Schools receive budget allocations for the new fiscal year in late May, well in advance of the start of the new fiscal year in July and the start of the school year in September. The NYCDOE budget process provides schools with ample time to secure external partner support through the above-mentioned PQS system. Schools may secure services from a list of external partners that have already been thoroughly vetted by NYCDOE.

Individual schools create a scope of service and solicit proposals from partners based on their specific needs. Once received, schools score proposals and award contracts to the most competitive and cost-effective external partner. Using the PQS system, Priority Schools secure support from effective external Whole School Reform partners as early as May or June, well in advance of the year-one implementation period.

iii. Roles of district and school principal for partner screening, selection and evaluation

The NYCDOE manages the initial process of screening potential partner organizations so that schools can focus on selecting partner organizations based on their budget and service needs. NYCDOE manages an ongoing call-for-proposals process for select PQS categories of services to schools. All proposals received by the NYCDOE for the PQS must first be reviewed to determine if they meet all of the submission and vendor qualifications prescribed in the call for proposal. Proposals meeting these requirements are evaluated and rated by a district-based evaluation committee within specific criteria.

As needed, the NYCDOE may conduct site visits to verify information contained in a proposal and may require a potential partner to make a presentation on their services or submit additional written material in support of a proposal. Once the NYCDOE recommends a vendor for award, the recommendation is reviewed by the Division of Contracts and Purchasing for approval and then the Panel for Educational Policy for review and final approval.

School principals are able to contract services from any of the approved pre-qualified educational partners by developing a specific scope of work, soliciting proposals using a user-friendly online tool and choosing the most competitive partner according to their specific needs. Once school principals receive school budgets for the new fiscal year in May, they are able to begin negotiating with potential partners for services in the new school year. The process allows principals sufficient time to solicit vendors and establish contracts in time for the new school year and possible preparation activities during the summer.

At the end of each school year, each school principal evaluates the services of the vendors – based on the objectives, proposed scope of services, and outcomes from the services – and determines whether to continue the partnership.

F. Enrollment and Retention Policies, Practices, and Strategies

i. Priority School's enrollment

In East Flatbush Community Research School, students with disabilities comprise 22% of the school's population, 3% points higher than the citywide middle school average. English Language Learners comprise 7% of the school's population, 5% points lower than the citywide middle school average. Only 17% of the students at the school are proficient in English Language Arts, putting the school in the bottom 12% citywide. Only 20% of the students at the school are proficient in Mathematics, putting the school in the bottom 6% citywide. The average incoming proficiency (4th grade ELA/math) of the school's students is 2.58, which is 0.35 lower than the citywide middle school average. Students with disabilities, ELLs, and students performing below proficiency have the same access to schools as their non-disabled, English proficient, and proficient scoring peers. Developing a choice-based system for enrolling students has been a cornerstone of NYCDOE's Children's First Reform efforts. In the past two years, the Department has worked to increase equitable access to high quality programs at all grade levels in the community school district.

At the middle school level, all students within a geographic district have the same access. Some districts maintain primarily zoned middle schools, which give priority to students in the geographic zone. Most districts have at least some choice schools which have admissions methods based on academic or artistic ability, language proficiency, demonstrated interest, or unscreened.

ii. Policies for SWDs, ELLs, and low-proficiency students' access to high-quality schools

The NYCDOE has policies and practices in place to help ensure that Students with Disabilities (SWDs), English Language Learners (ELLs), and students performing below proficiency have increasing access to diverse and high quality school options across the district. The NYCDOE Progress Report also ensures that schools have public data that encourages the school to focus on SWDs and ELLs. In addition, the Progress Report rewards additional credit to schools that make significant progress or have high performance with either of these subgroups.

The NYCDOE operates a school choice-based system for students and families from PreK to high school, which consistently matches the majority of students to their top choice schools. For example, for the previous five years, the high school admissions process has matched over 80% of students to one of their top five choices. In November 2011, the Brookings Institution issued a report that cited New York City's school choice system as the most effective of any of the nation's largest school districts. The NYCDOE's recent enrollment reform efforts continue the work to ensure that SWDs, ELLs, and students performing below proficiency have access to diverse and high quality school options across the district.

The NYCDOE has changed the composition of seats for students in the high school admissions process by de-screening seats in programs that maintain unfilled seats. Typically, schools that have screened programs are allowed to rank students who meet that program's admissions criteria, and only those students who are ranked may be matched to that school. However, this has historically led to situations in which students, who may be just slightly under the admissions criteria, are denied access to a desirable seat, while some school seats remain unfilled.

As a pilot program in school year 2011-12, the NYCDOE de-screened seats in programs that were not filling their seat targets in order to provide greater access to SWDs, ELLs, and students performing below proficiency. The work of de-screening approximately 20 programs resulted in

the placement of approximately 900 students into academically screened seats that would have otherwise gone unfilled. In 2012-13, the NYCDOE further expanded this pilot to ensure that all students have access to screened seats. As a result almost 1,300 students were placed into these programs. The NYCDOE will continue this work.

It is not enough to only provide access to high-quality school options for SWDs, ELLs, and students performing below proficiency. Once these students are enrolled in desirable school programs, the NYCDOE is supporting schools in meeting their unique learning needs. The NYCDOE previously made modifications to the Fair Student Funding formula to provide weights, which provide additional funding, for harder-to-serve students, including weights for Academic Intervention Services (AIS), English Language Learners (ELLs), and Special Education Services. In 2011-12, the NYCDOE revised the funding methodology to provide additional weights to traditional high schools serving overage under-credited (OAUC) students. Providing schools with additional funding for AIS and OAUC further supports students that are performing below proficiency, and may also include ELLs and/or SWDs.

iii. District strategies for enrollment equity

The NYCDOE employs specific strategies to ensure that Priority Schools are not receiving or incentivized to receive disproportionately high numbers of SWDs, ELLs, and students performing below proficiency.

The most important strategy is the reform of the over-the-counter (OTC) process, which has been critical to managing disproportionately high enrollment of SWDs, ELLs, and students performing below proficiency in Priority Schools. Each summer, the NYCDOE opens temporary registration centers across the city to assist families seeking placement or hardship transfers during the peak enrollment period before the start of school. Approximately 15,000 new or returning students are placed during the peak OTC period and are overwhelmingly higher-needs students. Placements are made based on projected seat availability by October 31. The NYCDOE is working to lessen the concentration of OTC students at any one school.

For the past two years, the NYCDOE has added seats to every high school's OTC projection. As a result, the impact of OTC placements at low-performing schools, including former Persistently-Lowest Achieving (PLA) or Priority Schools, was minimized, and there was an increase in student access to more programs. The NYCDOE OTC population changes year to year. As it changes, we have mitigated the effects of high populations of harder-to-serve students for PLA/Priority Schools. For example, from 2011 to 2012, the number of Special Education Students placed during OTC increased by 14% citywide. However, for PLA/Priority schools the number of Special Education Students placed during OTC actually decreased by 2%.

G. District-level Labor and Management Consultation and Collaboration

i. Consultation and collaboration on district- and school-level plans

The NYCDOE has consulted and collaborated with key stakeholders on the development of SIG district and school-level implementation plans. The NYCDOE provided guidance to schools, Networks, and Clusters in the development of their school-level plans to engage school stakeholders in the development of the SIG plan.

Schools submitted Attachment A, the Consultation & Collaboration Documentation Form, in order to ensure consultation and collaboration took place on the school-level plans. School-plan signatures included representatives from the principals' union – the Council of Supervisors & Administrators (CSA), teachers' union – the United Federation of Teachers (UFT), and a parent leader.

At the district-level, the NYCDOE consulted and collaborated with recognized district leaders of UFT, CSA, and CPAC. The initial SIG engagement process with each group took place April 26-May 2 via phone calls and emails about the NYCDOE SIG applications. Following the initial engagement, the NYCDOE met with the Chancellor's Parent Advisory Council (CPAC) in a full meeting on May 9 to consult and collaborate on SIG. CPAC is the group of parent leaders in the NYCDOE; it is comprised of presidents of the district presidents' councils. The role of CPAC is to consult with the district presidents' councils to identify concerns, trends, and policy issues, and it advises the Chancellor on NYCDOE policies.

The NYCDOE and UFT held a SIG consultation and collaboration meeting on May 16. The NYCDOE then followed up on the three issues raised by the UFT in the meeting. Based on the UFT's concern about the Turnaround model, the NYCDOE proposed language to include in the applications. Following up on the UFT's concern about including targets for "effective" and "highly effective" teachers in Attachment B at this time, the NYCDOE agreed to not ask schools to submit this information as our APPR plan was not yet underway. Finally, the NYCDOE addressed the concern about school-level consultation and collaboration by extending the school-level submission of Attachment A by two weeks, addressing school-specific concerns as needed, and participating in meetings with the UFT to share SIG information. For the new schools, the UFT and NYCDOE jointly facilitated a consultation and collaboration meeting on May 28 for the new school principals and the UFT district representatives on the new school plans. The UFT and NYCDOE met on June 5 in another consultation and collaboration meeting.

On June 5, the NYCDOE and CSA held a SIG consultation and collaboration meeting. Prior to the meeting, multiple phone calls and emails took place to discuss SIG and address specific school questions. The NYCDOE responded to CSA requests for information about the SIG applications.

ii. Consultation and Collaboration Form (Attachment A)

See attached. The district-level form is signed by the president/leaders of the teachers' union, principals' union, and district parent body. The individuals who signed are Michael Mulgrew – UFT President, Ernest Logan – CSA President, and Jane Reiff – CPAC Co-Chair.

AGREEMENT

between

THE BOARD OF EDUCATION

of the

City School District

of the

City of New York

and

UNITED FEDERATION OF TEACHERS

Local 2, American Federation
of Teachers, AFL-CIO

covering

TEACHERS

October 13, 2007 - October 31, 2009

school to another, the Board and the Union agree that transfers shall be based upon the following principles:

A. General Transfers

Effective school year 2005-2006, principals will advertise all vacancies. Interviews will be conducted by school-based human resources committees (made up of pedagogues and administration) with the final decision to be made by the principal. Vacancies are defined as positions to which no teacher has been appointed, except where a non-appointed teacher is filling in for an appointed teacher on leave. Vacancies will be posted as early as April 15 of each year and will continue being posted throughout the spring and summer. Candidates (teachers wishing to transfer and excessed teachers) will apply to specifically posted vacancies and will be considered, for example, through job fairs and/or individual application to the school. Candidates may also apply to schools that have not advertised vacancies in their license areas so that their applications are on file at the school should a vacancy arise.

Selections for candidates may be made at any time; however, transfers after August 7th require the release of the teacher's current principal. Teachers who have repeatedly been unsuccessful in obtaining transfers or obtaining regular teaching positions after being excessed, will, upon request, receive individualized assistance from the Division of Human Resources and/or the Peer Intervention Program on how to maximize their chances of success in being selected for a transfer.

B. Hardship Transfers

In addition to the vacancies available for transfer pursuant to Section A of this Article, transfers on grounds of hardship shall be allowed in accordance with the following:

Transfers of teachers after three years of service on regular appointment may be made on grounds of hardship on the basis of the circumstances of each particular case, except that travel time by public transportation of more than one hour and thirty minutes each way between a teacher's home (or City line in the case of a teacher residing outside the City) and school shall be deemed to constitute a "hardship" entitling the applicant to a transfer to a school to be designated by the Division of Human Resources which shall be within one hour and thirty minutes travel time by public transportation from the teacher's home, or City line in the case of a teacher residing outside the City.

C. Voluntary Teacher Exchange

The Chancellor shall issue a memorandum promoting the exchange of new ideas and methodology and encouraging teachers to share their special skills with students and colleagues in other schools. To facilitate achievement of this goal, the Board and the Union agree to allow teachers to exchange positions for a one year period provided that the principals of both schools agree to the exchange. The exchange may be renewed for an additional one year period. For all purposes other than payroll distribution, the teachers will remain on the organizations of their home schools.

D. Staffing New or Redesigned Schools⁹

The following applies to staffing of new or redesigned schools ("Schools")

1. A Personnel Committee shall be established, consisting of two Union representatives designated by the UFT President, two representatives designated by the community superintendent for community school district schools or by the Chancellor for

⁹ The rights of teachers to staff the New Programs in District 79 are set forth in Appendix I, paragraph 2.

schools/programs under his/her jurisdiction, a Principal/or Project Director, and where appropriate a School Planning Committee Representative and a parent.

2. For its first year of operation the School's staff shall be selected by the Personnel Committee which should, to the extent possible, make its decisions in a consensual manner.

In the first year of staffing a new school, the UFT Personnel Committee members shall be school-based staff designated from a school other than the impacted school or another school currently in the process of being phased out. The Union will make its best effort to designate representatives from comparable schools who share the instructional vision and mission of the new school, and who will seek to ensure that first year hiring supports the vision and mission identified in the approved new school application.

In the second and subsequent years, the Union shall designate representatives from the new school to serve on its Personnel Committee.

3. If another school(s) is impacted (i.e., closed or phased out), staff from the impacted school(s) will be guaranteed the right to apply and be considered for positions in the School. If sufficient numbers of displaced staff apply, at least fifty percent of the School's pedagogical positions shall be selected from among the appropriately licensed most senior applicants from the impacted school(s), who meet the School's qualifications. The Board will continue to hire pursuant to this provision of the Agreement until the impacted school is closed.

4. Any remaining vacancies will be filled by the Personnel Committee from among transferees, excesses, and/or new hires. In performing its responsibilities, the Personnel Committee shall adhere to all relevant legal and contractual requirements including the hiring of personnel holding the appropriate credentials.

5. In the event the Union is unable to secure the participation of members on the Personnel Committee, the Union will consult with the Board to explore other alternatives. However the Union retains the sole right to designate the two UFT representatives on the Personnel Committee.

ARTICLE NINETEEN UNION ACTIVITIES, PRIVILEGES AND RESPONSIBILITIES

A. Restriction on Union Activities

No teacher shall engage in Union activities during the time he/she is assigned to teaching or other duties, except that members of the Union's negotiating committee and its special consultants shall, upon proper application, be excused without loss of pay for working time spent in negotiations with the Board or its representatives.

B. Time for Union Representatives

1. Chapter leaders shall be allowed time per week as follows for investigation of grievances and for other appropriate activities relating to the administration of the Agreement and to the duties of their office:

a. In the elementary schools, four additional preparation periods.

b. In the junior high schools, and in the high schools, relief from professional activity periods. In the junior high schools, chapter leaders shall be assigned the same number of teaching periods as homeroom teachers.

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b. All votes of non-supervisory school based staff concerning participating in SBM / SDM shall be conducted by the UFT chapter.

c. Schools involved in SBM / SDM shall conduct ongoing self-evaluation and modify the program as needed.

2. SBM / SDM Teams

a. Based upon a peer selection process, participating schools shall establish an SBM / SDM team. For schools that come into the program after September 1993, the composition will be determined at the local level. Any schools with a team in place as of September 1993 will have an opportunity each October to revisit the composition of its team.

b. The UFT chapter leader shall be a member of the SBM / SDM team.

c. Each SBM / SDM team shall determine the range of issues it will address and the decision-making process it will use.

3. Staff Development

The Board shall be responsible for making available appropriate staff development, technical assistance and support requested by schools involved in SBM / SDM, as well as schools expressing an interest in future involvement in the program. The content and design of centrally offered staff development and technical assistance programs shall be developed in consultation with the Union.

4. Waivers

a. Requests for waivers of existing provisions of this Agreement or Board regulations must be approved in accordance with the procedure set forth in Article Eight B (School Based Options) of this Agreement i.e. approval of fifty-five (55) percent of those UFT chapter members voting and agreement of the school principal, UFT district representative, appropriate superintendent, the President of the Union and the Chancellor.

b. Waivers or modifications of existing provisions of this Agreement or Board regulations applied for by schools participating in SBM / SDM are not limited to those areas set forth in Article Eight B (School-Based Options) of this Agreement.

c. Existing provisions of this Agreement and Board regulations not specifically modified or waived, as provided above, shall continue in full force and effect in all SBM / SDM schools.

d. In schools that vote to opt out of SBM / SDM, continuation of waivers shall be determined jointly by the President of the Union and the Chancellor.

e. All School-Based Option votes covered by this Agreement, including those in Circular 6R, shall require an affirmative vote of fifty-five percent (55%) of those voting.

B. School-Based Options

The Union chapter in a school and the principal may agree to modify the existing provisions of this Agreement or Board regulations concerning class size, rotation of assignments/classes, teacher schedules and/or rotation of paid coverages for the entire school year. By the May preceding the year in which the proposal will be in effect, the proposal will be submitted for ratification in the school in accordance with Union procedures which will require approval of fifty-five (55) percent of those voting. Resources available to the school shall be maintained at the same level which would be required if the proposal were not in effect. The Union District Representative, the President of the Union, the appropriate Superintendent and the Chancellor must approve

the proposal and should be kept informed as the proposal is developed. The proposal will be in effect for one school year.

Should problems arise in the implementation of the proposal and no resolution is achieved at the school level, the District Representative and the Superintendent will attempt to resolve the problem. If they are unable to do so, it will be resolved by the Chancellor and the Union President. Issues arising under this provision are not subject to the grievance and arbitration procedures of the Agreement.

C. School Allocations

Before the end of June and by the opening of school in September, to involve faculties and foster openness about the use of resources, the principal shall meet with the chapter leader and UFT chapter committee to discuss, explain and seek input on the use of the school allocations. As soon as they are available, copies of the school allocations will be provided to the chapter leader and UFT chapter committee.

Any budgetary modifications regarding the use of the school allocations shall be discussed by the principal and chapter committee.

The Board shall utilize its best efforts to develop the capacity to include, in school allocations provided pursuant to this Article 8C, the specific extracurricular activities budgeted by each school.

D. Students' Grades

The teacher's judgment in grading students is to be respected; therefore if the principal changes a student's grade in any subject for a grading period, the principal shall notify the teacher of the reason for the change in writing.

E. Lesson Plan Format

The development of lesson plans by and for the use of the teacher is a professional responsibility vital to effective teaching. The organization, format, notation and other physical aspects of the lesson plan are appropriately within the discretion of each teacher. A principal or supervisor may suggest, but not require, a particular format or organization, except as part of a program to improve deficiencies of teachers who receive U-ratings or formal warnings.

F. Joint Efforts

The Board of Education and the Union recognize that a sound educational program requires not only the efficient use of existing resources but also constant experimentation with new methods and organization. The Union agrees that experimentation presupposes flexibility in assigning and programming pedagogical and other professional personnel. Hence, the Union will facilitate its members' voluntary participation in new ventures that may depart from usual procedures. The Board agrees that educational experimentation will be consistent with the standards of working conditions prescribed in this Agreement.

The Board and the Union will continue to participate in joint efforts to promote staff integration.

The parties will meet with a view toward drafting their collective bargaining agreements to reflect and embody provisions appropriate to the new and/or nontraditional school program organizational structures that have developed in the last several years, including as a result of this Agreement.

G. Professional Support for New Teachers

The Union and the Board agree that all teachers new to the New York City Public Schools are entitled to collegial support as soon as they commence service. The New

SCHOOL ALLOCATION MEMORANDUM NO. 70, FY 13

DATE: October 18, 2012

TO: Community Superintendents
High School Superintendents
Children First Networks
School Principals

FROM: Michael Tragale, Chief Financial Officer

SUBJECT: Priority and Focus School Allocations

ESEA Flexibility Waiver

In September 2011, the Federal government announced an ESEA regulatory initiative, inviting states to request flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for state-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity, and improve the quality of instruction. **NYSED received approval from the U.S. Department of Education (USDE) for its flexibility waiver request**, authorizing New York State to revise its accountability system and provide schools across New York State with flexibility in aligning resources to increase student outcomes. For additional information regarding specific provisions waived please visit: <http://www.p12.nysed.gov/esea-waiver/>

The waiver replaces the previous identification system and categories (PLA, Restructuring, Corrective Action, In Need of Improvement, In Good Standing, Rapidly Improving, and High Performing) with the new categories of Priority Schools, Focus Districts and Focus Schools, Local Assistance Plan Schools, Recognition Schools, and Reward Schools, using a new identification process. According to state rules, the identification of Priority, Focus, and Reward Schools is based on data from the **2010-11 school year and prior**.

Effective from 2012-13 through 2014-15, the new system introduces more realistic performance targets and puts greater emphasis on student growth and college- and career-readiness, which also aligns with the Chancellors' priorities.

The ESEA waiver grants flexibility in the following areas:

- o 2013-14 Timeline for All Students Becoming Proficient
- o School and District Improvement Requirements
- o Highly Qualified Teacher Improvement Plans
- o School-wide Programs
- o Use of School Improvement Grant Funds
- o Twenty-First Century Community Learning
- o Determining Annual Yearly Progress (AYP) for each school and district (optional)
- o Rank Order

This flexibility also releases all schools from the requirement of setting aside 5% and 10% of their allocation to support the highly qualified and professional development mandates. It allows schools the opportunity to align resources and design programs that meet the specific needs of students to increase outcomes.

Allocation and Requirements

As per the ESEA Flexibility waiver, the allocation for Priority and Focus Schools is based on the county provisions and county allocations for New York City. The percentages required to be set aside for Priority and Focus school range from 5% to 9%. Four of the five counties were identified as having a need under the new regulations. The per capita for each county is as follows:

Borough	Manhattan	Bronx	Brooklyn	Queens	Staten Island
Per Capita	\$277.96	\$242.33	\$257.86	\$281.96	N/A

The Title I Priority and Focus school allocation must support program and activities mentioned in the School Comprehensive Education Plan (SCEP). Allowable activities appear in Appendix A. Schools will also need to identify the allowable activities with each item scheduled in Galaxy, as indicated in more detail below.

Parent Involvement

Priority and Focus Schools that received Title I Part A must continue to set aside 1% of their school's allocation to support parent involvement activities and programs. Chancellor's Regulation A-655 requires School Leadership Teams to consult with Title I parent representatives regarding the Title I program and the use of these funds. Parent involvement activities funded through Title I must be included in the parent involvement policy and aligned with student achievement goals in the comprehensive education plan.

A school-wide program (SWP) is based on a comprehensive school-wide program plan designed collaboratively at the school level to improve instruction. In addition to providing challenging content, the school-wide program plan incorporates intensive professional development for staff and collaboration, where appropriate, with community organizations to strengthen the school's program.

Parent Engagement

Focus and Priority schools that received Title I Part A must also set aside 1% of their Title I Focus and Priority School allocation for Parent Engagement programs. Non-Title I Priority and Focus Schools will receive support for parent activities based upon 2% of a school's estimated poverty costs utilizing the same rate as their borough Title I per capita, to provide for the base 1% Parent Involvement and 1% Parent Engagement mandates.

The primary objective of this additional set aside is to enable greater and more meaningful parent participation in the education of their children. To this end, we have identified these Partnership Standards for School and Families which define parent engagement and provide guidance to schools and families in building partnerships that lead to greater student success. These allowable activities may be supported with the set-aside requirement and include:

- **Fostering Communication:** School and families engage in an open exchange of information regarding student progress, school wide goals and support activities.
- **Encouraging Parent Involvement:** Parents have diverse and meaningful roles in the school community and their children's achievement.
- **Creating Welcoming Schools:** Creating a welcoming, positive school climate with the commitment of the entire school community.
- **Partnering for School Success:** School engages families in setting high expectations for students and actively partners with parents to prepare students for their next level.
- **Collaborating Effectively:** School community works together to make decisions about the academic and personal growth of students through school wide goals. School fosters collaborations with community-based organizations to create a vibrant, fulfilling environment for students and families.

These standards are also consistent with the sixth tenet on parent engagement. Beginning this year, schools will have an opportunity to receive training through Parent Academy which is designed to build and enhance capacity within our school communities for effective home-school partnerships and will feature borough-wide training sessions for families. For more information about Parent Academy, please visit the Department's website at www.nycparentacademy.org and/or contact the Division of Family and Community Engagement at (212) 374-4118.

Public School Choice

Public School Choice is required for all Priority and Focus Schools. LEA's must provide all students in identified schools with the option to transfer to another public school in good standing, and provide/pay for transportation to the receiving schools. A child who transfers may remain in the receiving school until the child has completed the highest grade in that school.

Supplemental Education Services

The NYCDOE will no longer provide Supplemental Education Services (SES). Schools that choose to provide academic remediation can select from an array of contracted vendors, including those that provide expanded learning time.

If a school chooses to provide expanded learning time to students, they would use the Multiple Task Award Contract (MTAC) utility to get the best vendor for their needs. Using the MTAC utility schools would:

- Solicit "bids" from providers whose programs meet the needs and goals of their school. The solicitations would articulate the desired program design, students served, services needed, start and end dates and schedules.
- Find providers interested in working with their school. Providers would respond by submitting a proposal outlining the services they can give to the school and how the services will be rendered.
- Use the utility's prescribed rating sheet to document their selection.
- Once the providers have been selected and a purchase order has been issued, schools would notify the Division of Contracts and Purchasing as to the provider, program and schedule that has been arranged so that fingerprinting and other requirements will be managed centrally.
- All services will be offered on school property; vendors will be required to budget and pay for extended use and security as required.

A list of ELT vendors can be found in [Appendix C](#).

In addition to implementing an Expanded Learning Time programs, schools can create programs aligned to the allowable activities. These services can also be procured using the MTAC process.

Galaxy Requirements

As funds are scheduled, schools will need to select one of the brief activity descriptions summarized on the list below in the "Program" drop-down field in Galaxy. This will demonstrate compliance with allowable activities, as described in detail in Appendix A.

- PF Common Core State Standards
- PF NYS Standards and Assessments
- PF Positive Behavior Management Programs
- PF Response to Intervention (RTI)
- PF Career and Technical Education (CTE)
- PF Academic Intervention Services (AIS)
- PF Advance Placement/International Baccalaureate (AP/IB)
- PF Advance International Certificate of Education (AICE)
- PF International General Certificate of Secondary Education (IGCSE)
- PF College and Career Readiness
- PF Expanded Learning Time
- PF Inquiry Teams
- PF Parent Engagement
- PF Supporting Great Teachers and Leaders

Supplemental Compensation:

Schools can provide supplemental compensation to support:

- Per session activities
- Training rate
- Hiring F-status staff
- Prep period coverage
- Per Diem

Payments to staff must be done in accordance with collective bargaining agreements, and are processed through the regular bulk job and timekeeping system. Refer to **Appendix A: Allowable Activities for Improvements List of Allowable Activities for Improvement Set-Aside Requirement, Section D: Great Teachers and Leaders** for detailed examples of allowable services.

School Comprehensive Education Plan (SCEP)

Priority and Focus Schools are required to construct a School Comprehensive Education Plan (SCEP). The SCEP will be submitted as part of the District Comprehensive Improvement Plan (DCIP) that addresses all of the tenets outlined in the Diagnostic Tool for School and District Effectiveness (DTSDE).

Required school plans should be based on the findings and recommendations contained in the most recent School Quality Review (SQR), External School Curriculum Audit (ESCA), School Curriculum Readiness Audit (SCRA), Joint Intervention Team (JIT), and/or Persistently Lowest Achieving (PLA) reports. Priority and Focus schools must also develop an action plan incorporating the goals and activities of the Quality Improvement Process (QIP), if any, related to improvement activities for the subgroup of students with disabilities

Prior to completing the SCEP, the school should conduct a needs assessment by evaluating the recommendations from all of the most recent school level reports. Recommendations should be organized according to the Six Tenets and programs and services from the list of allowable school improvement activities, which align the six tenets and the statements of practice that are embedded in the Diagnostic Tool for School and District Effectiveness. **Refer to Appendix B: Six Tenets of the SCEP** for detailed examples of the tenets.

The Priority and Focus School allocations will be placed in Galaxy in the following allocation categories:

- Title I Priority/Focus SWP
- Title I Priority/Focus SWP Parent Engage
- Title I Priority/Focus TA
- Title I Priority/Focus TA Parent Engage
- Priority/Focus Non-Title I
- Priority/Focus Parent Engage Non-Title I

Budgets must be scheduled in Galaxy by **November 9, 2012**

[Click here to download a copy of the School Allocation Memorandum.](#)

Attachment(s):

Table 1 – Priority and Focus School Allocation Summary (click here for a downloadable Excel file)

Table 2 – Priority and Focus School Allocation Detail (click here for a downloadable Excel file)

MT:bf

Spring 2012 - 2013 Network Directory

Note: No network may support more than 35 schools; growth post 30 schools is at the discretion of the cluster.

Network	Cluster	City	Grade Levels	Mission Statement
<p>Network: N101 Brand: Bridges for Learning Leader: Marina Cofield Contact: mcofield@schools.nyc.gov</p>	<p>Brooklyn: 2 Manhattan: 21 Queens: 1 Bronx: 6</p>	<p>JH//MS: 22 Secondary: 3 High School: 5</p>	<p>Mission/Philosophy: We are a network of middle schools, secondary schools, and high schools spread across four boroughs. Our schools serve a broad diversity of communities, but they are united in their progressive and innovative approaches to school improvement. Our principals are critical and creative thinkers who value opportunities to learn with and from one another to serve all their students more effectively.</p> <p>Organizational Structure: We get to know every school and its leaders well – so that we understand their strengths, needs, work styles, priorities, and beliefs – and we personalize our support accordingly. On our instructional team, every coach is an expert in one content area or other area of focus, and we assign coaches to schools for specific time frames based on their individual needs and priorities. We also create multiple opportunities for teachers and administrators in similar roles to come together for ongoing collaboration and learning.</p> <p>Special Expertise: Our team has deep expertise in the following areas:</p> <ul style="list-style-type: none"> - Budget, HR, procurement, and other operations areas - Data analysis / data-driven decisions - Understanding by Design - Supporting rich classroom discussion - Workshop model for reading/writing - CMP and other constructivist approaches to math - Co-planning / Co-teaching - Specialized instruction 	
<p>Network: N102 Leader: Alison Sheehan Contact: asheehan3@schools.nyc.gov</p>	<p>Brooklyn: 16 Manhattan: 16 Bronx: 1</p>	<p>Elem: 19 JH//MS: 3 K-8: 1 Secondary: 2 High School: 8</p>	<p>Mission/Philosophy: What we stand for:</p> <ul style="list-style-type: none"> - Access for all - Continuous learning for children and adults - Community and inclusiveness - Assessment for genuine accountability and improvement - A "bottom-up" structure that provides schools the resources to accomplish their missions 	

Spring 2012 - 2013 Network Directory

Network Information	Current schools per borough/level	Vision Statement
<p>Network: N103 Network for Sustainable Excellence</p> <p>Brand:</p> <p>Leader: Yuet M. Chu YChu@schools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 4 Manhattan: 23 Bronx: 1</p>	<p>ECE: 2 Elem: 11 JH//MS: 8 K-8: 2 Secondary: 1 High School: 4</p> <p>Mission/Philosophy: As one of the founding Empowerment and Children First networks, we embark on our 7th year as a learning organization that spans the K-12 spectrum from Yankee Stadium to Brownsville. We take pride in efficient, strategic support, sustaining effective practices, nurturing leaders, and leveraging connections across our schools to improve teaching and learning. We strive to continually expand our collective and individual capacities to create the results we aspire to as a whole group.</p> <p>Organizational Structure: As a stable team that has worked together for 5+ years, our "team especial" members know our schools intimately. New schools that join our network have traditionally been either "homegrown" from existing schools or have pre-existing connections to one of our schools. In addition to knowing each school's data, we work closely with staff members in addition to the principal to ensure our support aligns to each school's vision and current reality. We have frank conversations with our principals and together design support for their schools.</p> <p>Special Expertise: Our team has worked tirelessly to become expert in every area of school support. Our instructional coaches are deeply knowledgeable about backwards design, unit planning, lesson study, UDL, QTEL, SIOP, etc. Our YD and operations team has years of content expertise from former roles in schools, ISCs and regional offices.</p>
<p>Network: N104</p> <p>Leader: Tracey Collins, I.A. tcollins6@schools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 1 Manhattan: 2 Bronx: 29</p>	<p>ECE: 1 Elem: 16 JH//MS: 7 K-8: 6 Secondary: 2</p> <p>Mission/Philosophy: Our goal is to promote improved student performance by working with schools to support the whole student through the provision of academic and social emotional supports, common core aligned professional development, leadership coaching and leveraging relationships across schools and through partnerships with organizations that support teaching and learning.</p> <p>Organizational Structure: We are a large cross-functional network that offers tiered professional development, interventions and customized cycles of instructional and operational support to schools. We provide targeted support for English Language Learners, students with special needs and effective practices in middle school literacy.</p> <p>Special Expertise: We provide targeted support for English Language Learners, students with special needs and middle school literacy. In addition, we have established ongoing partnerships with universities to provide social work interns in our schools and social studies professional development through the American Museum of Natural History.</p>
<p>Network: N105 The Urban Assembly</p> <p>Brand:</p> <p>Leader: Jonathan Green JGreen27@schools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 5 Manhattan: 9 Bronx: 7</p>	<p>JH//MS: 5 Secondary: 5 High School: 11</p> <p>Mission/Philosophy: The Urban Assembly is dedicated to empowering underserved students by providing them with the academic and life skills necessary for college and career success. The network has a two-pronged strategic focus:</p> <ol style="list-style-type: none"> 1. The creation and support of high quality secondary schools that are open to all students. 2. The research and development of best practices that are disseminated throughout our network and the field of public education to positively benefit as many students as possible.

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Title/Role	CFN/Network	Students/schools per borough/level	Vision Statement
<p>Networks: Brand: N106 Network For Collaborative Innovation</p> <p>Leader: Cindi Kerr ckerr@schools.nyc.gov</p> <p>Contact: ckerr@schools.nyc.gov</p>	<p>Brooklyn: 5 Manhattan: 5 Queens: 5 Bronx: 11</p>	<p>Secondary: 2 High School: 24</p>	<p>Mission/Philosophy: Our philosophy is collaborative innovation, which is fostered:</p> <ol style="list-style-type: none"> 1. Among principals who share their collective skill and experience; 2. Between school staff and team members, providing customer service for daily activity, consultation on complex issues, coaching for long-term change; 3. Within the team, when achievement coordinates closely with operations on all aspects of school support, including ELL and Special Education, adult learning, managing resources and more. <p>Organizational Structure: Our support is organized around project managers who work with a small cohort of schools. Each achievement coach is not only a content expert, but also acts as liaison to the full team. Coaches pull in the expertise of all other achievement and administrative support as needed. We create smaller, interdisciplinary groups to address individual school issues synergistically.</p> <p>Special Expertise: CFN 106 includes early college, CTE, performing arts and international high schools, as well as several iZone schools. Partners include the International Network of Public High Schools, Institute for Student Achievement, and the Consortium. We have developed strong programs to support new schools and principals.</p> <p>Mission/Philosophy: CFN 107 is a cross-functional network dedicated to delivering personalized instructional, operational, and student services support to public schools. We work to support our schools in the continuous mission of school improvement as measured by improved student learning. We believe that to create a dynamic, professional learning community, schools must focus on "learning rather than teaching..." (Dufour) To this end, we provide our schools with a dedicated instructional team member, who serves as their liaison.</p> <p>Organizational Structure: We believe in collaboration between networks and schools. To this end, we provide our schools with a dedicated instructional team member, who serves as the school's liaison. This individual becomes a part of the school's community, working deeply with the administration and teachers in support of increased student achievement. In addition to this liaison, all schools have full access to the entire operational team and the student services team, both of which offer a wealth of knowledge and support.</p> <p>Special Expertise: CFN 107 offers strong, personalized instructional support, innovative and creative operational support, and a forward-thinking student services team. Please contact us for more information about our areas of expertise.</p>
<p>Networks: Brand: N107 A Network of Dynamic Learning Communities</p> <p>Leader: Nancy Scala nscala@schools.nyc.gov</p> <p>Contact: nscala@schools.nyc.gov</p>	<p>Brooklyn: 8 Manhattan: 15 Queens: 2 Bronx: 5</p>	<p>JH/MS: 4 High School: 26</p>	<p>Mission/Philosophy: CFN 107 is a cross-functional network dedicated to delivering personalized instructional, operational, and student services support to public schools. We work to support our schools in the continuous mission of school improvement as measured by improved student learning. We believe that to create a dynamic, professional learning community, schools must focus on "learning rather than teaching..." (Dufour) To this end, we provide our schools with a dedicated instructional team member, who serves as their liaison.</p> <p>Organizational Structure: We believe in collaboration between networks and schools. To this end, we provide our schools with a dedicated instructional team member, who serves as the school's liaison. This individual becomes a part of the school's community, working deeply with the administration and teachers in support of increased student achievement. In addition to this liaison, all schools have full access to the entire operational team and the student services team, both of which offer a wealth of knowledge and support.</p> <p>Special Expertise: CFN 107 offers strong, personalized instructional support, innovative and creative operational support, and a forward-thinking student services team. Please contact us for more information about our areas of expertise.</p>

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Network Information	Current schools per borough/level	Vision Statement
<p>Network: N108</p> <p>Leader: Lisa H. Plaski LPlask@schoools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 6 Manhattan: 10 Queens: 5 Staten Island: 1 Bronx: 5</p>	<p>Mission/Philosophy: CFN 108 is a uniquely diverse network of elementary, secondary, comprehensive and transfer high schools across all five boroughs and ranging in size from under 150 to over 2000 students. Our mix of veteran and new school leaders shares with network team members a commitment to keeping achievement of all students at the center of our efforts. CFN 108 is a leader in advocating for fair and relevant accountability policies and practices for schools and students.</p> <p>Organizational Structure: The CFN 108 team comprises very experienced, proactive and responsive educators. The team is organized to provide relevant, individualized and highly effective leadership, instructional and operational support to our school communities through a coordinated, cross-functional approach. In addition to a liaison structure designed to streamline communications and support for individual schools, we also utilize flexible structures for prioritizing particular supports to specific schools at different points during the year.</p> <p>Special Expertise: CFN 108 offers expert coaching and support for implementing the citywide instructional expectations (particularly Common Core, UDL and Teacher Effectiveness), special education and ELL compliance, safety and attendance, academic policy, accountability, transportation, budget and human resources.</p>
<p>Network: N109</p> <p>Brand: Building a Community of Collaborative Learners and Leaders</p> <p>Leader: Maria Quail mquail@schoools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 2 Bronx: 31</p>	<p>Elem: 1 JH//MS: 4 K-8: 5</p> <p>Mission/Philosophy: CFN 109 is designed to integrate operational and instructional support for schools. The goal is to expand the philosophy of empowering the people who know schools best with as much decision-making authority as possible: principals, teachers and school staff.</p> <p>CFN 109's Shared Vision:</p> <ul style="list-style-type: none"> - Student Achievement - Youth Development - Strategic Operations - Capacity and Sustainability <p>Organizational Structure: Schools are supported with their areas of need instructionally based on all sources of data as well as specific need identified by the leader and the team through a Data Dig. This process is a collaborative effort to make coherent the school needs and support with the CIE and DOE initiatives.</p> <p>Special Expertise: The Teacher Effectiveness Pilot was embraced by our schools and served as the anchor for improving instruction within our schools. The instructional team provides professional development for our schools offsite and then differentiates support to meet the individual needs of our schools during onsite visits.</p>

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Network Information	Current schools per borough/level	Vision Statement
<p>Network: N111</p> <p>Leader: Lucile Lewis</p> <p>Contact: Lewis2@schools.nyc.gov</p>	<p>Brooklyn: 17</p> <p>Queens: 4</p>	<p>Elem: 11</p> <p>JH//MS: 8</p> <p>K-8: 2</p>
<p>Network: N112</p> <p>Brand: B.E.S.T. Network</p> <p>Leader: Kathy Pelles</p> <p>Contact: kpelles@schools.nyc.gov</p>	<p>Brooklyn: 19</p> <p>Manhattan: 7</p> <p>Queens: 1</p>	<p>JH//MS: 9</p> <p>K-12: 1</p> <p>Secondary: 7</p> <p>High School: 10</p>
<p>Network: N201</p> <p>Leader: Joseph Zaza</p> <p>Contact: zaza@schools.nyc.gov</p>	<p>Brooklyn: 3</p> <p>Manhattan: 7</p> <p>Queens: 19</p> <p>Staten Island: 1</p> <p>Bronx: 2</p>	<p>K-12: 1</p> <p>Secondary: 1</p> <p>High School: 30</p>
<p>Mission/Philosophy: Our network strives to improve the quality of classroom instruction and school leadership with the goal of positively impacting student achievement. We embrace the belief that all students are entitled to a quality, standards-driven education. We aim to provide guidance to all school communities who share this vision.</p> <p>Organizational Structure: Our network provides differentiated support to school leaders and their communities based upon their expressed needs and their school's accountability status. We carefully match network staff with schools to maximize our effectiveness and the potential for each school to succeed.</p> <p>Special Expertise: We provide onsite support to address instructional and operational concerns specific to school communities. We coach school leaders, teacher teams and individuals to build capacity and sustain effective systems and structures. We develop and revise documents such as unit maps, action and professional development plans.</p> <p>Mission/Philosophy: Our driving goal is to increase student achievement and help every member of the school community reach full potential. We offer a wide range of supports to promote school leaders in increasing focus on teaching and learning, schools in developing rigorous and relevant curricula, and teachers in becoming highly effective. Why us? Experience (network leader was a principal for ten years), innovative Intervention Program (teachers learn from each other in job-embedded PD), and accomplished, collaborative principals.</p> <p>Organizational Structure: Our network is organized to provide network-wide support and professional development to ALL schools--and specific and targeted support to each individual school based on results from recent Quality Reviews and Progress Reports (highest impact areas) as well as school identified priorities! Each school gets a dedicated instructional specialist as a point person as well as access to a full calendar of professional development opportunities for all members of the school: principals, APs and teachers in all subject areas.</p> <p>Special Expertise: Our network has a large number of instructional team members, and a small but strong operations team. CFN 112 has been a leading network in the Common Core Pilot program as well as in the Teacher Effectiveness Pilot.</p> <p>Mission/Philosophy: CFN 201 provides personalized, comprehensive support and a caring ethic to meet the needs of all of our schools. With an unrelenting focus on student achievement, we build capacity in our schools through the development of effective professional learning communities. We strategically support the instructional and operational needs of our schools with meaningful partnerships, strong emphasis on digital literacy and critical thinking to assist our students to meet and exceed CC standards in safe, supportive environments.</p> <p>Organizational Structure: We have a team of experts in both instructional content and operational areas. Each school is assigned an instructional point person from the network. The point person works with a school to identify specific needs. They then bring in other team members to provide targeted support. Together, they develop a strategic plan to address the school's needs.</p> <p>Special Expertise: We provide expert support to high schools.</p>		

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Network Information	Current schools per borough/level	Vision Statement
<p>Network: N202</p> <p>Leader: Nancy Di Maggio</p> <p>Contact: ndimagg@schools.nyc.gov</p>	<p>Brooklyn: 1 Manhattan: 1 Queens: 26 Bronx: 2</p>	<p>Mission/Philosophy: CFN 202 is a dynamic professional learning community of 30 schools spanning Pre-K to 12. Our schools range in size from large comprehensive high schools with over 4,000 students to small elementary schools with just over 200 students. Our network schools serve diverse student populations, including SWDs, ELLs and G&T. The network leader is an experienced and highly-ranked professional with extensive K-12 organizational and instructional expertise, with an emphasis in the field of Students with Disabilities.</p> <p>Organizational Structure: We offer a variety of training and coaching supports for all school staff that includes implementing the CCLS and the CIE, meeting compliance demands, assisting with effective budgeting, and using data and technology for instructional improvement. What sets our network apart is the 360 degree, customized support we provide onsite to meet the unique needs of each school. Every team member maintains on-going, personal communication with each school providing individualized attention. This support ensures positive student outcomes.</p> <p>Special Expertise: Our dedicated network team consists of a cadre of professionals with expertise in leadership, instruction and operations, including 2 Achievement Coaches who are former principals. Our Director of Operations has expertise in all areas of budgeting and administration. Our team members have experience in all grades Pre-K to 12.</p>
<p>Network: N203</p> <p>Leader: Dan Feigelson</p> <p>Contact: Dfeigel@schools.nyc.gov</p>	<p>Manhattan: 25 Bronx: 4</p>	<p>ECE: 2 Elem: 21 JH//MS: 1 K-8: 5</p> <p>Mission/Philosophy: CFN 203 serves a diverse network of elementary and K-8 schools that believes in the power of inquiry based workshop teaching wedded to strong youth development. Our guiding philosophy is that all kinds of students from all kinds of schools deserve equal opportunities for meaningful academic and socio-emotional learning. We pride ourselves on the individual relationships we establish with our schools, and offer high quality, long term professional development as well as being responsive to day-to-day concerns and crises.</p> <p>Organizational Structure: Each of our schools has a network point person who works closely with schools on instructional, operational, and any unique needs, alerting appropriate people and following through until the task is completed. Our instructional and youth development specialists coordinate their work closely and often visit schools together to devise 360-degree support. Operational staff provide targeted business and administrative support, making regular school visits to assist principals and school staff with a variety of work streams.</p> <p>Special Expertise: We pride ourselves on our ability to help schools make instructional decisions based on both qualitative and quantitative data. Network staff members include an instructional technology specialist, a former district math director, and a former member of the Teachers College Reading and Writing Project.</p>

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<p>Network: N204</p> <p>Leader: Diane Foley</p> <p>Contact: D.Foley@schools.nyc.gov</p>	<p>Brooklyn: 1</p> <p>Queens: 27</p> <p>Bronx: 1</p>	<p>ECE: 1</p> <p>Elem: 20</p> <p>JH/MS: 5</p> <p>K-8: 3</p>	<p>Mission/Philosophy: CFN 204 strongly believes that knowledge sharing fuels relationships and our learning community thrives based on this belief. The network provides expert cross-functional instruction and operations support to schools with students in grades Pre-K through 8. Our blueprint to promote student achievement and ensure that students are college and career ready is to focus on strong leadership, skilled teaching and reflection within a standards-based system.</p> <p>Organizational Structure: CFN 204 principals depend on the network's ability to clearly communicate with members of each school community by providing access to information and materials that meet their individual needs. A CFN "Point Person" from the team is assigned to each school as a thought partner to help inform all instructional and operational decisions.</p> <p>Special Expertise: In addition to our experienced operations and instruction staff, we also have a designated instructional Data Specialist and SATIF who support schools to better understand data, make informed decisions based on this understanding, and align their work to improve student achievement.</p>
<p>Network: N205</p> <p>Brand: LEARN 205 (Learning Enrichment and Responsive Network)</p> <p>Leader: Joanne Joyner-Wells/Mary Jo Piscano</p> <p>Contact: jjoyner@schools.nyc.gov mpiscano@schools.nyc.gov</p>	<p>Queens: 28</p>	<p>Elem: 19</p> <p>JH/MS: 1</p> <p>K-8: 8</p>	<p>Mission/Philosophy: CFN 205 recognizes the need for students to be problem solvers and critical thinkers. We provide a rich and diverse range of professional learning opportunities, enabling schools to advance student achievement. We focus on high-quality professional practice for school leaders and teachers. CFN 205 strives to ensure that all students, including SWDs and ELLs, acquire the necessary knowledge and skills needed for college and career readiness, in alignment with the Common Core Learning Standards.</p> <p>Organizational Structure: Using a tiered approach, CFN 205's operational and instructional staff provide customized support to each of our schools. With one-on-one assistance, onsite support, collaborative group planning and comprehensive review of available data, we work with schools to ensure their individual needs are met. Our team emphasizes cross-functionality, providing schools with seamless access to the full range of network supports. We are proactive, keeping principals apprised of impending deadlines and anticipating school needs.</p> <p>Special Expertise: CFN 205 is led by administrators with expertise in literacy, mathematics, school leadership and special education. Staff includes certified Thinking Maps, Wilson and Foundations trainers. Innovative approaches include a teacher effectiveness partnership with the New Teacher Center and the development of CCLIS lab sites for ELLs.</p>

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Network Information	Current schools per borough/level	Mission Statement
<p>Network: N206</p> <p>Leader: Ada Cordova Contact: acordova@schools.nyc.gov</p>	<p>Brooklyn: 2 Manhattan: 14 Bronx: 3</p>	<p>Elem: 11 K-8: 1 Secondary: 1 High School: 6</p> <p>Mission/Philosophy: CFN 206 and our elementary and secondary schools are unified around the joy of teaching and learning. We believe that independent thinking is fostered through learning opportunities that include exploration and the "productive struggle." We take great pride in honing our professional craft, with our collective pursuit of success manifesting itself in the achievements of our schools and individual team members.</p> <p>Organizational Structure: We review school data and instructional goals, and partner coaches with principals to utilize unique expertise in addressing schools' specific needs. We routinely provide onsite support and consultation. This partnership yields coaches deeply committed to knowing their schools. Operations staff customizes one-on-one training and communicates information to coaches, resulting in holistic, practical advice. Professional development is tailored for elementary and secondary schools to meet the instructional demands of each school group.</p> <p>Special Expertise: Our team is composed of former school leaders, coaches and an operations team with various business degrees. We offer pedagogical and youth development guidance grounded in the research practice of nationally renowned partners including Dr. Filmore, TCRWP and Partnership in Children. Onsite Quality Review support is provided by our QR specialists.</p>
<p>Network: N207</p> <p>Leader: Danielle Giunta Contact: dgiunta4@schools.nyc.gov</p>	<p>Queens: 25</p>	<p>Elem: 20 JH//MS: 1 K-8: 2</p> <p>ECE: 2</p> <p>Mission/Philosophy: CFN207 is committed to providing outstanding instructional and operational support to our schools. Our strong team, led by a former DOE Principal, is dedicated to assisting all members of the school community to ensure excellence in leadership, teaching and learning. Dynamic offerings of PD designed for sustained professional learning are customized to meet the diverse and collective needs of our PK-8 schools and their learners as we coach them to develop the skills necessary to become critical thinkers and problem solvers.</p> <p>Organizational Structure: CFN207 takes great pride in both the individual expertise of each team member as well as the collaborative nature of our team. Each has specific roles and/or possesses specialized training in a particular area allowing the CFN to better support our schools. We are also dedicated to developing cross-functional capacity across our team as this provides schools with a deeper and more efficient level of support.</p> <p>Special Expertise: CFN207 possesses technical expertise and employs scientific/research-based skills and strategies to support schools. Our operational team is regarded as an expert in its unique functional areas. Our instructional team holds specialized training/certification in the following: Thinking Maps, Wilson, DMI, Math for All, Japanese Lesson Study, etc.</p>

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Network	Current schools per borough/level	Vision Statement
<p>Network: N209</p> <p>Leader: Daniel Purus Contact: dpurus@schools.nyc.gov</p>	<p>Brooklyn: 3 Queens: 15</p>	<p>Elem: 3 JH/MS: 15 K-8: 1</p> <p>Mission/Philosophy: CFN 208 supports dynamic school leaders who oversee grades Pre-K to 9. We commit to providing comprehensive and effective services customized to support and guide schools to meet the challenges of an evolving educational landscape. Our specialists foster a culture of collaborative assistance helping schools navigate the complexities of daily operational and instructional expectations. We build capacity in our schools so that instruction is aligned with CCL, enabling students to meet their full potential.</p> <p>Organizational Structure: The network provides exceptional service to our schools in implementing Citywide Instructional Expectations. Each school is assigned an Achievement Coach who develops close relationships with school leadership providing support and problem resolution through regular visits. Coaches coordinate cross-functional support in areas such as teacher effectiveness, accountability, academic policy, data, goal setting, and planning. Our menu of differentiated support includes mentoring, RTI, SMD/ELL instructional strategies, and much more.</p> <p>Special Expertise: Coordinated support in attendance, safety, and youth development ensures integrated connections between schools and families. Schools engaging in accountability reviews are assisted by network-led learning walks, SSEF writing support, and lesson plan clinics that build sustainable capacity to strengthen the instructional core.</p> <p>Mission/Philosophy: Our philosophy is that all of our children can succeed academically and learn to adapt and survive in a world that is socially and emotionally demanding, despite the challenges they may face. Most important in overcoming these obstacles are teaching and learning environments that have and produce strong and visionary leaders, as well as bright, creative, nurturing and resourceful teachers. Our ongoing mission is to ensure that all of our schools provide such an environment.</p> <p>Organizational Structure: CFN 209 is comprised of highly effective instructional and operational professionals. A group of three to four schools is matched with a liaison (Achievement Coach) based on the schools' strengths and challenges and the expertise of the Achievement Coach. The liaison for each school is responsible for coordinating "residencies" (intensive team support). Learning Walks and any other support needed. Each member of the team is also responsible for providing support to all schools in his/her area of expertise.</p> <p>Special Expertise: Members of our instructional staff, three of whom are bilingual, are seasoned pedagogues who have expertise in elementary and middle school instruction and content, as well as supporting ELs and SWD, including compliance. Our expert operational staff is well-versed in all areas, including HR, budget, technology, procurement, and youth development.</p>
<p>Network: N209</p> <p>Leader: Marlene D. Wilks Contact: Mar.Dilks@schools.nyc.gov</p>	<p>Brooklyn: 3 Manhattan: 6 Queens: 10 Bronx: 3</p>	<p>ECE: 1 Elem: 20 JH/MS: 1</p> <p>Mission/Philosophy: Our philosophy is that all of our children can succeed academically and learn to adapt and survive in a world that is socially and emotionally demanding, despite the challenges they may face. Most important in overcoming these obstacles are teaching and learning environments that have and produce strong and visionary leaders, as well as bright, creative, nurturing and resourceful teachers. Our ongoing mission is to ensure that all of our schools provide such an environment.</p> <p>Organizational Structure: CFN 209 is comprised of highly effective instructional and operational professionals. A group of three to four schools is matched with a liaison (Achievement Coach) based on the schools' strengths and challenges and the expertise of the Achievement Coach. The liaison for each school is responsible for coordinating "residencies" (intensive team support). Learning Walks and any other support needed. Each member of the team is also responsible for providing support to all schools in his/her area of expertise.</p> <p>Special Expertise: Members of our instructional staff, three of whom are bilingual, are seasoned pedagogues who have expertise in elementary and middle school instruction and content, as well as supporting ELs and SWD, including compliance. Our expert operational staff is well-versed in all areas, including HR, budget, technology, procurement, and youth development.</p>

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Network Information	Current schools per borough/level	Vision Statement
<p>Network: N210 Brand: RISE - Reaching Individual Schools Effectively Leader: Joanne Brucella Contact: jbrucel@schools.nyc.gov</p>	<p>Brooklyn: 12 Queens: 16</p>	<p>Mission/Philosophy: CFN 210 is devoted to creating a culture of collegiality and collaboration across schools in Brooklyn and Queens. We support our early childhood, elementary, and middle schools with innovative educational practices as they implement the Citywide Instructional Expectations. We build capacity and promote distributive leadership by providing personalized service and expert support. Our high-quality professional development focuses on identified instructional and operational needs.</p> <p>Organizational Structure: Our team is comprised of former District Leaders, Principals, Assistant Principals and Instructional Specialists. Schools are assigned a point person who serves as the liaison between the school and network team to ensure cross-functional support for operational and instructional needs. In addition to network-wide monthly professional development, schools are strategically organized into cohorts to promote collaboration, inter-visitation and professional growth.</p> <p>Special Expertise: In addition to expert instructional support, our operations team is also comprised of highly experienced professionals. Our student services/YD, HR and Budget Directors, as well as our ASE, leverage their extensive experience to navigate DOE systems and identify operational solutions.</p>
<p>Network: N211 Brand: Your Source For Success Leader: Jean McKeon Contact: jmckeon3@schools.nyc.gov</p>	<p>Brooklyn: 18 Queens: 6 Staten Island: 3 Bronx: 3</p>	<p>Mission/Philosophy: CFN 211 is a network comprised of experienced educators dedicated to providing schools with the highest level of customized instructional and operational support. We are a diverse network supporting 30 schools, spanning grades PK-12, throughout 4 NYC boroughs. Our mission is to strengthen teacher practice and overall student achievement in each school we serve.</p> <p>Organizational Structure: The Network Leader and Director of Operations, both former DOE principals, have the expertise and knowledge necessary in assisting principals in all areas of administration and instructional practice. Instructional Achievement Coaches, individually assigned, provide onsite customized PD to meet the diverse goals of each school community. Our operational team has extensive experience in supporting and assisting administrators with daily operational needs.</p> <p>Special Expertise: Rigorous professional development is provided monthly to Principals, APs, Instructional Leads, ELLs, Special Education and Data Specialists to strengthen and support instructional practice and student achievement.</p>



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Current schools per borough/level		Vision Statement	
<p>Network: N401 Brand: Mobilizing Collective Capacity Leader: Royan Marks Contact: rmarks@schools.nyc.gov</p>	<p>Brooklyn: 11 Manhattan: 1 Bronx: 10</p>	<p>Elem: 13 JH//MS: 2 K-8: 7</p>	<p>Mission/Philosophy: The mission of Network 401 is Mobilizing Collective Capacity. We aim for excellence and provide high quality differentiated supports for schools in order to improve learning outcomes for all students. We aim to develop the expertise and effectiveness of staff as we mobilize and build capacity in our community to ensure that our support impacts student achievement and enhances teacher pedagogy. Our goal is to empower school leaders, teachers and staff to prepare and lead our students towards college and career readiness. Organizational Structure: An assigned "instructional point" provides direct support for the school. Professional development is not a folder of materials or an isolated event - it is a process. That process is part of being a reflective practitioner, of asking, "How can I make a difference to promote student achievement?" The question is, "How do I put wheels on this and get it on the road to mobilize capacity?" Special Expertise: We ensure supports are in place for students and provide assistance with many systems. Learning is a process that moves through stages of meaning (building on ideas), machinery (acquiring skills, connecting strategies), and mastery (reaching the goal, applying learning to meet real-world challenges).</p>
<p>Network: N402 Leader: Cristina Jimenez Contact: cjimenez5@schools.nyc.gov</p>	<p>Brooklyn: 3 Manhattan: 3 Queens: 3 Bronx: 10</p>	<p>JH//MS: 1 Secondary: 5 High School: 13</p>	<p>Mission/Philosophy: We believe schools can accelerate achievement for all students through thoughtful partnerships and best practices. We provide quality support and foster innovation in our schools. By cultivating leadership at all levels and supporting the development of teachers, we build capacity for schools to establish structures and align resources that support student achievement. We partner with schools to implement rigorous curriculum that meets the needs of all learners, empowering students to take ownership of their learning. Organizational Structure: The network provides consultations with all schools in the beginning, middle and end of year to create meaningful partnerships through data analysis and alignment of resources. Professional learning for leaders occurs at each others' school to observe best practices and become reflective learners. The school leaders engage in conversations about all aspects of school instruction and operations. Special Expertise: Being responsive, transparent, efficient, collaborative and dedicated is what CFN 402 uses to guide our work in supporting schools. Each team member brings a level of expertise from previous positions that assists schools with instructional needs and operational priorities.</p>

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Network Information	Current schools per borough/level	Vision Statement
<p>Network: N403 Brand: The Good Network</p> <p>Leader: Joshua Good Contact: jgood2@schools.nyc.gov</p>	<p>Brooklyn: 10 Manhattan: 8 Queens: 4 Staten Island: 1 Bronx: 4</p>	<p>Mission/Philosophy: Our core values are integrity, professionalism, and collaboration. Trusting relationships with real conversations are necessary for the cycle of learning. We hold ourselves responsible to quickly get answers to school issues. In addition to building strong network-to-school ties, we connect school communities with each other to support collective growth. We recognize that we are learners who look to school communities to foster our own learning. Our aim is to be a team of professionals that helps schools to help kids.</p> <p>Organizational Structure: Our philosophy is that we need to know our schools well. To this end, each school has one team member assigned to meet that school's particular needs on a very regular basis. In addition, every school has access to all team members' particular areas of expertise. We feel that this design enables all schools' needs to be met in an individualized and expeditious way, while providing expert professional development in key initiatives around instruction, operations and youth development.</p> <p>Special Expertise: We are pleased to boast that we are the only network in the city to be awarded a \$700,000 Petrie grant. This generous funding has allowed our network to support our schools with additional time and materials to develop CCLS units, stronger teacher effectiveness models, and a newly-developed tool to support quality IEP writing.</p>
<p>Network: N404</p> <p>Leader: Malika Bibbs Contact: mbibbs@schools.nyc.gov</p>	<p>Brooklyn: 16 Manhattan: 4 Queens: 7 Bronx: 3</p>	<p>Mission/Philosophy: CFN 404 is a network of 30 small high schools that values teaching and learning, professional development, instructional leadership and youth development. Students are at the core of everything we do. Advisory and personalization are key components of schools in our network. Our goals include: improving teacher effectiveness using Danielson's Framework, looking at student work to improve teacher practice, developing performance tasks aligned to CCLS, supporting implementation of the special education continuum, and accountability.</p> <p>Organizational Structure: Our network has 3 teams: Student Services, Operations, and Instruction. We work cross-functionally to provide optimal support. We pair and share around areas of success and areas of learning.</p> <p>Special Expertise: We provide our schools tailored support in the areas of Special Education, Galaxy, and School Quality Review.</p>
<p>Network: N405</p> <p>Leader: William Bonner Contact: wbonner@schools.nyc.gov</p>	<p>Brooklyn: 12 Manhattan: 8 Staten Island: 4</p>	<p>Mission/Philosophy: We are a diverse network of high schools and middle schools that recognizes and responds to the needs of all constituencies within our school communities. Over the past seven years, our team has developed a culture that respects individuality while enabling schools and leaders to work collaboratively through the sharing of best practices, interventions, and professional learning communities in support of citywide initiatives.</p> <p>Organizational Structure: CFN 405 is a team of highly-qualified professionals with a proven track record of student achievement. Our instructional team members have previous experience as teachers, assistant principals, and principals and understand the needs of our schools. The very experienced and strong operational team members ensure that each of our schools is able to maximize personnel and budgetary resources in order to fully support the needs of the schools.</p> <p>Special Expertise: We build leadership and learning capacity in teachers, administrators, support staff, parents and especially students; provide schools with practical support in reaching accountability and instructional targets; promote professional growth that is linked to student and teacher achievement; CEP support; mock QRS; and CCLS/TE institutes.</p>

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Current Schools per Borough/Level		Vision Statement	
<p>Network: N405</p> <p>Leader: Sandra Litrico</p> <p>Contact: SLitrico@schools.nyc.gov</p>	<p>Brooklyn: 8</p> <p>Manhattan: 13</p> <p>Queens: 5</p> <p>Bronx: 7</p>	<p>ECE: 3</p> <p>Elem: 21</p> <p>JH//MS: 4</p> <p>K-8: 5</p>	<p>Mission/Philosophy: CFN 406 aims to provide differentiated support to our dynamic and innovative schools. By nurturing a collaborative learning community, we support data-driven instructional action plans that create meaningful changes, which accelerate student learning.</p> <p>Organizational Structure: We are partners with our schools and, as a network, we are fully committed to becoming the leading network in the city. We will provide our schools with courteous, reliable, and professional instructional and operational support.</p> <p>Special Expertise: We have a dynamic operational team, as well as knowledgeable instructional leaders, which includes experts in common core standards, universal design for learning, and other in-house school support systems.</p>
<p>Network: N407</p> <p>Brand: Maverick Education Partnership</p> <p>Leader: Debra Lamb</p> <p>Contact: dlamb@schools.nyc.gov</p>	<p>Brooklyn: 3</p> <p>Manhattan: 2</p> <p>Queens: 1</p> <p>Bronx: 11</p>	<p>Elem: 13</p> <p>JH//MS: 4</p>	<p>Mission/Philosophy: Education today needs Mavericks -- people who approach common challenges in uncommon ways. Our network schools and network team share an unyielding focus on cultivating positive school communities where students and educators can thrive socially, emotionally, and, therefore, academically. Our vision for New York City's students is that they succeed both in school and in life. This is why we exist.</p> <p>Organizational Structure: Our network team serves as thought partners with our schools. We provide a broad range of high quality support for our network schools, e.g., leadership coaching, teacher development, resource management and development, student support services, and advocacy. Our dedicated network staff focuses on addressing the needs of special populations, early childhood, upper elementary school, and middle and high schools. We value the strengths of each school, and work thoughtfully and diligently for continuous school improvement.</p> <p>Special Expertise: We are experts in strategic planning, organizational learning and professional development, leadership coaching, resource management and development, talent management and development, instructional technology and virtual learning, data-driven decision-making, and creative partnerships and practices.</p>
<p>Network: N408</p> <p>Leader: Lucius Young</p> <p>Contact: lyoung22@schools.nyc.gov</p>	<p>Brooklyn: 7</p> <p>Manhattan: 14</p> <p>Queens: 1</p> <p>Bronx: 1</p>	<p>ECE: 1</p> <p>Elem: 13</p> <p>JH//MS: 1</p> <p>K-8: 7</p> <p>High School: 1</p>	<p>Mission/Philosophy: Children's First Network 408, built on the tenets of developing professional learning communities, provides instructional and operational support to all schools. We place the academic success of the students we serve within our K-12 communities at the forefront of all decisions. We place a high value on professional development and we pride ourselves on building school capacity from within, as we believe instructional leaders to be the change agents in education.</p> <p>Organizational Structure: The network utilizes team members to work with school leaders and their constituents. The network team identifies trends and will craft targeted professional learning opportunities for school constituents to further advance the mission of each school. Using various forms of data and the latest research in adult development, team members will collaborate with each school to deepen the support to advance the teaching and learning of each affiliated site with the common goal of raising student achievement.</p> <p>Special Expertise: The network has successfully built a collaborative learning community. Colleagues are able to draw upon each others' successes as a means to support their own growth in creating excellent schools. New leaders are provided with learning opportunities in their early years to support their leadership growth.</p>

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<p>Network: N409</p> <p>Leader: Neal Oproomalla noprooma@schools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 26 Staten Island: 9</p>	<p>Mission/Philosophy: Children's First Network 409 (CFN 409) is "A Network Where Excellence is the Standard." Through a dynamic professional development plan, onsite school support, partnerships with instructional experts and the facilitation of school collaboration, CFN 409 is dedicated to supporting schools in: strengthening teacher pedagogy, improving student outcomes, and building and optimizing operational capacity. CFN 409 is also dedicated to establishing collaborative communities of professionals who learn from and support one another.</p> <p>Organizational Structure: Our team is comprised of highly qualified professionals with years of experience in helping students achieve. Our instructional team members have served in NYC public schools as teachers and administrators. Our instructional team is complemented by our equally experienced and strong operational team members who ensure that each of our schools is able to maximize personnel and budgetary resources in order to fully support their instructional objectives. Our standard of excellence is achieved through standards of practice.</p> <p>Special Expertise: CFN 409 stands on the forefront of adult professional learning. In addition to regular principal and AP conferences, operations, and special education meetings and institutes for our schools' instructional leads, our instructional team also facilitates study groups which are based on our schools' data-driven needs and the CIEs.</p> <p>Mission/Philosophy: Driven by the belief in quality education and equal access to democracy, we, The ROCKS, are organized on three pillars: Achievement, Student Services, and Operations. These are integrated to support strong instruction and student growth through the following: Reflection: Facilitative Leadership; Outcomes: Improved Professional Practice, and Student Work; Collaboration: Teacher Teams; Knowledge: Learning Conferences; Standards: High Expectations, Rigor, Feedback. We do this knowing that every school community is dedicated, diverse, and deserving.</p> <p>Organizational Structure: CFN410 prepares schools to meet city and state expectations. Through data analysis, we engage school leaders in deep conversations to discover the best course for their school. We conduct ongoing needs assessments with leaders and teachers to collaboratively develop Individualized Action Plans to address the specific needs of each school, resulting in improved learning and achievement. We are recognized as an effective network.</p> <p>Special Expertise: We are experts in Quality Review, RtI, Inquiry, Strengthening Professional Practice, Student Leadership, ELL Instruction and compliance, Special Student Services, Budget and Operations. Our focus on effective question and discussion techniques results in 96% of schools participating in ongoing professional development.</p>
<p>Network: N410 The ROCKS</p> <p>Brand:</p> <p>Leader: Altagracia Santana Asantara2@schools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 4 Manhattan: 3 Queens: 15 Staten Island: 1</p>	<p>ECE: 2 Elem: 16 JH/MS: 2 K-8: 3</p>

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Network	Contact	Current Schools per grade level	Vision Statement
<p>Network: M412</p> <p>Leader: Michael Alcoff</p> <p>Contact: malcoff@schools.nyc.gov</p>	<p>M412</p> <p>Making It Happen</p> <p>Leader: Daisy Concepcion</p> <p>Contact: DConcep@schools.nyc.gov</p>	<p>Brooklyn: 5 Manhattan: 5 Queens: 2 Staten Island: 1 Bronx: 15</p>	<p>JH//MS: 12 K-8: 1 Secondary: 3 High School: 12</p>
<p>Mission/Philosophy: Effective schools have a strong instructional core, seamless operations, and comprehensive student support systems. We believe this is a direct result of strong principal leadership and are committed as a network to supporting the capacity of our school principals. When consistently and collaboratively engaged in reflective practice, effective principals foster great learning communities.</p> <p>Organizational Structure: Our professional development aligns to the belief system that students learn best by doing and thinking. Our instructional PD has a strong focus on Common Core-aligned unit design, daily lesson planning around rigorous tasks, the pedagogy to support student thinking around those tasks, and instructional strategies to allow entry points for all students. We also offer PD to build administrative capacity, the work of teacher teams, and student support systems that develop positive academic and personal behaviors among students.</p> <p>Special Expertise:</p> <ul style="list-style-type: none"> - Supporting leaders of small schools in their instructional supervision and organizational capacity building. - Supporting teacher teams in their work looking at tasks, student work, and data to inform planning. - Common core aligned literacy and math curriculum and instruction for high school and middle school teachers. 			
<p>Mission/Philosophy: Our mission is simple: to provide outstanding customer service in both instruction and operations so that schools become professional learning communities that develop students who are career and college ready. That is why we are recognized as an effective network. We believe in the Executive Coaching model and see ourselves as thought partners for principals in rolling out the CIE to fulfill the goal of having an effective teacher in every classroom delivering high-quality instruction to all students.</p> <p>Organizational Structure: The network is comprised of a cross-functional team of Achievement Coaches who have strengths in data and accountability systems and are also content area specialists. Each Achievement Coach is the primary liaison for a small group of schools. In order to meet the wide range of needs at each school, the Achievement Coach, in consultation with their principal, enlists the support of fellow network Achievement Coaches to provide an individual yet comprehensive approach to school service.</p> <p>Special Expertise: The network has been in the Teacher Effectiveness Program (Danielson) for two years. Some of our network schools are part of the citywide case study. We have been successful with grant writing and have many partnerships with universities.</p>			

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Network Information	Current schools per borough/level	Vision Statement
<p>Network: N511 Brand: FH1360</p> <p>Leader: Jorge Izquierdo, I.A. Contact: jizquierdo@fh1360.org</p>	<p>Brooklyn: 6 Manhattan: 5 Queens: 3 Bronx: 8</p>	<p>Elem: 6 JH//JMS: 11 K-8: 2 Secondary: 1 High School: 2</p>
<p>Network: N521 Brand: CUNY</p> <p>Leader: Dennis Sanchez Contact: DSanche@schools.nyc.gov</p>	<p>Brooklyn: 7 Manhattan: 4 Queens: 4 Bronx: 3</p>	<p>JH//JMS: 3 Secondary: 6 High School: 9</p>
<p>Mission/Philosophy: FH1360 is committed to delivering high-quality instructional and organizational support. We believe each student deserves a rigorous education aligned to 21st century expectations for postsecondary readiness. We seek to enable schools to build systems responsive to students' academic/socio-emotional needs through the development of teacher teams and distributive leadership. Via peer-coaching, workshops, site visits, and partnerships, we collaborate with schools to establish effective leaders and pedagogical practices.</p> <p>Organizational Structure: We support school leadership and teachers through site visits to assess the learning environment. Site visits enable us to develop relationships and conversations with schools about student needs and effective modes of support. Instructional and leadership coaches review and discuss quantitative/qualitative data gathered through observations, conversations, analysis of student population, student work, and outcomes across content areas to determine the most holistic, yet individualized, approach to school improvement.</p> <p>Special Expertise: Through leadership development, we build the skills set of principals, assistant principals, and teacher leaders through coaching and workshops. Content area instructional coaches are experienced and well-versed in teaching SWDs and ELLs. We specialize in building teacher effectiveness through lab sites and peer-coaching.</p> <p>Mission/Philosophy: The CUNY SSO provides outstanding assistance to schools that share a commitment to preparing middle and high school students for success in college without remediation.</p> <p>Our schools:</p> <ul style="list-style-type: none"> - Ensure college readiness for all students through rigorous curriculum, instruction, and assessment aligned with the Common Core Learning Standards. - Foster continuous teacher development driven by varied data sources and a research-based framework. - Achieve good standing on identified city and state metrics. <p>Organizational Structure: Our network support services are spearheaded by the assignment of a school support coordinator and achievement coach to each network school. The school support coordinator is a former school administrator who coordinates all aspects of school support to assist principals in achieving their goals and addressing challenges. These individuals, supported by the rest of the CUNY team, develop a school support plan in collaboration with the school leadership outlining the support the school expects during the course of the year.</p> <p>Special Expertise: The network has a history of establishing new schools in partnership with the New York City Department of Education and other partners with a focus on college preparedness. It has been able to successfully transfer this experience to existing middle and high schools that have joined the network.</p>		

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Network Information		Current schools per borough/level	Vision Statement
Network: N531 Brand: CEI-PEA Leader: Joseph Blaize Contact: jblaize@schools.nyc.gov	Brooklyn: 6 Queens: 23	ECE: 2 Elem: 22 K-8: 5	<p>Mission/Philosophy: The vision of all CEI-PEA networks is to assist schools in improving the quality of education by providing support for teachers, parents, students, and administrators in all areas of school life. We provide expertise in instruction, standards, data/IT, assessment, budgeting, scheduling, special education and ELL services. We also represent the voice of schools, students and parents. Our staff includes highly experienced, successful former school and district leaders.</p> <p>Organizational Structure: Our network leadership team, comprised of supervisory and instructional specialists, will conduct a school-needs assessment. Based on that assessment, a customized action plan will be developed. A network point person will be assigned to the school whose responsibility will be the execution of the action plan. The point person will enlist the help of network staff and CEI-PEA cross network specialists, based upon need. The network team meets bi-weekly to assess progress at each of the schools and to modify action plans.</p> <p>Special Expertise: Our network works under the umbrella of CEI-PEA, which has specialists in all instructional areas, budget, scheduling, leadership development, crisis management, special education, grant writing and all other areas of school life. We also represent the voice of schools, students and parents.</p>
Network: N532 Brand: CEI-PEA Leader: Ben Soccodato Contact: BSoccod@schools.nyc.gov	Manhattan: 20 Bronx: 12	ECE: 1 Elem: 12 JH/J/MS: 10 K-8: 9	
Network: N533 Brand: CEI-PEA Leader: Nancy Ramos Contact: NRamos@schools.nyc.gov	Brooklyn: 14 Queens: 3 Staten Island: 11	ECE: 1 Elem: 17 JH/J/MS: 8 K-8: 2	
Network: N534 Brand: CEI-PEA Leader: Ben Waxman Contact: BWaxman@schools.nyc.gov	Brooklyn: 1 Manhattan: 2 Queens: 2 Bronx: 25	ECE: 1 Elem: 15 JH/J/MS: 12 K-8: 2	
Network: N535 Brand: CEI-PEA Leader: Ellen Padva Contact: EPadva@schools.nyc.gov	Brooklyn: 9 Queens: 20	ECE: 1 Elem: 15 JH/J/MS: 11 K-8: 2	
Network: N536 Brand: CEI-PEA Leader: Bill Colavito / Gerard Bairne Contact: WColavito@schools.nyc.gov GBairne@schools.nyc.gov	Brooklyn: 6 Manhattan: 5 Queens: 4 Bronx: 9	JH/J/MS: 9 K-8: 1 Secondary: 5 High School: 10	

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Network Information	Current Schools per Borough/Level	Vision Statement	
Network: N551 Brand: Fordham University Leader: Dr. Anita Batisti/Marge Struk Contact: abatisiti@fordham.edu struk@fordham.edu	Brooklyn: 10 Manhattan: 8 Queens: 1 Bronx: 15	Elem: 20 JH//MS: 5 K-8: 2 Secondary: 2 High School: 6	<p>Mission/Philosophy: The mission of the Fordham PSO collaboration with New York City schools is to help teachers and administrators drive academic achievement through a process of reflection, self-analysis, and the integration of perspectives gained from research into school-wide and classroom practice. The goal is to move each school toward the "tipping point" at which its culture becomes one of accountability and accomplishment.</p> <p>Organizational Structure: We acknowledge the "uniqueness" of each school and tailor our supports to meet their individual needs. Through a designated network team point person, outside consultants, Fordham faculty and resources, we keep each school prepared to meet the challenges of an evolving system by providing operational, instructional, and leadership supports that will maximize academic achievement, build teacher capacity and create environments that best serve all constituents.</p> <p>Special Expertise: Our special areas of expertise include: English Language Learners (Bilingual/TESOL) professional development by renowned faculty and technical assistance and compliance expertise from Fordham's NYC Regional Bilingual ELL Resource Network. As a result of our grant writing to date, Fordham PSO schools have received grants totaling \$2,750,000.</p>
Network: N561 Brand: New Visions 561 Leader: Derek Jones Contact: djones@newvisions.org	Brooklyn: 3 Manhattan: 12 Queens: 9 Bronx: 1	K-8: 2 Secondary: 8 High School: 15	<p>Mission/Philosophy: We believe that an effective school is a key lever for ensuring that the opportunities afforded each generation are not predetermined by circumstances of birth. We organize our work around the goal of creating and sustaining schools that effectively prepare students for ambitious, post-secondary pursuits. We see the relationship between schools in our network as a source of strength and commit to transparency in discussions of performance and practice so that we can learn from each other.</p> <p>Organizational Structure: Our network is organized to support the intentional development of innovative instructional and operational systems at schools. Our team works with principals to conduct a nuanced analysis of each school that examines everything from historical trends in performance to assessments of the responsiveness of operational systems. From this, we generate a school-level work plan that informs how we allocate network staff and how we structure initiatives. Principals are organized in Critical Friends Groups around areas in common.</p> <p>Special Expertise: New Visions has extensive experience working with every type of secondary school in NYC. We have highly successful programs in Common Core Curriculum development and implementation, teacher and school leader development, data analysis and use, and the development of school-level systems that use innovative technology.</p>
Network: N562 Brand: New Visions 562 Leader: Barbara Gambino Contact: bgambino@newvisions.org	Manhattan: 3 Bronx: 22	Elem: 1 JH//MS: 1 Secondary: 4 High School: 19	<p>Mission/Philosophy: We believe that an effective school is a key lever for ensuring that the opportunities afforded each generation are not predetermined by circumstances of birth. We organize our work around the goal of creating and sustaining schools that effectively prepare students for ambitious, post-secondary pursuits. We see the relationship between schools in our network as a source of strength and commit to transparency in discussions of performance and practice so that we can learn from each other.</p> <p>Organizational Structure: Our network is organized to support the intentional development of innovative instructional and operational systems at schools. Our team works with principals to conduct a nuanced analysis of each school that examines everything from historical trends in performance to assessments of the responsiveness of operational systems. From this, we generate a school-level work plan that informs how we allocate network staff and how we structure initiatives. Principals are organized in Critical Friends Groups around areas in common.</p> <p>Special Expertise: New Visions has extensive experience working with every type of secondary school in NYC. We have highly successful programs in Common Core Curriculum development and implementation, teacher and school leader development, data analysis and use, and the development of school-level systems that use innovative technology.</p>
Network: N563 Brand: New Visions 563 Leader: Alexis Penzell Contact: apenzell@newvisions.org	Brooklyn: 20 Queens: 1 Staten Island: 2	Elem: 1 JH//MS: 1 Secondary: 1 High School: 20	<p>Mission/Philosophy: We believe that an effective school is a key lever for ensuring that the opportunities afforded each generation are not predetermined by circumstances of birth. We organize our work around the goal of creating and sustaining schools that effectively prepare students for ambitious, post-secondary pursuits. We see the relationship between schools in our network as a source of strength and commit to transparency in discussions of performance and practice so that we can learn from each other.</p> <p>Organizational Structure: Our network is organized to support the intentional development of innovative instructional and operational systems at schools. Our team works with principals to conduct a nuanced analysis of each school that examines everything from historical trends in performance to assessments of the responsiveness of operational systems. From this, we generate a school-level work plan that informs how we allocate network staff and how we structure initiatives. Principals are organized in Critical Friends Groups around areas in common.</p> <p>Special Expertise: New Visions has extensive experience working with every type of secondary school in NYC. We have highly successful programs in Common Core Curriculum development and implementation, teacher and school leader development, data analysis and use, and the development of school-level systems that use innovative technology.</p>

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<p>Network: N503</p> <p>Leader: Julia Bove</p> <p>Contact: jbove@schools.nyc.gov</p>	<p>Brooklyn: 32</p> <p>Staten Island: 2</p> <p>ECE: 1</p> <p>Elem: 16</p> <p>JH//MS: 14</p> <p>K-8: 3</p>	<p>Mission/Philosophy: We are a network committed to excellence in every aspect of the CFN initiative. The motto we have adopted this year is, "Professional Urgency." This motto has allowed us to transport our instructional focus of rigor and engagement through differentiation for all students to another level of commitment. Our instructional and operational teams provide customized service to meet instructional goals and all compliance mandates with a smile.</p> <p>Organizational Structure: Our instructional and operations staff work cross-functionally to address each and every school need in a timely, professional manner. This approach enables us to be both responsive to need and proactive in creating strategic plans to assist schools in fulfilling their goals.</p> <p>Special Expertise: Our multi-layered professional development approach is designed to support implementation of the CIE and CCLS-aligned instruction at the school level. We develop cohorts of school teams through our Teacher Leadership Program, our ELA and Math Ambassador Program, Assistant Principal Institutes, and School Leadership Meetings.</p> <p>Mission/Philosophy: Specializing in high schools and middle schools, CFN 603 is at the forefront of the drive to improve College and Career Readiness. A team of passionate, dedicated professionals with extensive experience in supporting secondary schools as they engage the CCLS and teacher effectiveness, Team 603 strives to engage all stakeholders in the success of our students. At the core of our work is the belief that all decisions should be based on - and seek to improve - student outcomes.</p> <p>Organizational Structure: Each school is unique in its progression toward preparing students for College and Career Readiness and in developing its understanding of the CCLS and teacher effectiveness. We pride ourselves on tailoring support to meet the needs of schools as identified by principals and student performance data. In one-on-one visits, working with teacher teams, principal meetings and extensive data analysis and support, Team 603 organizes human and fiscal resources to support school and student success.</p> <p>Special Expertise: Data informs all decisions from organizing instructional support, creating operational and compliance systems, developing academic intervention and enrichment systems, to the creation of targeted action plans. Our instructional and operational teams are among the best in the city.</p>
<p>Network: N503</p> <p>Leader: Lawrence Pendergast</p> <p>Contact: lpender@schools.nyc.gov</p>	<p>Brooklyn: 2</p> <p>Manhattan: 3</p> <p>Queens: 2</p> <p>Bronx: 17</p> <p>JH//MS: 3</p> <p>Secondary: 5</p> <p>High School: 15</p>	<p>Mission/Philosophy: Specializing in high schools and middle schools, CFN 603 is at the forefront of the drive to improve College and Career Readiness. A team of passionate, dedicated professionals with extensive experience in supporting secondary schools as they engage the CCLS and teacher effectiveness, Team 603 strives to engage all stakeholders in the success of our students. At the core of our work is the belief that all decisions should be based on - and seek to improve - student outcomes.</p> <p>Organizational Structure: Each school is unique in its progression toward preparing students for College and Career Readiness and in developing its understanding of the CCLS and teacher effectiveness. We pride ourselves on tailoring support to meet the needs of schools as identified by principals and student performance data. In one-on-one visits, working with teacher teams, principal meetings and extensive data analysis and support, Team 603 organizes human and fiscal resources to support school and student success.</p> <p>Special Expertise: Data informs all decisions from organizing instructional support, creating operational and compliance systems, developing academic intervention and enrichment systems, to the creation of targeted action plans. Our instructional and operational teams are among the best in the city.</p>

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Network Information	Current schools per borough/level	Vision Statement
<p>Network: N604</p> <p>Leader: Richard J. Gallo</p> <p>Contact: rgallo@schools.nyc.gov</p>	<p>Brooklyn: 3 Staten Island: 23</p> <p>Elem: 19 JH//MS: 5 K-8: 2</p>	<p>Mission/Philosophy: CFN 604 is committed to its enduring mission:</p> <ul style="list-style-type: none"> - To deliver operational, instructional and leadership support of exemplary quality. - To provide support that maximizes the time and ability of our schools to focus on improving student outcomes and preparing all students to meet the college and career-readiness standards of a 21st century education. - To customize service that meets the unique needs of each school and embrace efforts to continually improve instructional practice. <p>Organizational Structure: We work together as a cross-functional network dedicated to delivering personalized service through continuous support both instructionally and operationally. Our work is focused on supporting each school with the citywide expectations along with the special education reform initiative. Our unique geographic design allows us to respond immediately as a team to specific school concerns and provide specialized support. Each school has been designated a liaison that has developed a very special partnership with staff.</p> <p>Special Expertise: CFN 604 has an extraordinary team with special expertise in early childhood, special education, ELL, testing, school safety, teacher effectiveness, and the CCLS. Our team works closely with school leadership and partners with many expert providers. Our operational team guides our schools with budget, HR, procurement, and payroll.</p> <p>Mission/Philosophy: CFN 605 provides customized services to meet the instructional, operational, and YD needs of our schools. We are committed to excellence in a positive, professional and safe culture. We strive to ignite curiosity, imagination and passion for students, teachers and leaders. Through collaboration and collegiality, we cultivate and enhance PLC and teams in order to nurture the whole child and support their intellectual, academic, social, and emotional development so they will be 21st century leaders and be post-secondary ready.</p> <p>Organizational Structure: As a network, we recognize the strengths of each school, build them jointly with the principal, and create a targeted plan. The network matches team member expertise and resources to build capacity at each school. Through achievement coach assignments, cross-functional teams, and outside partnerships, we customize the delivery of services and support. Our network is organized to improve student achievement and progress through seamless instructional, operational, student support services and leadership support and development.</p> <p>Special Expertise: Our network has 2 Common Core lab sites and staff that have been involved in NYC Dept. of Education Common Core pilot work. We have ELA, math, special education, and ESL content area licensed and experienced K-12 personnel. Our operations team is highly experienced in budget, procurement and human resources. Furthermore, the network has exceptional expertise in assessment and testing.</p>
<p>Network: N605</p> <p>Leader: Wendy Karp</p> <p>Contact: wkarp@schools.nyc.gov</p>	<p>Brooklyn: 26</p> <p>ECE: 1 Elem: 15 JH//MS: 3 K-8: 6 High School: 1</p>	<p>Mission/Philosophy: CFN 605 provides customized services to meet the instructional, operational, and YD needs of our schools. We are committed to excellence in a positive, professional and safe culture. We strive to ignite curiosity, imagination and passion for students, teachers and leaders. Through collaboration and collegiality, we cultivate and enhance PLC and teams in order to nurture the whole child and support their intellectual, academic, social, and emotional development so they will be 21st century leaders and be post-secondary ready.</p> <p>Organizational Structure: As a network, we recognize the strengths of each school, build them jointly with the principal, and create a targeted plan. The network matches team member expertise and resources to build capacity at each school. Through achievement coach assignments, cross-functional teams, and outside partnerships, we customize the delivery of services and support. Our network is organized to improve student achievement and progress through seamless instructional, operational, student support services and leadership support and development.</p> <p>Special Expertise: Our network has 2 Common Core lab sites and staff that have been involved in NYC Dept. of Education Common Core pilot work. We have ELA, math, special education, and ESL content area licensed and experienced K-12 personnel. Our operations team is highly experienced in budget, procurement and human resources. Furthermore, the network has exceptional expertise in assessment and testing.</p>

Spring 2012 - 2013 Network Directory

Network/Brand	Curriculum/schools per borough/level	Mission Statement
<p>Network: NSOS Brand: Making a Difference</p> <p>Leader: Patricia Palazzo Contact: copalazz@schools.nyc.gov</p>	<p>Brooklyn: 4 Manhattan: 2 Queens: 2 Bronx: 17</p>	<p>ECE: 2 Elem: 21 JH//MS: 1 K-8: 1</p> <p>Mission/Philosophy: CFN 606 makes a difference for students, educators, and communities every day. Our highly experienced, efficient instructional and operational teams work seamlessly in partnership with our schools to continuously improve the instructional core, ensuring our PreK-8th grade students meet the rigorous demands of the CCLS. Together our team and schools deepen understandings, improve effective practices, and promote the success of each student and school.</p> <p>Organizational Structure: The CFN 606 team provides targeted proactive and day-to-day supports customized to meet the unique needs of each of our schools via onsite support, email, and phone. Located in 11 districts across four boroughs, collaboration across our great diversity of schools is one of our most powerful assets. Our professional learning series and instructional rounds facilitation ensure access to our vast expertise. Ranging from first year in a new school to 21 years, our principals' wisdom deepens our collective capacity.</p> <p>Special Expertise:</p> <ul style="list-style-type: none"> - CFN 606 participated in the Teacher Effectiveness Program for 2 years, establishing network and school-based experts in using the Danielson Framework. - We supported school leaders in successfully opening/phasing in 14 new schools. - Our budget support is second-to-none, consistently exceeding NYCDOE expectations. <p>Mission/Philosophy: We strategically partner with our schools to develop the tools and supports that allow our schools to focus on what matters most: our students. We tailor our instructional and operational supports to schools' needs, and help them navigate the challenges of a rapidly changing environment. We have thoughtfully selected team members for each position who provide the most comprehensive support in instructional and operational areas, helping to move schools forward and to create and sustain exceptional learning environments.</p> <p>Organizational Structure: We partner with each individual school to develop an action plan that will provide customized operational and instructional support for every school.</p> <p>Special Expertise: Our network staff have decades of experience, including 4 former principals. Our Special Ed Achievement coach is a certified Wilson/Fundations trainer. We have two staff members that have been integrally involved in the Common Core Fellows effort. Our entire instructional team participated in the Teacher Effectiveness Pilot.</p>
<p>Network: NSOT</p> <p>Leader: Emer Myers Contact: emyers@schools.nyc.gov</p>	<p>Manhattan: 4 Queens: 1 Bronx: 24</p>	<p>ECE: 1 Elem: 22 JH//MS: 4 K-8: 2</p>

Spring 2012 - 2013 Network Directory

Network Information	Current schools per borough/level	Vision Statement
<p>Network: N608</p> <p>Leader: Rudolph Rupnarain rrupnar@schools.nyc.gov</p> <p>Contact:</p>	<p>Bronx: 27</p> <p>ECE: 1 Elem: 2 JH//MS: 22 K-8: 2</p>	<p>Mission/Philosophy: Our mission at CFN 608 is to empower our network schools to become self-sustaining communities of inquiry and learning in order to ensure that our children are college and career ready, and poised for success in the 21st century. Through our ongoing commitment to collaboration and excellence, we will continue to provide the highest level of instructional and operational support possible to our network schools.</p> <p>Organizational Structure: The network has organized its structure under two distinct categories, instruction and operations, in order to provide seamless support to our schools. In addition, each school is assigned an Achievement Coach that visits frequently to provide PD that supports the CIE. Also, support to each school is customized through a workplan developed jointly by the principal and the network team. The workplan addresses areas of need based on the school's Quality Review, Progress Report, budget, and other accountability measures.</p> <p>Special Expertise: Eighteen middle schools from our network are participating in the MSQI pilot program that focuses on reading strategies such as Guided and Reciprocal Reading, Socratic Seminar and intervention programs such as Ach.3000, Access Code, Just Words and Wilson. Members of the network team have supported these schools with its implementation.</p> <p>Mission/Philosophy: CFN 609 strives to support each of its schools with customized support based on a principal's vision, the Citywide Instructional Expectations and an analysis of available data systems (Progress Reports, Quality Reviews, Alternate Reviews, State Report Cards and school-based visits).</p> <p>Organizational Structure: School Liaisons (Achievement Coaches) are carefully matched to four or five schools and make site visits every two to three weeks. In addition to providing support around their own expertise, liaisons make arrangements with other members of the team to provide cross-functional support (whether that be instruction or operations) to continuously promote effective teaching and learning that impacts student growth.</p> <p>Special Expertise: We have expertise in: ELA, Math, Science, Social Studies, IT, SPED and ELL and have a range of experience from 10-29 years. CFN 609 (CFN 15) was one of the first 20 networks in the city to adopt the current school support model. As such, the operations staff is among the most experienced and remains intact, making their knowledge invaluable.</p> <p>Mission/Philosophy: TSN is the network for phase-out schools. We provide targeted support in the areas of Resource Management, Individualized Student Support, School Culture/Youth Development, Leadership Support, Teacher Development and Instructional Support, Special Populations, Family Engagement and Communication. Above all, we have high expectations for rigorous instruction and data-driven student achievement, no less than the expectations of any other school. We also support schools with all areas of the phase-out process.</p> <p>Organizational Structure: TSN has the largest network team in the DOE. Additional budget, HR, YD, ASE and instructional staff allow us to maintain a low staff-school ratio and give concentrated support. Our cross-functional team knows all our schools well. Two Deputy Network Leaders, one for HS and one for K-8, help coordinate services to schools in the areas in which they need it most. All schools follow an individualized phase-out plan that takes into account the needs of their students and staff, and the disposition of schools' physical assets.</p> <p>Special Expertise: We have strong expertise in helping schools manage the phase-out process while also maintaining program integrity and high standards for student achievement.</p>
<p>Network: N609</p> <p>Leader: Debra VanNostrand dvanno@schools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 11 Queens: 4 Staten Island: 6</p> <p>Elem: 13 JH//MS: 8</p>	<p>Mission/Philosophy: TSN is the network for phase-out schools. We provide targeted support in the areas of Resource Management, Individualized Student Support, School Culture/Youth Development, Leadership Support, Teacher Development and Instructional Support, Special Populations, Family Engagement and Communication. Above all, we have high expectations for rigorous instruction and data-driven student achievement, no less than the expectations of any other school. We also support schools with all areas of the phase-out process.</p> <p>Organizational Structure: TSN has the largest network team in the DOE. Additional budget, HR, YD, ASE and instructional staff allow us to maintain a low staff-school ratio and give concentrated support. Our cross-functional team knows all our schools well. Two Deputy Network Leaders, one for HS and one for K-8, help coordinate services to schools in the areas in which they need it most. All schools follow an individualized phase-out plan that takes into account the needs of their students and staff, and the disposition of schools' physical assets.</p> <p>Special Expertise: We have strong expertise in helping schools manage the phase-out process while also maintaining program integrity and high standards for student achievement.</p>
<p>Network: N610</p> <p>Brand: Transition Support Network</p> <p>Leader: Steven Cherrigoff scherni@schools.nyc.gov</p> <p>Contact:</p>	<p>Brooklyn: 11 Manhattan: 6 Queens: 5 Staten Island: 1 Bronx: 15</p> <p>Elem: 8 JH//MS: 7 Secondary: 2 High School: 21</p>	<p>Mission/Philosophy: TSN is the network for phase-out schools. We provide targeted support in the areas of Resource Management, Individualized Student Support, School Culture/Youth Development, Leadership Support, Teacher Development and Instructional Support, Special Populations, Family Engagement and Communication. Above all, we have high expectations for rigorous instruction and data-driven student achievement, no less than the expectations of any other school. We also support schools with all areas of the phase-out process.</p> <p>Organizational Structure: TSN has the largest network team in the DOE. Additional budget, HR, YD, ASE and instructional staff allow us to maintain a low staff-school ratio and give concentrated support. Our cross-functional team knows all our schools well. Two Deputy Network Leaders, one for HS and one for K-8, help coordinate services to schools in the areas in which they need it most. All schools follow an individualized phase-out plan that takes into account the needs of their students and staff, and the disposition of schools' physical assets.</p> <p>Special Expertise: We have strong expertise in helping schools manage the phase-out process while also maintaining program integrity and high standards for student achievement.</p>

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Network	Current schools per borough/level	Vision Statement
<p>Network: NS11</p> <p>Leader: Roberto Hernandez</p> <p>Contact: rhernandez@schools.nyc.gov</p>	<p>Brooklyn: 18 Manhattan: 3 Queens: 5 Staten Island: 1</p>	<p>Elem: 2 K-8: 5 Secondary: 6 High School: 14</p>
<p>Network: NS12</p> <p>Brand: The Grapevine Network</p> <p>Leader: Margarita Nell</p> <p>Contact: mnell@schools.nyc.gov</p>	<p>Brooklyn: 32 Queens: 1</p>	<p>Elem: 32 K-8: 1</p>
<p>Mission/Philosophy: CFN611 understands the complex and changing nature of the NYC educational landscape. This understanding coupled with our deep respect for school leaders drives our commitment to our schools. The path to success varies from school to school as it is defined by the school's leader and vision. It is our responsibility to highlight the school leaders' strengths as it is our commitment to provide them with the administrative, instructional, and leadership support and development necessary to excel at their job.</p> <p>Organizational Structure: Professional Learning is at the center of all that we do. Our team provides network-wide PD to principals, assistant principals, parent coordinators, parents, instructional leads, and general, ELL and special education teachers. This year, our network-wide trainings revolve primarily around the major expectations delineated in the CIE. Customized PD, based on the needs and requests of our principals, are designed and delivered by our instructional team. Instructional Coaches are assigned to partner with a cohort of schools.</p> <p>Special Expertise: Our instructional coaches have extensive training in the understanding and implementation of the CCLS and the creation of CCLS-aligned lessons and units of study. In addition, our team offers specialized training to school staff on the Framework for Teaching. Our instructional coaches have Pre-K to 12 academic experience.</p> <p>Mission/Philosophy: Grapevine Network CFN 612 comprises elementary schools across Brooklyn whose diverse populations serve as a microcosm of the world. Fearless school leaders work together to assure the success of every child. A network team of lifelong learners works in partnership with schools to create exemplary models of culturally relevant, empowering, rigorous and creative teaching that speaks to the belief in the inherent spirit and ability of all learners to flourish.</p> <p>Organizational Structure: The prevailing belief of the Grapevine Network is a shared responsibility for the success of all. This belief supports the tiering of schools based on need. Student performance dictates the needs of the school and alongside the Principal, action plans to address the goals of school improvement are crafted. Instructional and operational goals and targets for the school year are identified and specific network support is aligned to assist school communities in realizing them.</p> <p>Special Expertise: The Grapevine Network is comprised of dedicated educators and operational specialists who love children and the business of schooling. As a network team, we are as diverse as the communities we serve embracing knowledge and skills across gender, age and nationality. Dual language, science and operations are among our strengths.</p>		

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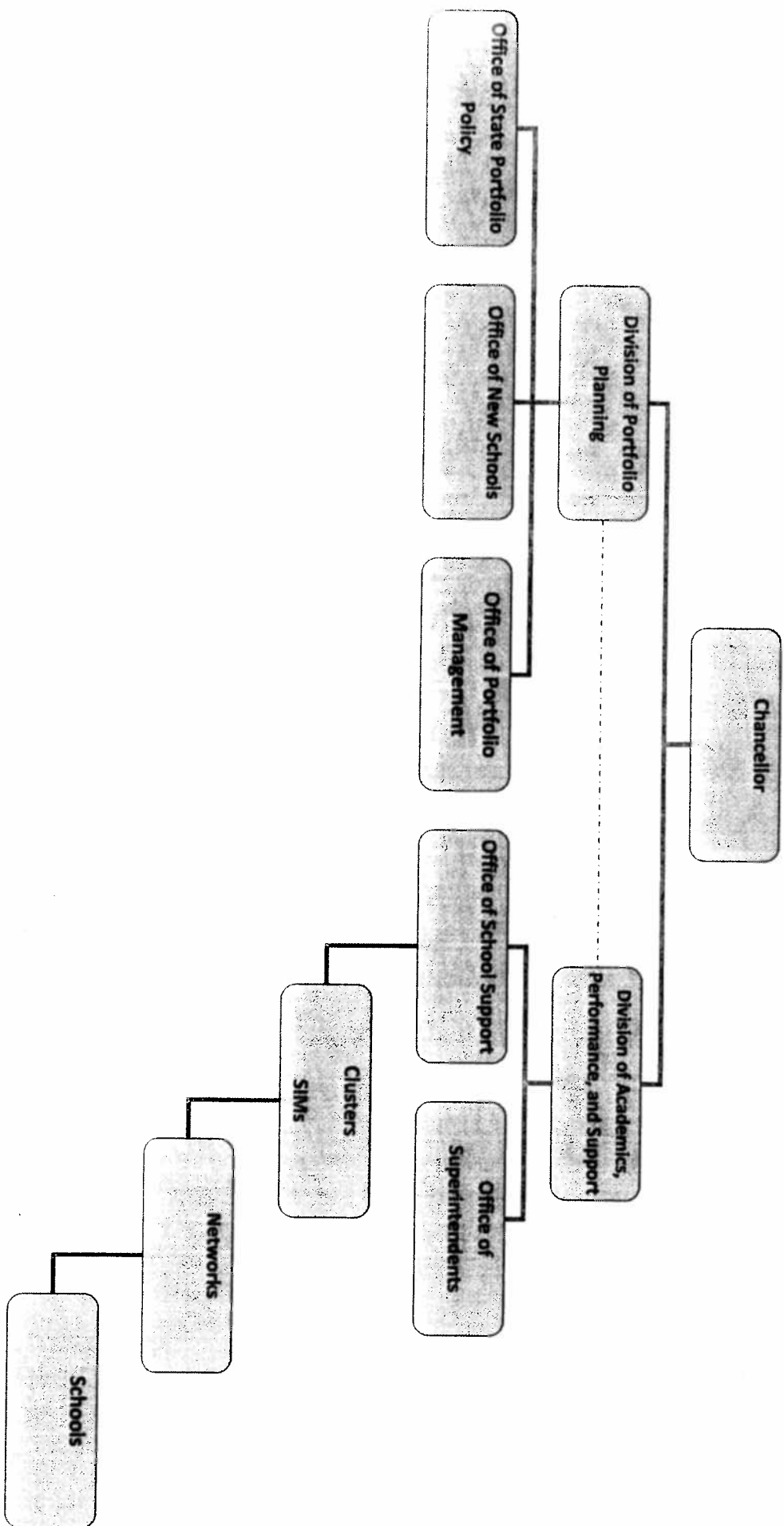
Network Information	Current Schools per Borough/Level	Vision Statement
<p>Network: Cluster 5 Brand: Diploma Plus Leader: Crystal Joye Contact: csimmons-joye@diplomaplus.net</p>	<p>N/A</p>	<p>Mission/Philosophy: It is our belief that the Diploma Plus model successfully transforms students' learning experiences through the implementation of our Four Essentials for Success:</p> <ul style="list-style-type: none"> - Performance-based Systems - Supportive School Culture - Future Focus - Effective Supports. <p>Our Essentials provide a detailed framework for modifying instruction, building student-teacher relationships, and policy and procedural analysis to ensure positive academic outcomes. Each essential influences the school's academics, climate, expectations, and structure.</p> <p>Organizational Structure: Diploma Plus implements its staff development program through a series of professional development (PD) modules, which builds the school's capacity to improve teaching and student outcomes. Our team will work with each school site to self-assess current programmatic needs. Our team will use this information to identify the PD modules needed to address the schools' areas of need and continued enhancement. The team will also monitor growth and adjust support services as needed.</p> <p>Special Expertise: While we specialize in providing Competency-based professional development to those educators serving off-track youth, the Diploma Plus model benefits students at all levels. Competency-based services include: curriculum development, instruction, grading, portfolio development, and college and career readiness. Diploma Plus services support staff to codify the current systems to improve student outcomes.</p>

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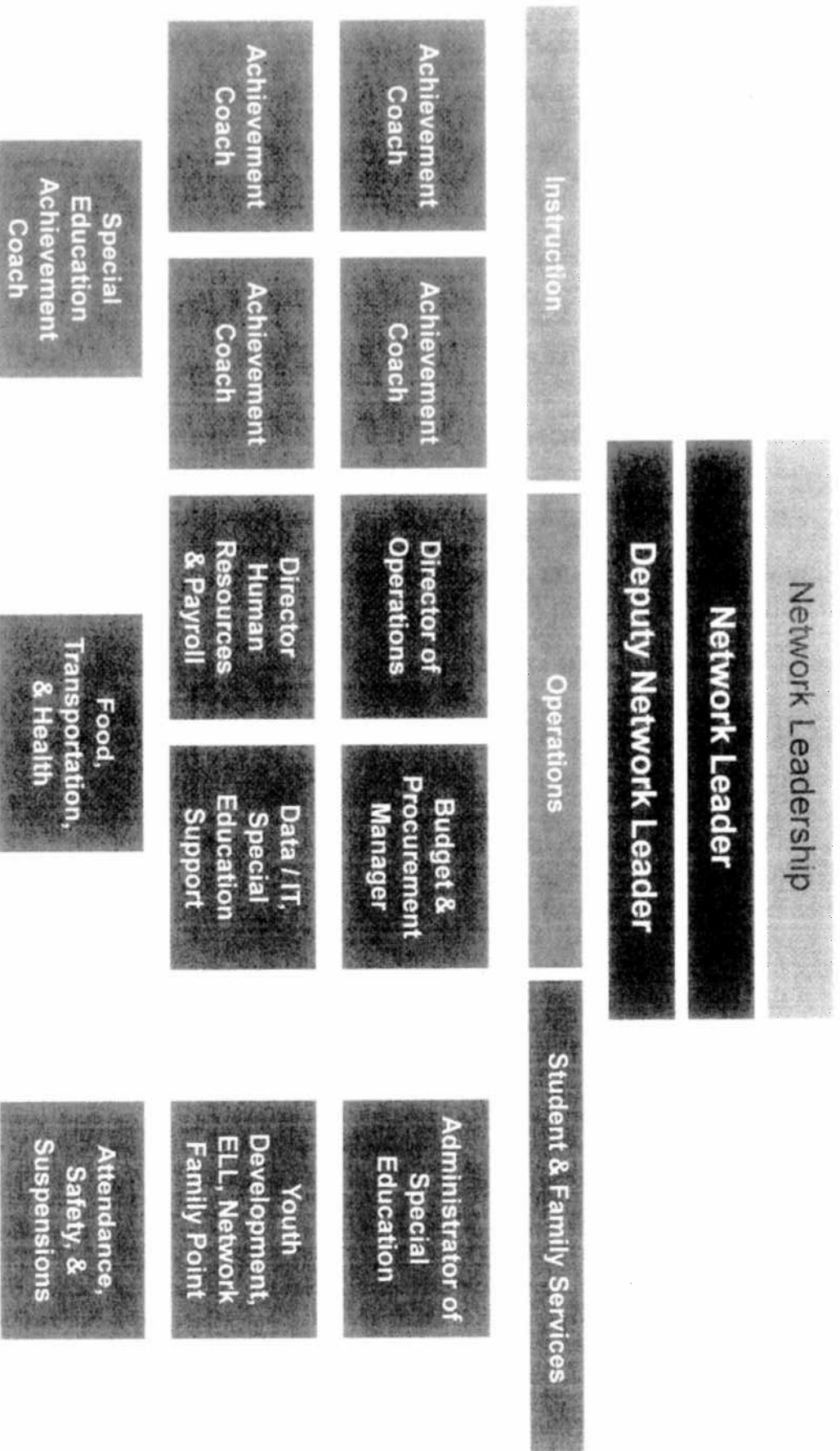
Network/Brand/Leader/Contact:	Cluster	Current schools per borough/level	Mission Statement
<p>Network: Brand: Leader: Contact:</p>	<p>Cluster 5 Teaching Matters PSO Lynette Guastafarro lguastafarro@teachingmatters.org</p>	<p>N/A</p>	<p>Mission/Philosophy: The Teaching Matters PSO is an innovative support organization focused on measurably improving teacher effectiveness and student learning aligned to the new demands of Common Core Standards. Our service model is informed by a distinguished group of advisors including Linda Darling-Hammond, Kim Marshall, Alan Lesgold, Paul Vallias, and Sandy Kase. They provide guidance in school leadership, management, instruction and teacher development. Our network will build leadership at teacher and principal levels, and organize through small principal-led learning communities that will inform PSO decisions.</p> <p>Organizational Structure: For 20 years, Teaching Matters has offered differentiated services to hundreds of NYC schools as their primary educational support partner. Our model offers 35 days of direct instructional support, and additional operations and accountability supports. Our network will develop and support the implementation of rigorous curricula, common assessments, Common Core-specific coaching, and teacher teams. In each school, the exact formulation will vary, but the result will be students meeting Common Core challenges.</p> <p>Special Expertise: In addition to Operations, Budget, and Compliance support, we offer access to 60 experts in the following areas:</p> <ul style="list-style-type: none"> - Leadership Coaching - Common Core Curriculum and Assessment Support - Danielson Observation/Feedback - QR Support - Coaching Teacher Leaders/Teacher Teams - Content Coaching in Math/ELA Common Core - Humanities/Science Coaching - ELLs/Special Education - Student Interventions (RTI) - Assessment/Data Systems Support - Technology - Hotline support - Grant writing

NYCDOE Management Structure for Turnaround Efforts

Section 87(2)(b)



Sample Network Structure



Department of
Education

Demos 14 Model Charter Schools

Note: not all networks are configured the same way

iii. Timeframe and persons responsible

Planned Interaction	Details/Timeframe*	Person Responsible
Quality Review	<p>Schools that meet at least one of the following criteria will have a formal Quality Review during the 2012-13 school year:</p> <ul style="list-style-type: none"> • 2011-12 Quality Review of Underdeveloped • 2011-12 Progress Report of F, D, or ***third C or below in a row (09-10, 10-11, and 11-12) • Schools who participated in a Developing Quality Review (DQR) in 2011-12 • Schools in the 10th percentile or below of the Progress Report scores • Schools in their 3rd year of existence (that did not have a formal Quality Review in 2011-12) • All schools that have not had a review since 2008-09 (that do not qualify for a peer review) • Schools that were proposed for closure as part of the Turnaround process and who did not receive a QR in 2011-12 • A portion of schools chosen from a lottery, within districts, that have not had a review since 2009-10 (and that do not qualify for a peer review); those schools in the lottery that do not receive a review this year will receive one in 2013-14. 	<p>Chief Academic Officer and Senior Deputy Chancellor, Shael Suransky</p> <p>Division of Academics, Performance, and Support; Academics; Office of School Quality</p>
Progress Report	<p>Fall, For each school annually</p>	<p>Chief Academic Officer and Senior Deputy Chancellor Shael Suransky</p> <p>Division of Academics, Performance, and Support; Office of Performance</p>
Principal Performance Review	<p>Goals and Objectives: A minimum of four and a maximum of five goals and objectives are due October 15, 2012. The school leader has an opportunity to revise the goals and objectives through November 30, 2012. The superintendent will provide initial feedback by November 15.</p> <p>Mid-Year Summary: On January 31, 2013, the school leader's mid-year summary is due to his/her superintendent.</p> <p>End-of-Year Summary: On June 28, 2013, the school leader's final summary is due to his/her superintendent.</p> <p>Final Rating: The annual PPR will be completed immediately after issuance of the previous year's Progress Report results.</p> <p>We are currently in arbitration regarding our annual performance process for school leaders.</p>	<p>Chief Academic Officer and Senior Deputy Chancellor Shael Suransky</p> <p>Division of Academics, Performance, and Support; Office of Superintendents</p>

<p>Struggling Schools Review Process</p>	<p>Consultation with stakeholders: October-November 2012</p> <p>Notification of staff, parents, and community: January-March 2013</p> <p>Enrollment/Transfer Process: March-September 2013</p> <p>Staffing Reassignments: Summer 2013</p> <p>District Support: September 2013 and ongoing</p>	<p>Senior Deputy Chancellor Marc Sternberg</p> <p>Division of Portfolio Planning; Office of Portfolio Management</p> <p>&</p> <p>Chief Academic Officer and Senior Deputy Chancellor Shael Suransky</p> <p>Division of Academics, Performance, and Support</p>
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* Note: Some timeframe dates provided are for School Year 2012-13; School Year 2013-14 and future dates will be similar

Section D

i. District trainings offered for Year One (September 2013-August 2014)

Planned Event	Office Responsible	Rationale	Outcomes
Leaders in Education Apprenticeship Program	Office of Leadership, DAPS	Develops individuals who demonstrate leadership capacity and readiness to take on school leadership positions in their existing school environments	Number of certificates obtained for: School Building Leader (SBL) certification Program certificate of completion
NYC Leadership Academy Aspiring Principal Program	Office of Leadership, DAPS	Focuses on leaders interested in ensuring high academic achievement for all children, particularly students in poverty and students of color	Number of School Building Leader (SBL) certificates obtained
New Schools Intensive	Office of New Schools, DPP	Supports new school principals in fully realizing the vision of opening a new school	Number of new schools opened
Lead Teacher Program	Office of Teacher Recruitment and Quality, Division of Talent, Labor, and Innovation (DLTI)	In the classroom for half of the day, Lead Teachers (LTs) create model classrooms to demonstrate best practices and try out new curriculum and pedagogical strategies. LTs spend the remainder of their time coaching peers, co-teaching, and facilitating teacher teams.	SY12-13: 225 LTs (140 schools); SY13-14 #s not finalized yet
Teacher Leadership Program	Office of Leadership, DAPS	Strengthening content knowledge, coaching, and facilitative skills are the key elements of this program for teachers already serving in school-based leadership roles	Number of teachers trained
Common Core Fellows	Office of Academics, DAPS	Intensive professional development that prepares teachers to become Common Core Learning Standards (CCLS) experts by evaluating and developing a robust set of resources aligned to the CCLS to share within their network and citywide	Number of work samples reviewed by Fellows

A. School Overview

i. School vision, mission, and goals of this plan

East Flatbush Community Research School's mission is to create a personalized learning experience that provides a rigorous academic and socio-emotional curriculum and supports authentic learning experiences. Through real-world application, character building, and interdisciplinary studies, students will become independent thinkers and advocates for their own learning opportunities

Our vision is that every student of the school community leave with their academic and socio-emotional learning needs met. We will nurture their intellectual curiosity, critical thinking and collaboration skill sets using project based learning. Through rigorous planning and academic curriculum, we will provide hands on, inquiry based learning.

We will create an environment where technology serves as a platform for learning. Our online curriculum will include targeted intervention and enrichment programs. There will be a 1:1 ratio of computers to students; classrooms will be structured as work stations where teachers will serve as facilitators. Flexible student groups will be driven by assessment data. We will create a 21st century school that equips students with the skill sets needed for success in a competitive global market. We will build future leaders through the use of digital portfolios, flexible advisory groupings, and career/cultural exploration. Students will track their goals, make informed decisions and demonstrate accountability by analyzing their own attendance, behavior and academic progress. Throughout the year, students will participate in student-led conferences to promote their independence and engage families as partners in their success. Students will direct and monitor their own academic and character development.

Our goal is to have 100% of our students receive high school credit before they leave and at least 10 credits in their first year. Beyond the success of high school, we want our students to be prepared for college and future careers.

ii. School plan to achieve its vision, mission, and goals

In order to develop East Flatbush Community Research School into a 21st Century school, we would partner with Teaching Matters, an organization that serves as a consultancy to the school. Their commitment is to ensure that our school vision becomes a reality through the development of 21st Century skill sets. This partnership would provide curriculum development designed to have students connect Common Core aligned academic content with real-world application. Teachers would be provided with various professional development opportunities that would include technology integration into their pedagogical practice. Technology would serve as a platform for students to become more skilled and literate in information systems and new media.

Our mission and vision includes the implementation of a parallel curriculum to meet the socio-emotional needs of our students. Having an Extended Learning Time Program and partnering with The Leadership program, we would continue our instructional day by an additional two hours. Our students would have the additional time needed for academic support, apprenticeships, and college and career connections. With The Leadership Program, our school and the organization would forge a positive learning community.

One of our strengths as a school is developing and maintaining a positive culture. With the SIG model, we would have the funds to support flexible programming that would include Citizen Schools. A “second shift” of teachers would expose our students to different skill sets and activities, building their muscle and habits of mind by understanding the importance of relevance in real world learning experiences. Their program has been proven effective in building 21st century skills, providing access to experiences and future opportunities and connecting hard work with student future success.

One of the main strategies in preparing students’ college and career readiness is appropriate use of technology. This year we have increased our use of technology in the classroom by integrating online intervention programs into our weekly teaching schedules. We have also used technology as a platform to house student data in programs such as Engrade, an online grading tool. Some of our departments are using Google docs and Dropbox to store and share units. With the SIG monies, we could have a 1:1 ratio of students to computers as well as teachers having access to an individual computer.

B. Assessing the Needs of the School Systems, Structures, Policies, and Students

i. School-level Baseline Data and Target-Setting Chart (Attachment B).

ii. Description of school’s student population and needs of sub-groups

East Flatbush is a Title 1 school. Our school’s population of students and its unique sub-groups are:

- 78 % Free Lunch
- 22 % Special Needs
- 99 % Black/Hispanic
- 57 % Black/Hispanic Males
- 7 % English Language Learner

With a 22 percentage of students with disabilities, our school is in immense need of resources that will assist them in meeting their academic goals. In order to accomplish this goal, it is necessary that we receive the following:

- Computers with built-in educational programs that meet the needs of varying learning needs and for response to intervention needs. Programs such as Wilson and Achieve 3000, Study Island and Buzz Math. Each of these programs serves to track progress for all students and differentiate activities to meet their level.
- Resources such as hands on activities that allow students to explore and investigate,
- Manipulatives that aid students in understanding the content for visual and kinesthetic learners.
- An AIS coordinator to guide the students through their learning in small group instruction for response to intervention and flexible programing needs.
- Furniture to help create stations in rooms to support ICT classrooms. (Tables, Desks)

- Book cases and leveled reading books in each classroom.

As noted in our demographics, we have a population of 99 percent of Black or Hispanic students. Out of that 99 percent, 57 percent are Black or Hispanic males. This sub-group also requires a substantial amount of additional resources such as:

- Partnerships joining in the school's community empowering our male students who are below reading levels (Mentorship program)
- Peer Mediation where students develop trust amongst their peers to accept constructive criticism.
- Positive Behavioral System (PBIS) School wide
- Additional staff to teach classes geared to building self-esteem, self-awareness, and learns basic tools to better prepare students for society.
- Reading materials that engage the minds specifically to male students. These materials are in addition to what is being taught in their core subject areas.

In order for our ELL population to one day be proficient, students need a vast amount of supplementary resources. The following resources aid them with understanding the material:

- Tiered books/Vocabulary
- Professional Development for staff on UDL and instructional strategies for ELLs
- Some additional resources that are essential to not only ELL students, but all of the sub-groups include:
- Bookcases and books for a leveled reading library in each classroom.
- Computer stations in each classroom to support targeted learning support and in aiding differentiation.
- Promethean/Smartboards for all rooms and training sessions for staff.

iii. Diagnostic school review of the school conducted by the district or NYSED

According to the 2012-2013 Quality Review: Summary Feedback Form, below is a list of what the school does well and areas of improvement:

What the school does well

- Explicit feedback from school leaders with clear next steps to improve teacher practice and raise teacher performance.
- The principal (Daveida Daniel) has established high expectations of learning inclusive of students, teachers, and families aimed toward closing the achievement gaps.
- Implementation of rigorous, challenging tasks aligned to key CCLS promote ongoing development of post-secondary skills across grades, programs and content areas
- Organizational decisions and use of budget well matched to the school's prioritized instructional goals support improvements learning.

Areas of Improvement

- Deepen teacher capacity to expand differentiation via purposeful questioning and discussion facilitation in order to further opportunities for critical thinking and participation
- Ensure teachers consistently incorporate assessment for the learning practices into daily lessons resulting in timely adjustments in the delivery of instruction that lead to reflective learning behaviors and meet the needs of all students.

iv. Results from systematic school review

Based on the School's Quality Review in 2011-2012, overarching themes and issues were identified. Below is a description of items that the school does well and areas the school is need of improvement.

What the school does well

- Maintaining a positive climate and culture
- Collecting a comprehensive collection of relevant data to drive school improvement.
- School leaders strategically utilize the schools budget and space to provide additional resources which increases students' learning outcomes.
- School leaders established efficient systems for monitoring instructional practices.
- Leaders and faculty take advantage of one's expertise in order to improve practices.

What the school needs to improve

- Continue to increase the rigor, coherence and alignment with CCSS in the school's curricular.
- Ensure teachers are differentiating their lessons to meet the needs of students and inform their daily instructional practices based on assessment data.
- Clarify and broaden the use of common assessments and rubrics.

v. Priority areas of identified needs for school's improvement

In order to ensure that student learning needs are targeted, monitored and met successfully, we will focus on curriculum development and teacher effectiveness. These strategies will foster a culture of high expectations.

In order to ensure that "the whole child" needs are met, we will focus on the socio-emotional curriculum to maintain a positive culture.

To build our future leaders, we will prepare our students for success in high school and provide them with the skills needed to be life-long learners.

C. School Model and Rationale

i. Model rationale and key school design elements.

The school was selected for the Transformation model based on improvement practices already in place or planned that aligned with the federal principles for school turnaround. By rapidly strengthening the supports available to the school, the Transformation model will allow the school to move toward a stronger culture of teaching and learning.

With a population that includes 22% special needs, 7% ELLs, 10% and 12% proficiency levels in both ELA and Math, the school spent this year focusing on curriculum development, teacher effectiveness, and targeted academic interventions based on school-wide assessment data.

Our school was also identified as a "persistently dangerous" school based on last year's weighted incidents, so we hired a dean of students who served as a part-time art teacher to develop structures and systems for attendance, behavior and academics. The school support team which

includes the guidance department met weekly to discuss the needs of our at-risk- students and identified targeted services for both students and their families. We developed a partnership with Hip Hop 4 Life and implemented “Overcoming Obstacles,” an extensive advisory curriculum to address the socio-emotional needs of our students.

We maintain a positive culture and climate where students feel safe, and staff builds relationships in an environment where the staff has built relationships with students who feel empowered by our support. We collect and analyze school-wide assessment data to inform our instructional practices. We are resourceful in the use of our school budget and establish efficient systems for monitoring instructional practices. We build capacity within our building by positioning people in leadership positions as they prove effectiveness in specific content areas.

Some of the core challenges that will be addressed with the implementation of this grant are:

- Differentiated learning to meet individual student learning needs
- Monitoring and tracking daily academic progress
- Planning time is essential to improving instructional practices for student success, with the added funding we can provide per session opportunities so that teachers are able to revise, and reflect on their instructional practices on a cyclical basis to ensure student success and produce positive learning outcomes.
- With the implementation of new and innovative instructional practices such as the blended learning model, teachers will need a lot of professional development. Teachers will be provided with one to one coaching for the development and implementation of a rigorous curricular and professional development training for the intervention programs
- Meeting the needs of students can be difficult without analyzing and targeting their learning needs based on assessment data. With a centralized school wide system such as Datacation, we can break down data and target students who are academically at –risk, modify instruction, and provide professional development.

With the implementation of the SIG funding, we will continue our work with curriculum development by providing the one-to one coaching offered through the Teaching Matters Partnerships. We can build our curricular with the use of more technology resources and infrastructures needed to engage students in learning. We can have extensive professional development that is differentiated for teachers based on the areas of strength and improvement.

ii. Process for model selection and stakeholder engagement.

A dedicated cross-divisional work group is in place to recommend whole school reform models for the NYCDOE’s 122 Priority Schools. The work group met weekly beginning in September 2013 to review school data points and alignment to one of the three intervention options: the School Improvement Grant plan, School Innovation Fund plan, or School Comprehensive Education Plan (SCEP) crosswalk. In early 2013, the work group began to focus specifically on examining candidates for the Transformation model. The group also consulted with the Clusters and Networks for feedback on any early wins or progress seen from supports already provided, or discussions they have had with principals. Schools that did not yet have the capacity or momentum to drive change under the model were removed from consideration. The group also removed schools that are already making huge strides in improving student outcomes and did not necessarily need the model to further enhance its efforts. Once the work group solidified its list

of schools proposed for Transformation in April 2013, schools were officially notified about their eligibility to apply for the Transformation model and began working on their applications in late April. Information on stakeholder consultation and collaboration for the plan development is described in Section G. of the District-level plan and Section J. in the School-level plan.

D. School Leadership

i. Characteristics and core competencies sought for school principal

East Flatbush Community Research School (EFCRS) requires a leader who will develop a data-driven school culture, who will regularly assess student learning and provide feedback, who will manage time and projects based on student learning priorities, and who will hold herself and others accountable for adult and student learning school-wide.

To move this school to produce dramatic gains in student achievement, EFCRS demanded a leader with a granular focus on daily Common Core-aligned tasks that promoted students' cognitive engagement through varied learning activities. Further, the school necessitated a leader who required instruction informed by multiple assessment measures that fostered refinements in lesson delivery benefitting each and every child. This requirement needed to be part and parcel of a cycle of frequent teacher observations followed by timely feedback that included conversations between teachers and administrator that were steeped in classroom-based data and its linkage to school-wide goals. EFCRS required a leader who would tenaciously focus on benchmark data and trend analysis, especially in English and mathematics, and provide actionable next steps for teachers that would support rapid academic progress for students. The student population required a leader who did not enact a student support services model based on social and behavioral deficits, but rather aligned youth development to academic goals and multiple avenues for student growth. The school community required a leader sensitive to the nuances of whole-child development, a leader who would shepherd the learning community's understanding of positive behavioral interventions and supports so as to give each student a discernible chance at academic accomplishment. EFCRS deserved a leader who would drop the number of level 3 and 4 incidents by 83 percent within a mere 4 months under her leadership and someone who fully aligned the school curriculum to the Common Core and expected 5% increases in both ELA and mathematics standardized scores despite a brand new testing format.

ii. Principal's biography

District 18, school K581, has found this leader in Principal Daveida Daniel, who assumed responsibility for the East Flatbush Community Research School in September 2012. Ms. Daniel is a product of the New York City Leadership Academy. She interned at two institutions: one was The Ron Brown Academy, a Bedford-Stuyvesant neighborhood school, which was in crisis a mere 5 years ago. Daily attendance hovered in the low 80th percentile, the school was persistently underperforming in its peer group, and safety was an issue. As a principal in training, Ms. Daniel had the opportunity to serve this school that has found a new direction. The Ron Brown Academy now provides students with positive outlets for their energy and opportunities to participate in their community through the arts. The influence of this experience on Ms. Daniel's whole-child approach to education is evident in her leadership style of today. While an intern, Ms. Daniel was a part of the professional culture shift associated with school communities learning the Danielson framework for APPR purposes. She was required to provide teachers with feedback on their practice for purposes of professional development. She

was an inquiry team member who monitored progress toward school goals, and linked her feedback on teachers' practice to data benchmarks.

As an assistant principal at the Academy of Business and Community Development (ABCD), also in Brooklyn, Ms. Daniel was entrenched in teacher development and evaluation and spearheaded afterschool, summer, and morning academic intervention programs as a direct response to her analysis of data trends and the dawn of increased academic standards proposed by the Common Core. Ms. Daniel was a young teacher leader at ABCD, who graduated from classroom teacher to math department head, to data specialist and testing coordinator and on to Assistant Principal. Nearly 10 years ago now, she was well before her time, as she led her math teacher peers through inter-visitations and reflections on their practice, facilitated lesson studies for alignment to standards, and prioritized pacing calendars to allow for enrichment and remediation opportunities built into traditional NYS math curriculum.

Today, Ms. Daniel, with her data-minded expertise, serves the students of the East Flatbush Community Research School. She is a most formidable entity in this school's change movement and she demonstrates daily the core competencies of leadership this school so dearly needed.

iii. Supporting leadership job description and duties aligned to the needs of the school

Our school currently has one assistant principal for both operations and supervision. With the SIG funding, we will be afforded more instructional support therefore providing her with more time to focus on managing the day to day operations, logistical aspects of the programming, managing our extended learning time programs as well as afterschool/enrichment, and compliance.

The AP will supervise the school based support team which includes the Guidance Department, the Dean, AIS coordinator, and Sp. Ed coordinator. One of her roles will be to ensure that the partnerships that we maintain with Counseling in Schools runs efficiently. The intervention team will meet regularly to discuss the needs of our students and be proactive in meeting student needs.

Working closely with the DOE's existing Cluster and Network Teams that support all schools, the School Implementation Manager serves as the project manager ensuring that schools and networks receive appropriate guidance, technical assistance, and coaching in order to improve outcomes for students and pedagogical practices through implementation of the identified intervention model. Among other responsibilities, the SIM is also responsible for managing the accountability structures put in place to assure ongoing monitoring and intervention in schools undertaking the intervention models, and are responsible for meeting federal reporting requirements related to schools' interim and summative performance.

iv. Current supporting leadership profile for model and strategies for plan buy-in

One of the school's strengths as mentioned by our superintendent in this year's Quality Review feedback was the organizational decision and use of budget are well matched to the school's prioritized instructional goals support improvements in learning. She also stated that the principal has established high expectations for learning, inclusive of students, teachers, and families, aimed toward closing achievement gaps.

Although we have only one assistant principal, our goal is to expand our administrative team to include an additional assistant principal. However, with the assistance of our newly assigned instructional support specialist, we were able to create a leadership model that included him in our administrative cabinet. He serves as an onsite staff developer, literacy specialist, a new teacher mentor and supports all of our academic/enrichment programs. He also serves as our school's data specialist where he was an integral part of developing our assessment cycle and online intervention programs.

We have three grade team leaders, one for each grade, who serve as liaison between the team's teachers and the administrators. They coordinate monthly meetings that address the academic, behavioral and socio-emotional needs of our students, and use the ladder of referral process to address concerns and implement interventions. They also are a part of our school's inquiry team. Their input, based on their meetings with their teams, has been an integral part of the school community's growth and teacher buy-in.

We have two Guidance Counselors; one full time and one part time counselor, who have been a dynamic team in preparing our students for high school and beyond. Both serve as members of our school's support team. They are split among three grades and provide individual and group counseling. They have also conducted a series of parent workshops to engage our families in the academic process.

Although we have a small administration, staff members feel empowered by the autonomy they get from the principal to develop ideas and manage small projects.

E. Instructional Staff

i. Current school staff overview and changes needed for model

Currently we have a staff of twenty classroom teachers, one English as a Second Language teacher, one speech teacher, one literacy coach, and four paraprofessionals. Of the twenty classroom teachers five are English language arts teachers, four are math teachers, two are science, two are self-contained, four are integrated co-teaching, two are art teachers, and one physical education teacher.

Based on classroom teacher observations, teachers were divided into tiered groupings reflective of their specific developmental needs. Eight teachers were identified as needing intensive development in planning for student learning. Of the eight, three are currently ICT teachers. Seven teachers were identified as needing development using varied instructional strategies such as questioning and discussion techniques. Five teachers were identified as needing development in the areas of student engagement and classroom culture. While using assessments to drive instruction is a school-wide focus, five teachers were specifically identified in needing targeted development in this area.

In order to successfully implement the quantitative and qualitative changes necessary we need to enact the following changes to school staffing:

- Reconfiguration of ELA team to include 2 teachers per grade to structure small class sizes.
- Reconfiguration of Math team to include 2 teachers per grade to structure small class sizes.
- Reconfiguration of Math team to include a math coach for professional development.
- Reconfiguration of Science team to include an additional science teacher so that there are 3 teachers, one for each grade.
- Hire a director of programming to develop relationships with and serve as a liaison between community resources, partnerships, and service providers to bring more support to the school community.
- Hire a foreign language teacher to include language as an elective.
- Hire a technology teacher in order to integrate technology in our curriculum, coordinate our lab, community development, and media classes.
- Hire a special education coordinator to address the needs of our special needs population.
- Hire a data specialist that can also serve as a programmer.
- Hire a mathematics coach to serve as on-site professional development in the area of mathematics and curriculum development.
- Hire a literacy coach to serve as on-site professional development in the area of literacy and curriculum development.
- Hire an AIS coordinator

ii. Characteristics and core competencies of instructional staff to meet student needs

Literacy Coach: Serves as English language arts department chair; attend, turn-key and provide professional development and support to staff in the areas of: teaching strategies; assessment of literacy skills; analysis and interpretation of ELA data and its implications for planning and student instruction; in-class coaching. Accurately and efficiently track student performance data in the area of English language arts throughout the school year. Provides targeted small group instruction for the purposes of improving student achievement levels. Provides leadership in all areas of school building instruction program including: Common Core aligned curriculum development; teacher effectiveness and professional development; research and student assessment; selection of texts, instructional resources and materials; and implementation of intervention for students not meeting learning standards; meet with administrators on a regular basis to discuss the status of specific students and problem solve as necessary; evaluates teacher and other program personnel performance by doing cyclical informal evaluations. Uses of peer observations for evaluations have not been determined at this time.

Math Coach: Serves as mathematics department chair; attend, turn-key, and provide professional development and support to staff in the areas of: teaching strategies, assessment of math skills; analysis and interpretation of math data and its implications for planning and student instruction; in-class coaching. Accurately and efficiently track student performance data in the area of mathematics throughout the school year. Provides targeted small group instruction for the purposes of improving student achievement levels. Provides leadership in all areas of school building instruction program including: Common Core aligned curriculum development; teacher effectiveness and professional development; research and student assessment; selection of texts, instructional resources and materials; and implementation of intervention for students not

meeting learning standards; meet with administrators on a regular basis to discuss the status of specific students and problem solve as necessary; evaluates teacher and other program personnel performance by doing cyclical informal evaluations. Uses of peer observations for evaluations have not been determined at this time.

Academic Intervention Services Coordinator/Programmer: Facilitate and actively participate in grade-level or content area intervention planning meetings; collect and prepare universal screening and progress monitoring data for intervention planning meetings; meet with administrators on a regular basis to discuss the status of specific students and problem solve as necessary; maintain documentation of interventions provided to individual students and the effects of those interventions; research and communicate resources and strategies for intervention and progress monitoring; coordinates literacy programs and activities designed to meet the needs of academically “at-risk students”; Promotes family involvement in education through partnerships between the school, parents, and community-based family partners; provides information, training, and support for families and educators; Increases educators’ awareness of the issues that impact family involvement for at-risk, minority, or hard-to-reach families; assists with activities related to reading assessment of students; collaborates with all other professional reading and support personnel in the delivery of integrated services for teachers and students.

Special Education Coordinator: Develop, implement and monitor special education procedures and programs; coordinates and participates in IEP meetings and annual reviews and facilitates the compilation of documentation for student records; evaluates teacher and other program personnel performance by doing cyclical informal evaluations; actively monitors web-based special education platforms (i.e. SESSIS, CAPS). Uses of peer observations for evaluations have not been determined at this time.

Data Specialist/Programmer: We are a data driven school, we utilize school-wide data to target intervention, remediation, and enrichment. In order to continue our assessment cycle, we need a point person to disaggregate data and use the data to create flexible scheduling options for the students to have targeted intervention periods in each grade.

Technology Teacher: As a blended learning model school, the use of technology is essential in developing the learning environment. A technology teacher will serve as the point person in developing our school lab classes, assisting with equipment, and facilitating some of the classes that have online systems. The teacher would also participate in developing units of study and daily lesson plans in accordance with promoting 21st Century skills. The Tech teacher would attend and participate in ongoing professional development provided by the school, Department of Education, and school-based partnerships (i.e. Teaching Matters, Counseling in Schools). The teacher would confer and communicate with parents and families regarding pupil progress.

Content Area Classroom Teachers (ELA, mathematics, foreign language, and science): Participate in a cycle of and develop units of study and daily lesson plans in accordance with promoting 21st Century skills; attend and participate in ongoing professional development provided by the school, Department of Education, and school-based partnerships (i.e. Teaching Matters, Counseling in Schools); teach and instruct in intervention classes designed to close the

academic achievement gap for students performing below grade level; confer regularly with and communicate with parents and families regarding pupil progress; and in the interpretation of the educational program; individualize and adapt educational processes and procedures to enhance pupil educational opportunities.

iii. Process and action steps taken to inform existing instructional staff about model

The school has already begun to inform the instructional staff of the proposed changes given the formation of the School Improvement Grant committee, which includes teacher team leaders, department chairs, and administrative cabinet members. Teacher leaders have had input into the formation of the new model. When we begin the process of June planning, departmental teams will be formally introduced to the blended learning model. Professional development will be provided during departmental meetings to introduce all current staff members to the model and its implications for June planning. During the month of August, departmental teams have agreed to meet to continue the work resulting from June planning. Each team will receive additional supports during their summer planning time. Once the new school year begins, teachers will receive additional intensive training on the blended learning model during the Chancellor's Conference days. The School Leadership Team and Parent Association will be informed of the proposed model during their respective June meetings.

iv. Formal hiring mechanisms for instructional staff, strategies to assign necessary staff

A citywide "open market" staff hiring and transfer system is available every year from spring through summer that principals may use to identify school pedagogical staff seeking transfers as well as those who wish to specific vacancies or schools. Principals are thus able to recruit, screen, and select instructional staff new to their schools based on need. While principals have discretion over the schools' budget and staffing decisions, one barrier that schools may face are hiring restrictions set by the district for certain subject areas, grade levels, and titles or licenses. Exceptions are given in certain cases based on critical needs such as for high-need subject areas and new schools. Schools are also supported by the human resources directors from their networks on budgeting, recruiting and hiring procedures. In addition, all principals have access to online human resources portal for up-to-date data and activities related to talent management. Similarly, resources are available to instructional staff on recruitment fairs, workshops, school vacancies, transfer options, as well as professional development, citywide award programs, and leadership opportunities to promote staff retention.

We will utilize our network, our assigned D.O.E human resources recruiter, and the school's hiring committee to inform our hiring decisions. Starting in the summer, we will create a hiring committee at the school which will include the Principal, Assistant Principal, Teacher Team Leaders, Instructional Support Specialist, and Parent Coordinator. We will interview for the above positions based on our DOE HR recruiter and network's suggestions.

F. Partnerships

i. Partner organizations working with school and their roles under SIG

Teaching Matters serves as a consultancy for structures and systems to implement a blended – learning model. They will provide one to one coaching for staff to implement model. They will also provide professional development for building curricular, using technology.

Counseling in Schools will implement systems and structures, facilitate professional development and foster sustainability and direct services for student support in maintaining a positive culture at East Flatbush.

The Leadership Program curriculum will support the school’s instructional day with curricular designed around the model of leadership. We will utilize their services to engage student and families in experiential learning such as effective communication, civic and social awareness and self-concept.

ii. Evidence of Partner Effectiveness Chart (Attachment C)

iii. Partner accountability

Both the principal and Assistant Principal will manage and supervise the established partnerships. We will meet with them once a week after our initial visionary meeting to reflect on their work in the building. We have mid-year check points and feedback to make sure that the work is targeted for the needs of our teachers. The same way we want to differentiate instruction for students is the same way that we would like to see the teachers learn.

For each of our partnerships, our measurements of success will include case studies for classes with individual student success. The staff will be required to submit feedback after each professional development session or series noting the effectiveness of the delivery and learning process. With the infrastructure of the blended learning model, we will conduct monthly curriculum audits and revision learning sessions to determine the effectiveness and rigor in curricular development. The observation process will also serve as an assessment of the one to one coaching provided by the organization to determine if teachers are integrating technology in their daily lessons. Another benchmark would be our school-wide and city-wide assessments and digital portfolios.

G. Organizational Plan

i. Organizational chart

See Attachment G, School Organizational Chart

ii. Day-to-day operations under the school’s structure

The principal will serve as the executive administrator to manage and delegate day to day operations, whereas the assistant principal will serve as the operations point person to organize and maintain the day to day functions. All other positions will report to one of the principals and they will be held accountable for the day to day functions in their respective content areas. The School Organizational Chart, Attachment G, includes the roles and responsibilities of each position.

iii. Annual professional performance review (APPR) process

Our school will implement New York City's newly approved APPR plan for teachers beginning in the 2013-2014 school year. Central staff and our Network team will support us with training in the new system this summer. We may revise our plans for implementation as we better understand the new evaluation system, and all elements related to principal and teacher evaluation contained in this application will be consistent with the Commissioner of Education's determination and order dated June 1, 2013 regarding the NYC APPR, Education Law 3012-c, and NYSED regulations.

Beginning in the 2013-14 school year, teachers will select from one of two options during the Initial Planning Conference, to take place by no later than the last Friday in October: Option 1) 1 formal observation and a minimum of 3 informal observations or Option 2) A minimum of 6 informal observations. The formal observation will have a pre-observation conference where the teacher can provide up to 2 artifacts and/or a pre-observation conference form. The observation will be a full period and the teacher will be rated on the Danielson rubric. A post observation conference will be held within 20 days and a post observation report will be provided to the teacher and put into the file. Informal observations will be unannounced and a minimum of 15 minutes. Feedback will be provided after informal observations in person or using some other form of communication. A pre and post observation conference is not required, but a post observation report will be provided to the teacher and filed within 90 school days of the observation.

A summative End of Year Conference will take place between the last Friday in April and the first Friday in June. Teachers can provide artifacts for review/discussion at the Conference. Artifacts must be submitted no later than the last Friday in April. If the Principal needs more artifacts to rate a component, they must request them of the teacher. If the teacher does not provide, they will be scored as Ineffective (1) on that component. Teachers will be provided with forms including rubrics with evidence statements.

At East Flatbush Community Research, Annual Professional Performance Reviews will be conducted on a cyclical basis by the school's administrative cabinet (i.e. principal and assistant principal). The administration will also be responsible for reporting the results of pre and post observations. The administration will engage in short, frequent cycles of classroom observations and feedback on average every 4-6 weeks using a research based rubric to provide meaningful feedback to teachers that articulates clear expectations for teacher practice. Informal observations will be conducted on a cyclical basis by the Instructional Support Specialist in mathematics and English. We will use the Charlotte Danielson Framework for Teaching to provide instructional support performance and effectiveness. The administrative cabinet will utilize the Teachboost platform as a means of conducting observations and providing feedback

iv. Calendar of events for the 2013-2014 school year

The Central 2013-14 Teacher Evaluation and Development timeline is provided in attachment Z. Overall, Initial Planning Conferences will occur in the early Fall and Summative End of Year Conference will occur by June 27. Measures of Teacher Practice will occur between the Initial Planning Conference and the first Friday in June. Our school will select local measures of

student learning by September 9, and pre-tasks for NYC performance tasks and 3rd party assessments will occur by October 15. Please refer to attachment Z for further detail. As discussed in section iii, we will implement the NYCDOE's newly approved APPR plan for teachers beginning in the 2013-2014 school year. We may revise our plans for implementation as we better understand the new evaluation system, and all elements related to principal and teacher evaluation contained in this application will be consistent with the Commissioner of Education's determination and order dated June 1, 2013 regarding the NYC APPR, Education Law 3012-c, and NYSED regulations.

Our tentative calendar is provided below, and as discussed above may be revised to align to the Central calendar provided in attachment Z. Final schedule will depend on teacher Initial Planning Conference.

Observation Type	Cycle	Observer
Informal Classroom Observations	Minimum of 3 times a year	Principal, Assistant Principal, Instructional Coaches, and Network Achievement Coaches
Formal Classroom Observations	Once a year if Option 1 is chosen during the Initial Planning Conference	Principal, Assistant Principal
Departmental Walkthroughs	3 times per dept. in a year	Principal, Assistant Principal, Instructional Coaches, and Network Achievement Coaches
Pre and Post Classroom Observation Meetings	prior to and following the formal observation	Principal, Assistant Principal, Instructional Coaches, and Network Achievement Coaches
Teacher Goal Meetings	3 times a year, beginning of the year; mid-year reviews, and end of year reflections	Principal, Assistant Principal, Instructional Coaches
Data Conversations	3 times a year, beginning of the year; mid-year reviews, and end of year reflections	Principal, Assistant Principal, Instructional Coaches

H. Educational Plan

i. Curriculum.

As per the City-wide Instructional Expectations, teachers will develop at least six units of study aligned to the common core state standards and our school-wide curriculum maps. Teachers will review student work against CCSS to identify gaps in instruction, modify instruction and create meaningful tasks. Instructional teams will review the vertical alignment of CCSS to ensure that tasks are at appropriate level of rigor for each grade and group of students. Staff will analyze data on a six week cycle to create action plans for the standards that were not mastered and incorporate those skills in our end of unit performance tasks.

i. Instruction.

To increase instructional practices and teacher effectiveness using both the observation process and a research based rubric, Charlotte Danielson Framework. By the end of each year, each teacher will have a total of 4 observations increasing teacher effectiveness from 5-7 and increasing highly effective from 1-2 as indicated in the Teacher Growth Report. The administration will engage in short, frequent cycles of classroom observations and feedback on average every 4-6 weeks using a research based rubric to provide meaningful feedback to teachers that articulates clear expectations for teacher practice. Teams will analyze data to determine patterns and trends for subgroups such as SWDs, ELLs, Overage, African American Males and utilize the information to address their needs. As per the city-wide expectations, our units of study will include non-fiction (informational) texts, writing responses that include stating claims and providing evidence. We will utilize a common lens for instruction and curriculum, create teacher expectation template. Provide evidence based feedback using Charlotte Danielson Framework. Create monthly observation calendars to inform teachers of observations. Develop Professional Development Plans for each staff member using components of Danielson. Teacher Teams will meet weekly to discuss effective teaching practices, look at student work, and use data to plan. Teachers will set goals in the first quarter of the year, revise, monitor and adjust midyear, and will receive an end of year evaluation. The observation cycle is monthly, and the teams will meet weekly.

ii. Use of Time.

The Extended Learning Time program will begin in October until the end of the year. Out of a total of 275, 175 Students participate in AM Extended Day program, 100 Students participate in the Extended Learning Time Afterschool Program, and 100 students will participate in Saturday Academy. The target population for our AM ext. learning time program targets our schools lowest third as well as our subgroups. The target population for our afterschool is students who are at the cusp of proficiency, performing at a level 2, and the Saturday academy targets our students who are proficient but need enrichment.

Dept. Half Day PD series- 10 sessions- Once a month
Intervention Periods for 6th, 7th, and 8th grade

	Monday	Tuesday	Wednesday	Thursday	Friday	Description of instructional strategies
1 st pd	ELA or Math Block	AM Extended Day	AM Extended Day	ELA or Math Block	Science or SS	
2 nd pd	ELA or Math Block	ELA or Math Block	Science or SS	ELA or Math Block	ELA/or Math	
3 rd pd	Intervention Period	ELA or Math Block	Science or SS	Intervention Period	Intervention Period	Targeted Academic Intervention

4 th pd	Elective Course	Elective Course	Elective Course	Science or SS	Elective Course	
5 th pd	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH	
6 th pd	Elective Course	Science or SS	ELA or Math Block	Elective Course	Enrichment for PBL Courses (Based on	Half Day PD for each Dept. once a month, Students will serve
7 th pd	Science or SS	Science or SS	ELA or Math Block	Elective Course		
8 th pd	Science or SS	Elective Course	Elective Course	Dept. Meetings		Common Planning Time
	ELT	ELT	ELT	ELT		Extended Learning Time program

iii. **Data-Driven Instruction/Inquiry (DDI).**

Implement a school-wide assessment system to ensure that students will be administered interim assessments every six weeks. Implement a school –wide data cycle. Student participation in the intervention programs: Reading Plus, Achieve 3000, ELA/MATH Intervention periods will indicate students are working to obtain high levels of achievement. Meeting agendas, minutes, and action plans will demonstrate the ongoing data cycle. Digital Student Portfolios serve as evidence of student progress throughout the year. Hire an Instructional Support Specialist to develop Curriculum Maps, Units of study, and provide Professional Development for staff. Assign School Data Specialist(s) Interim to analyze assessment data, track and monitor data. Hire Lead Teachers in Math, ELA, and Special Education as per the City-Wide expectations to analyze data, reflect on instructional practices and provide professional development.

Every six weeks from the start of the year, students will take a baseline assessment. Teachers will analyze results to inform instruction every six weeks. The inquiry team will meet twice a month to analyze the school’s target population to analyze progress and create school-wide interventions based on the positive results. At the end of each unit of study, administration will conduct data chats to assist teachers with instructional goals.

Teachers meet weekly to develop, revise, analyze student work, and reflect on instruction.

iv. **Student Support.**

Develop a School Community/Culture of Excellence. Develop a school Pupil Personnel Team. Provide professional development for all teachers on best practices, developmentally appropriate instruction, and creating a classroom community using Counseling in Schools

and The Leadership Program. Partner with a community Based Organization, HIP HOP 4 LIFE to address Social/ Emotional needs. The School Schedule includes mentorship classes using a curriculum from The Leadership Program. Utilize Interboro Mental Health Clinic (CBO) to provide outside counseling services during the school day.

v. **School Climate and Discipline.**

The Network Safety director, the borough safety director, and all of our staff will assist with the above implementation. We have two Guidance counselors on our budget Weekly Section Sheets, Monthly review of OORS Data, safety meeting minutes, and student, parent, teacher surveys will be used to monitor progress. Monthly review of data beginning in Sept. and weekly analysis of PBIS data, and end of year survey results. For each year, Resources for incentives, awards, and celebratory items.

vi. **Parent and Community Engagement**

Sending monthly correspondence via the parent newsletter, and school calendar, Global Connect telephone system serves as a communication system to inform parents of attendance and school announcements. We will have 5 workshop series over 10 months hosted and facilitated by The Leadership Program Parent Workshops. SLT serves as a forum for parent involvement, Regular PTA meetings monthly, and workshop series each month. Parents have access to Datacation monitor their children's grades in between report cards, every 6 weeks. Monthly Datacation, an online grading system is accessible throughout the school year.

I. Training, Support, and Professional Development

i. School leadership/staff involvement in SIG plan development

The school principal, Ms. Daveida Daniel met with the schools Deputy Cluster leader Bonnie Laboy and Network leader Michael Alcott to discuss applying for the grant. After this initial meeting, the principal formed a School Improvement Grant committee that consisted of the three grade team leaders, the math department chair, the school literacy coach and the assistant principal. The purpose of this committee was to identify the various needs of the student population, revise the school's vision and mission, identify instructional resources, and develop relationships with different partnerships and organizations to effectively make the identified changes needed. The school's Network Achievement Coach attended two meetings with SIG committee members to assist with the identification of school needs and strategies for school improvement in accordance with the overall vision. This committee met three times over a period of three weeks. The principal also met with the executive board of the Parent Association during the second week to discuss the grant and its implications for school improvement. For the final phase of the development, the principal formed a grant writing committee that consisted of the assistant principal, literacy coach, and network level achievement coach.

ii. Year One Implementation Period (September 1, 2013, to August 31, 2014).

See Attachment I.

iii. Plan for training, support and professional development

The target goal for all professional development sessions is to build teacher capacity in order to meet the various needs of our students and the implementation of our “Blended Learning” model. This includes the consistent incorporation of assessments into daily lessons, developing a cohesive inquiry-based technology driven curriculum in all subject areas, and differentiation via purposeful questioning and classroom discussion, servicing our “at-risk” population, and meeting the targets set by the school vision and mission. The impact of each activity will be measured using the following systems:

- Completion of feedback forms from activity participants.
- Cyclical curriculum audits inclusive of unit and daily lesson plans.
- Student performance results from interim assessments, performance tasks, and teacher assessments.
- Daily teacher assessments consisting of three checks for understanding embedded into lesson plans.
- Review of unit plans by Instructional Coaches.
- Administrative observations conducted based on implementation of strategies.

If the school identifies that goals aren’t being met we intend to have conversations with the partnership and develop an action plan in order to meet our established professional development goals.

J. Communication and Stakeholder Involvement/Engagement

i. Method of regularly updating school stakeholders on SIG plan implementation

The NYCDOE and the Priority School fully and transparently consulted and collaborated with education stakeholders about the school’s Priority status and on the implementation of the SIG plan. Upon designation of the school as a Priority School by the New York State Education Department in August 2012, the NYCDOE sent letters to superintendents, clusters school support staff, and principals about the school’s Priority School designation.

Principals were provided with letter templates to send to parents with the instructions that families must be notified of the school’s Priority status within 30 days of the State’s designation. Principals were also invited to two different meetings with Senior Deputy Chancellors Shael Suransky and Marc Sternberg on August 31 to learn more about the school’s Priority status, intervention model options, and next steps for the NYCDOE and school. Superintendents, clusters, networks school support staff, and principals participated in trainings on the ESEA waiver and Priority status to turn-key the information to stakeholders. NYCDOE staff also presented the information directly at information on state accountability designations and implications during Community Education Council meetings, a meeting of the Panel on Education Policy, and other community meetings.

As the Priority School developed its School Improvement Grant, it was required to consult and collaborate with its stakeholders, including leaders from the principals’ union, teachers’ union, and parent groups. The NYCDOE asked schools to submit Attachment A, the consultation and collaboration form, in addition to doing district-level consultation and collaboration, with leaders

in the following groups: Council of Supervisors & Administrators (CSA; principals' union), United Federation of Teachers (UFT; teachers' union), and Chancellor's Parent Advisory Committee (CPAC), NYCDOE parent leadership body. By doing so, the NYCDOE sought to ensure that consultation and collaboration took place at the school-level in addition to the district-level. When it was brought to the attention of the NYCDOE that further school-level consultation and collaboration efforts needed to be made, the NYCDOE extended the deadline for submission of Attachment A and provided additional guidance to schools to ensure appropriate consultation and collaboration took place prior to submission of the SIG plan.

The Priority School will continue to regularly update stakeholders on the implementation of the SIG plan. The SIG plan will be an agenda item for discussion in the monthly School Leadership Team meetings, the shared decision-making body of the school, along with typically monthly Parent Teacher Association or other parent group meetings. In addition, the school will provide a letter to families and other stakeholders about the status of the school's SIG plan upon the start of the 2013-14 school year and annually thereafter. The NYCDOE will provide the Priority School with a letter template to utilize, similar to the school's designation as a Priority School.

In an effort to continuously bridge the home to school connection and involve all of the stakeholders within our community, the following systems are in place:

- Monthly Parent Teacher Association Meetings where parents are notified of upcoming events, changes within the school, and brainstorm ideas of ways to better the school's community.
- Monthly School Leadership Team Meetings
- Monthly Parent Workshops held in partnerships with the Leadership program. These workshops are based on the needs of the parent and the community.
- Monthly Town Hall Meetings where parents and community leaders are invited to express their views on topics that impact the school and the community.
- Quarterly Family Night Activities (Literacy night, Science night, Movie night). This affords parent an inside view of what their children are learning and creates an opportunity to become a part of their child's academic development.
- Quarterly Parent Teacher Conferences that foster communication between parent and teacher. This allows the parent the opportunity to assist their child in the areas they are struggling in and support them in the areas we are flourishing in.
- Global Connect (System used to communicate information to parents)
- On-going Parent outreach to parents via phone and email by the Parent Coordinator.
- Community Associate outreach to parents and constitutes within the community. (Fostering Partnership within the community)
- Datacation program that help schools break down complex student data to inform and support instruction, professional development, curriculum planning, accountability, and policy.

The above listed systems afford the school the opportunity to actively communicate and connect with all of the stakeholders that are involved in the students' lives.

K. Project Plan and Timeline

i. Goals and key strategies for Year One implementation period (September 1, 2013, to August 31, 2014).

Our goal in year one of the implementation is to expand our community and hire the staff required to support student learning and develop teacher effectiveness and capacity in leading instruction using a blended learning model. Develop rigorous curriculum aligned to CCSS but also uses project based learning, and the 21st century skill sets to drive success. With the key people in place planning, reflecting, and modifying their instructional practices, the first year's success will be integral as we track high school success in the 9th grade year.

ii. "Early wins" as early indicators of a successful SIG plan.

With each interim assessment, (every 6 weeks) students will increase in proficiency.

At the end of the year a 5% increase in proficiency levels for both ELA and Math

Student attendance rates will increase with each month and each year.

Student participation in extended day and afterschool enrichment will be consistent.

The number of incidents occurring through the school year will decrease

Parental involvement will increase with each event throughout the year.

School Quality Review

School Progress Report

School's Learning Environment Survey

iii. Leading indicators of success to be examined at least quarterly

Every 6 weeks, academic growth on the school-wide ELA and Math interim assessments will serve as indicator of success. We will assess student reading level at least three times within the year. We will track student use of technology using the software and tracking activities via the internet. Teacher effectiveness will be measured using the observation cycle and the goal setting process with beginning, mid and end of year reviews. Student data from each of our unit assessments will be collected every 4-6 weeks, scored and housed in digital portfolio for review. Our data specialist will disaggregate data on a cyclical basis after each assessment to distribute to the school community for analysis.

iv. Goals and key strategies for Year Two and Year Three of implementation.

Build Student Leaders by providing additional supports for the high school process, college and career readiness, and accelerated learning. Develop curriculum with technology as the integral component to engage students. Build teacher capacity to create future administrators and leaders in education.

Attachment B

School-level Baseline Data and Target-Setting Chart

SCHOOL-LEVEL BASELINE DATA AND TARGET SETTING CHART	Unit	NYS State Average	District Average	School's Baseline Data (2010-11)	Target for 2013-2014	Target for 2014-2015	Target for 2015-2016
I. Leading Indicators							
a. Number of minutes in the school year	min		59182	60060	60100	60100	60100
b. Student participation in State ELA assessment	%		99.20%	99%	100%	100%	100%
c. Student participation in State Math assessment	%		99.20%	99%	100%	100%	100%
d. Drop-out rate	%		n/a	n/a	n/a	n/a	n/a
e. Student average daily attendance	%		93.0%	91%	92%	93%	93%
f. Student completion of advanced coursework			n/a	n/a	n/a	n/a	n/a
g. Suspension rate	%		1.9%	20.3%	17%	14%	11%
h. Number of discipline referrals	num		66	147	73	56	50
i. Truancy rate	%		1.0%	4.7%	3.7%	2.7%	2.2%
j. Teacher attendance rate	%		95.2%	95.3%	95.6%	95.9%	96.2%
k. Teachers rated as "effective" and "highly effective"	%		Please see memo				
l. Hours of professional development to improve teacher performance	num		N/A	N/A (227hrs FY'12-13)	236hrs	243hrs	250hrs
m. Hours of professional development to improve leadership and governance	num		N/A	N/A (74hrs FY'12-13)	78hrs	80hrs	82hrs
n. Hours of professional development in the implementation of high quality interim assessments and data-driven action	num		N/A	N/A (30hrs FY'12-13)	32hrs	34hrs	36hrs
II. Academic Indicators							
o. ELA performance index	PI		Please see memo	Please see memo	Please see memo	Please see memo	Please see memo
p. Math performance index	PI		Please see memo	Please see memo	Please see memo	Please see memo	Please see memo
q. Student scoring "proficient" or higher on ELA assessment	%		Please see memo	Please see memo	Please see memo	Please see memo	Please see memo
r. Students scoring "proficient" or higher on Math assessment	%		Please see memo	Please see memo	Please see memo	Please see memo	Please see memo

s. Average SAT score	score		n/a	n/a	n/a	n/a	n/a
t. Students taking PSAT	num		0	n/a	n/a	n/a	n/a
u. Students receiving Regents diploma with advanced designation	%		n/a	n/a	n/a	n/a	n/a
v. High school graduation rate	%		n/a	n/a	n/a	n/a	n/a
w. Ninth graders being retained	%		n/a	n/a	n/a	n/a	n/a
x. High school graduates accepted into two or four year colleges	%		n/a	n/a	n/a	n/a	n/a

Attachment B MEMO: School-level Baseline Data and Target-Setting Chart Methodology Used for Data

This memo explains the methodology used to determine the district average, school baseline, and/or school targets for indicators in Attachment B. Notes are also given for indicators where schools are unable to set targets at this time.

- a. **Number of minutes in the school year:** The school's baseline data for 2010-11 was determined based on the number of instructional days in the school year and the minimum required daily instructional time (5 hours for grades 1-6 and 5.5 hours for grades 7-12).
- b. **Student participation in State ELA assessment**
- c. **Student participation in State Math assessment**
- d. **Drop-out rate**
- e. **Student average daily attendance:** Calculation based on aggregate of days students were present divided by days present + absent for school year 2010-11.
- f. **Student completion of advanced coursework:** High Schools: This includes Advanced Placement, International Baccalaureate, college-credit courses, etc.
- g. **Suspension rate:** Represents the number of suspensions as reported to SED (School Report Card) divided by the number of students enrolled in 2010-11.
- h. **Number of discipline referrals:** Represents total count of Level 3-5 incidents in 2010-11
- i. **Truancy rate:** K-8: Aggregate number of students absent 30% or more divided by register.
High Schools: Aggregate number of students absent 50% or more in 9-12 divided by register.
- j. **Teacher attendance rate:** Calculated based on 2010-2011 school year: $1 - (\text{total absent days} / \text{total active days})$

Absent days: defined as total of time teachers were reported to be absent for discretionary reasons (personal, sick, and grace period) during 2010-2011 school year. Excludes school holidays and weekends, or when teachers were otherwise not required to report to school.

Active days: defined as all days where teachers were to report to school based on DOE school calendar (excludes school holidays, snowdays, and weekends) where they were in the title of teacher, and were not on leave or sabbatical.

- k. **Teachers rated as "effective" and "highly effective":** Data for percentage of teachers rated "Effective" and "Highly Effective" (HEDI categories) does not exist for all schools at this time. Please note that targets will be set for teacher ratings once the new evaluation system is underway. All elements related to teacher evaluation will be consistent with the Commissioner of Education's determination and order dated June 1, 2013 regarding the NYC APPR, Education Law 3012-c, and NYSED regulations."
- l. **Hours of professional development to improve teacher performance**

This may include the following types of professional development activities:

<ul style="list-style-type: none"> • PD to implement Common Core-aligned curriculum, including specific curricular programs (e.g., core curriculum adoptions) • PD to build a shared understanding of Danielson's <i>Framework for Teaching</i> and develop a shared picture of effective teaching • PD to understand the new system of teacher evaluation and development • PD to implement Response to Intervention (RTI) • PD for teachers working with English Language Learners • PD to implement Positive Behavioral Interventions and Supports (PBIS) • Observation and feedback to individual teachers • PD/mentoring to support new teachers • PD to implement CTE courses in which increased percentages of historically underserved students will enroll 	<ul style="list-style-type: none"> • PD to implement Advanced Placement (AP), International Baccalaureate (IB), and/or Cambridge courses in the subjects for which NYSED has approved an alternate assessment, and in which increased percentages of historically underserved students will enroll • PD to implement virtual/blended AP, IB, and/or Cambridge (AICE or IGCSE) courses in the subjects for which NYSED has approved an alternative assessment, and in which increased percentages of historically underserved students will enroll • PD to implement Expanded Learning Time (ELT) opportunities that may include art, music, remediation and enrichment programs • Teacher team meetings in which teachers plan lessons and units that integrate the Common Core instructional shifts can be a form of professional development if teachers are supported in doing this work
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Note: A large and well-regarded federal study of PD programs (Yoon et al., 2007) found that 14 hours was the minimum amount of time that yielded statistically significant impact on student outcomes; i.e., 14 hours of PD on a particular topic or coherent set of topics, as a coherent PD

experience, rather than 14 disconnected one-hour workshops. More than 14 hours of professional development showed a positive and significant effect on student achievement—the three studies that involved the least professional development (5–14 hours total) showed no statistically significant effects on student achievement. Teachers who received substantial PD—an average of 49 hours among nine studies—boosted their students' achievement by about 21 percentile points.

m. Hours of professional development to improve leadership and governance

This may include the following types of professional development activities:

<ul style="list-style-type: none"> • Regular meetings in which school leaders: <ul style="list-style-type: none"> ○ Review data and establish an instructional focus ○ Evaluate curricular alignment with standards in all content areas ○ Plan and adjust PD to support implementation of the school's curricula ○ Plan and adjust PD to improve instruction • Regular meetings in which team leaders develop facilitation, data analysis, and planning skills • PD specifically designed for teacher leaders, principals, and assistant principals, including PD provided to principals at network meetings • Support for instructional coaches, teacher leaders, and others in conducting evidence-based observations using the Danielson rubric, providing coaching and feedback on instructional practice, and developing/assessing student learning objectives as part of teacher evaluation system • Support for school leaders supporting teachers with the new teacher evaluation and development system 	<ul style="list-style-type: none"> • Support for highly effective teachers who mentor, coach, or provide professional development to student teachers, new teachers, or teachers rated as ineffective, developing, or effective in high-needs schools • PD for principals/ instructional supervisors regarding the implementation of CTE courses in which increased percentages of historically underserved students will enroll • PD for principals/instructional supervisors regarding the implementation of Advanced Placement (AP), International Baccalaureate (IB), and/or Cambridge courses in the subjects for which has approved an alternate assessment, and in which increased percentages of historically underserved students will enroll • PD for principals/instructional supervisors regarding the implementation of virtual/blended AP, IB, and/or Cambridge (AICE or IGCSE) courses in the subjects for which NYSED has approved an alternative assessment, and in which increased percentages of historically underserved students will enroll
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n. Hours of professional development in the implementation of high quality interim assessments and data-driven action

This may include the following types of professional development activities:

- Teacher team meetings in which teams review student work products and other data to adjust teaching practice (“inquiry team meetings”)
- Professional development on creating and using periodic assessments
- Training on information systems that track assessment outcome

II. Academic Indicators

o. ELA performance index

p. Math performance index

Due to changes in the State tests to align with the Common Core standards, changes are anticipated in schools' Performance Indices. While the school's PI from 2010-2011 is provided as baseline, targets for each year of the grant will be set once more current data on schools performances are available.

q. Student scoring “proficient” or higher on ELA assessment

r. Students scoring “proficient” or higher on Math assessment

Due to changes in the State tests to align with the Common Core standards, changes are anticipated in schools' proficiency rates. While the percentage of students scoring ‘Proficient’ or higher is provided from 2010-2011 as baseline, targets for each year of the grant will be set once more current data on schools performances are available.

s. Average SAT score

t. Students taking PSAT: The grade in which students take the PSATs varies from school to school; total takers from 2010-2011 is provided.

u. Students receiving Regents diploma with advanced designation

v. High school graduation rate

w. Ninth graders being retained: This was determined based on audited registers of students who were coded as being in ninth grade in both 2009-10 *and* 2010-11.

x. High school graduates accepted into two or four year colleges

Attachment C
Evidence of Partner Effectiveness Chart

Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
Teaching Matters	1. MS 228	1. Dominick D'angelo ddangelo3@schools.nyc.gov , 718-375-7635
	2. Global Tech Prep	2. Chrystina Russell, 212-722-1395, crussell2@schools.nyc.gov
	3.	3.
	4.	4.
	5.	5.
	6.	6.
	7.	7.
	8.	8.
	9.	9.
	10.	10.
Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
Counseling in Schools	1. The Ron Brown Academy	1. Celeste Douglas (718) 574-2357
	2. MS 584	2. Gillian Hargrove (718) 604-1380
	3.	3.
	4.	4.
	5.	5.

	6.	6.
	7.	7.
	8.	8.
	9.	9.
	10.	10.
Partner Organization Name and Contact Information Partner Organization Name and Contact Information and description of type of service provided.	Schools the partner has successfully supported in the last three years (attach additional trend-summary evidence of the academic success of each school, as well as any other systematic evaluation data to demonstrate the impact of partner-services.	References / Contracts (Include the names and contact information of school and district personnel who can provide additional validation of the successful performance of the partner in the increase of academic performance and turnaround of the identified schools)
The Leadership Program	1. Hillside Arts and Letter	1. Matthew Ritter mritter1@schools.nyc.gov
	2. Boys and Girls High School	2. Bernard Gassaway bgassaway@schools.nyc.gov
	3. Progress High School for Professional Careers	3. William Jusino wjusino@schools.nyc.gov
	4.	4.
	5.	5.
	6.	6.
	7.	7.
	8.	8.
	9.	9.

Attachment G, School Organization Sheet
East Flatbush Community Research School
Middle School 581

905 Winthrop Street, Brooklyn NY 11203
 Tel: (718) 773-3059 Fax: (718) 773-3827

Community Superintendent: Ms. Beverly Wilkins

Network Leader: Mr. Michael Alcott CFN 411

Cluster Leader: Mr. Chris Groll

TABLE OF ORGANIZATION: 2013-2014 Tentative

TITLE	NAME	FUNCTION	DATA SOURCES DRIVING DECISIONS
Principal	Daveida Daniel	Executive Admin	Student needs, School Leadership Team, Principal Performance Review goals, Citywide Instructional Expectations, CCLS
Assistant Principal	Jacquelyn Bell	Operations	Compliance Items
*AIS /Community Coordinator	TBD	Liaise to Teaching Matters, Extended Learning Time Program partnerships. Coordinator of academic and enrichment supports	SIG goals
Instructional Support Specialist (ELA)	Christopher Padmore	Teacher Effectiveness Support & CCLS Alignment	APPR goals and CCLS-literacy
*Instructional Support Specialist (Math)	TBD	Teacher Effectiveness Support & CCLS Alignment	APPR goals and CCLS-mathematics

*Instructional Support Specialist (Special Education)	TBD	Compliance, Teacher Effectiveness Support & CCLS Alignment	APPR goals, students IEPs, BIPs, special education mandates
*Data Specialist/Programmer	TBD	*Datacation, Scheduling, Data Analysis, Progress Report, Test Coordination	Compliance, Data Analysis, Progress Report, Learning Environment Survey
Dean	Dave Burke	Pro-active discipline and trend analysis	NYS Incident Reduction Plan

6th Grade Team Members

<u>Class</u>	<u>Teacher</u>	<u>Subject</u>	<u>Room</u>
601	Kenneth Llort	Science 6/7	313
601	Lenore Alexis	ICT	
602	Danielle Lamb	Math	302
603	Stephanie King	ELA	303
605	Petra Thombs	Special Needs (12:1)	305
*TBD	TBD	Social Studies	TBD

7th Grade Team Members

<u>Class</u>	<u>Teacher</u>	<u>Subject</u>	<u>Room</u>
701	Bryant Ng	Math 7/8	321
701	Autumn Gomez	ICT	
702	Sharif Parker	ELA	319
703	Gregory Faustin	Math	320
704	Karolyn Pepper	ELA	317
705	Maudelin Davis	Special Needs (12:1)	325
*TBD	TBD	Science	TBD

8th Grade Team Members

<u>Class</u>	<u>Teacher</u>	<u>Subject</u>	<u>Room</u>
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801	Arlain Boucaud	ELA	331
801	Autumn Gomez	ICT	
802	Lucy Cox	Science7/8	328
803	Dawnmarie Gaghan	Math	327
804	Regan Lane	ELA	329
*TBD	TBD	Social Studies	TBD

Physical Education

Michael Granelli

Art

Carl Stillwell

***Art TBD**

Secretary

Naomi Sorscher

***Administrative Assistant/Business Manager**

TBD

Student Support Services

GC Vivian Figueroa-Torres (Part-time)

GC Khadija Matthews-Sussman

***MSW TBD**

Community Associate

Michael Quick

Paraprofessionals

Wadia Elgandy

Danitza Roblodowski

Tristan Shan

School Aides (2)

TBD*

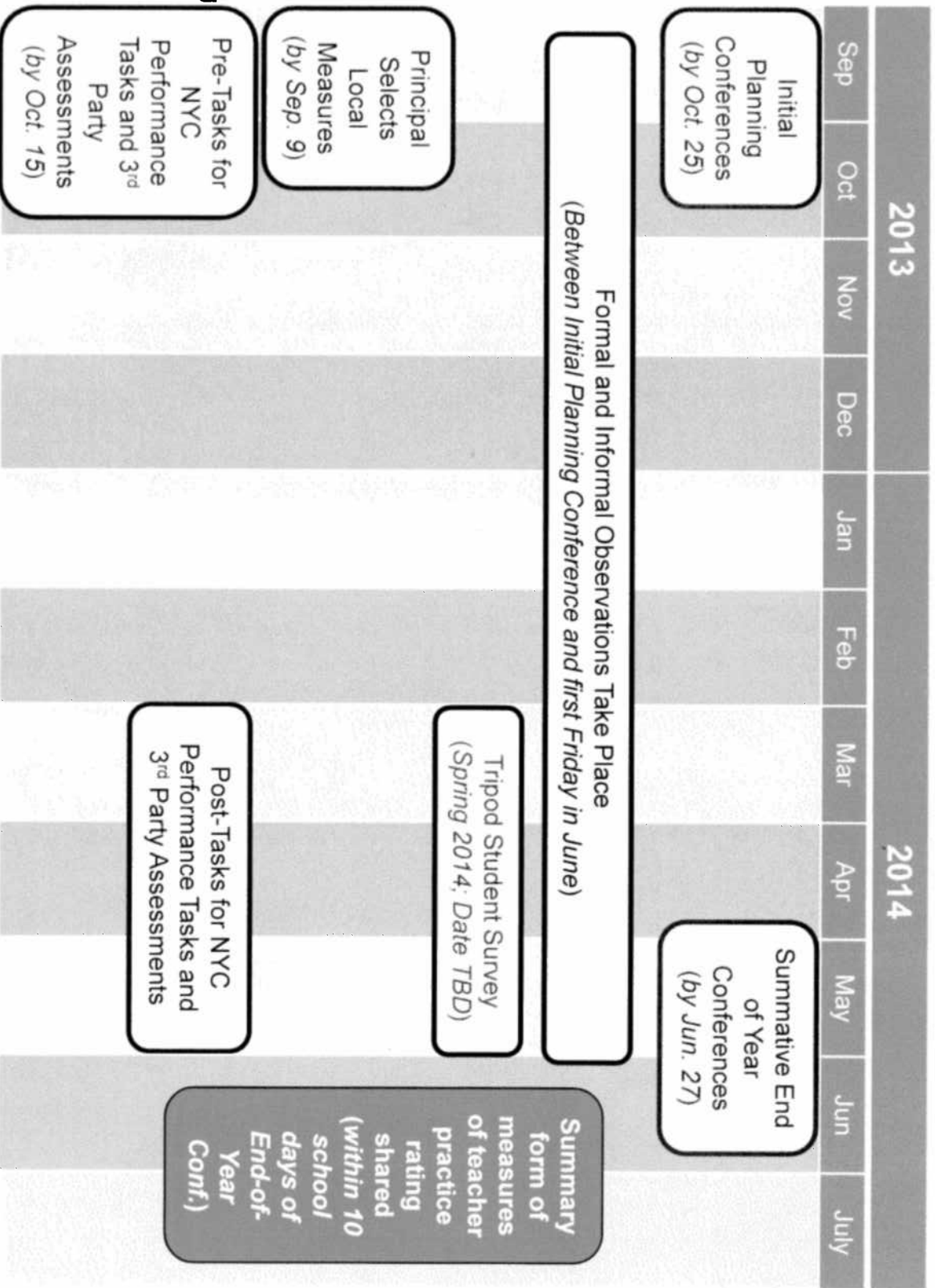
Asterisked items are organizational additions in support of SIG vision and mission

Attachment for Section I Part ii – Professional Development Chart

PD Session	Target Audience	Facilitators	Desired Outcome	How outcome will be analyzed and reported
Curriculum Development using the “Blended Learning” model (15 sessions)	Whole Staff	Teaching Matters/ Administration / Instructional Coaches	Development of a 21 st Century inquiry-based blended learning curriculum in all subject areas and grade levels.	Unit plan submissions/ Daily assessments and checks for understanding/ Cyclical curriculum revision process
Student Behavioral/ Faculty Training/ Community and School Partnership (15 Sessions)	Whole Staff	Counseling in Schools/ Pupil Personnel Team/ Dean	Level 3-5 incidents in OORS will decrease by 30% by June 2014/ Development of an advisory curriculum that specifically targets the needs of our student population.	Monthly School Safety Committee meeting report data/ increased improvement in school incident data/ Learning Environment Survey will show improvement in Safety and Respect Domains.
Analyzing Student Assessment Data (5 sessions)	Whole Staff	Data Specialist/ Administration / Instructional Coaches	Synthesis of results from student performances measures into instructional groupings, and instructional practices.	Administrative observations/ flexible student groupings/ intervention planning
Professional Learning Community (8 sessions)	Teacher Tiered Groupings	Administration / Instructional Coaches/ AIS, Data Specialist, and SpED. Coordinator	Implementation of best practices into daily instruction to meet student needs.	Administration Classroom Observations/ unit planning/ lesson delivery

Providing instructional and behavioral supports (3 sessions)	Whole Staff	SpED. Coordinator/ AIS Coordinator	Implementation of best practices into daily instruction to meet student needs.	Intervention planning/ Administrative Observations/ development of 6 week intervention plans
Utilizing SMARTboard for instruction and differentiation (2 sessions)	Whole Staff	SMARTech	Incorporation of strategies presented in daily lesson planning.	Unit and lesson planning/ Administrative observations

2013-14 Teacher Evaluation and Development Timeline



Department of Education
 Dennis M. Walcott, Chancellor

*Final APPR Rating will be sent to teacher from central by September 1, 2014

Daveida L. Daniel

PROFESSIONAL EXPERIENCE

New York City Leadership Academy

Principal Intern, The Ron Brown Academy

Principal Intern, George Ryan Middle School (switch site)

July 2011-Present
September 2011- Present
February 2012

- Supervise Math and Science Departments
- Supervise sixth grade staff and students, all content areas
- Facilitate staff workshops on Common Core State Standards and development of performance tasks
- Conduct frequent teacher observations using the Danielson framework to improve instruction and provide feedback
- Assist teachers in self-evaluation and in creating goals for best teaching practices using the Danielson framework
- Analyze patterns and trends on benchmark assessments to create instructional plans aligned to specific skills
- Modify monthly unit plans to incorporate CCLS performance tasks
- Serve as a member of the school's inquiry team focused on mathematics
- Manage a variety of operational and administrative items
- Ensure implementation of research-based instructional practices

Academy of Business and Community Development

2009 - 2011

Assistant Principal

- Helped to define the school's mission and vision and communicated goals and expectations
- Monitored and assessed student achievement data to improve student outcomes
- Supervised and evaluated all school-based personnel in collaboration with the principal
- Conducted teacher observations to improve instruction
- Created and maintained all aspects of school scheduling
- Supervised, trained and mentored 20 staff members
- Spearheaded afterschool, summer, and morning academic intervention programs
- Conducted recruitment workshops for parents and potential students

Data Specialist and Testing Coordinator

2007 - 2009

- Maintained data integrity needed for school progress reports
- Analyzed data reports, noted errors, and supervised the correction of errors in data at the school level
- Maintained the schedule for high school students using the HSST/STARS system
- Updated teachers on student progress to assess AYP using periodic assessments in the Acuity system
- Verified data for the school using NYSTART system
- Provided training for teachers on test administration
- Facilitated the distribution and monitored the administration of all New York State assessments
- Coordinated testing schedules and accommodations for all students

6th/7th Grade Math Teacher

2006 -2009

- Implemented a standards-based curriculum structured to meet diverse needs of students
- Assisted in developing math curriculum using the New York State Standards and Performance Indicators
- Analyzed quantitative and qualitative data to create instructional goals using portfolios, ARIS and Acuity
- Maintained a well-balanced positive learning environment with consistent discipline

Teunis Bergen School and Bergen Upper School 2002-2006
5th Grade Teacher, 6th Grade Math/Science Teacher

- Implemented New York State Standard based curriculum structured to meet diverse needs of students
- Assisted in developing pacing calendars in math and science using the New York State Standards and Performance Indicators
- Planned and developed lessons using differentiation of instruction
- Maintained a well balanced positive learning environment with consistent discipline
- Served as a grade team leader

Math Department Chairperson 2004 -2006

- Facilitated monthly meetings and coordinate inter-visitations for math teachers
- Assisted teachers with obtaining professional development based on instructional need
- Assisted teachers with creating instructional goals for their math classes based on assessment data
- Aligned school's scope and sequence to state standards creating appropriate pacing calendars
- Facilitated grade team meetings to ensure best practices and collaborative planning

OTHER PROFESSIONAL EXPERIENCE

Volunteers of America 2000 - 2002

Administrative Coordinator

- Assisted the Director and Deputy Director of Housing
- Supervised 13 administrative assistants

New York University 1998 - 2000

Administrative Assistant

- Assisted the Freshman Dean
- Programmed activities for incoming freshmen

PROFESSIONAL AFFILIATIONS

- Association for Supervisors and Curriculum Development (ASCD), New York
- Phi Delta Kappa, St. John's University chapter

EDUCATION

Touro College June 2008
Master of Arts Degree in Administration and Supervision

Long Island University June 2004
Master of Science Degree in Elementary Education

City University of New York June 2000
Bachelor of Arts Degree in Urban Children and Mental Health

CERTIFICATONS

NY State Certification School District Leader –*Professional*
NY State Certification School Building Leader – *Initial*
NY State Certification Pre-K- 6 – *Permanent*
NYCDOE: Certificate of Eligibility – *Principal. Elementary, Intermediate and Junior High Schools*

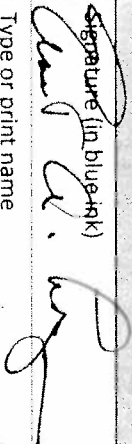
182581 East Flatbush Comm Research School

New York State Education Department:
 Local Education Agency (LEA) 1003(g) School Improvement Grant Application
 Under 1003(g) of the Elementary and Secondary Education Act of 1965

Attachment A
 Consultation and Collaboration Documentation Form

The U.S. Department of Education School Improvement Grant guidelines, under Section 1003 (g) require LEAs to consult and/or collaborate with various groups in the development of this SIG application. This form must be completed and submitted to NYSED as a part of this complete SIG application in order to document that appropriate consultation/collaboration has occurred or was attempted with constituency groups as follows:

1. Representatives of constituency groups who sign the form under their name/title are affirming that appropriate consultation has occurred. (The signature does not indicate agreement).
2. For representatives or constituency groups who have consulted with the LEA but whose signatures are unobtainable, supporting documentation providing evidence of consultation and collaboration efforts (e.g., meeting agendas, minutes and attendance rosters, etc.) must be maintained by the LEA and a summary of such documentation must be completed and submitted to NYSED on this form.

Principals Union President / Lead	Date	Summary Documentation if Signature is Unobtainable
Signature (in blue ink)  Type or print name ERNEST A. LOGAN	6/6/13	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink)		Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Type or print name		
Parent Group President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink)		
Type or print name		

18K581 East Flatbush Comm Research School

New York State Education Department:
 Local Education Agency (LEA) 1003(g) School Improvement Grant Application
 Under 1003(g) of the Elementary and Secondary Education Act of 1965

Attachment A
 Consultation and Collaboration Documentation Form

The U.S. Department of Education School Improvement Grant guidelines, under Section 1003 (g) require LEAs to consult and/or collaborate with various groups in the development of this SIG application. This form must be completed and submitted to NYSED as a part of this complete SIG application in order to document that appropriate consultation/collaboration has occurred or was attempted with constituency groups as follows:

1. Representatives of constituency groups who sign the form under their name/title are affirming that appropriate consultation has occurred. (The signature does not indicate agreement).
2. For representatives or constituency groups who have consulted with the LEA but whose signatures are unobtainable, supporting documentation providing evidence of consultation and collaboration efforts (e.g., meeting agendas, minutes and attendance rosters, etc.) must be maintained by the LEA and a summary of such documentation must be completed and submitted to NYSED on this form.

Principals Union President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink) Type or print name		
Teachers Union President / Lead Signature (in blue ink) Type or print name	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Parent Group President / Lead Signature (in blue ink)	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink) Type or print name		

Attachment A
 Consultation and Collaboration Documentation Form

The U.S. Department of Education School Improvement Grant guidelines, under Section 1003 (g) require LEAs to consult and/or collaborate with various groups in the development of this SIG application. This form must be completed and submitted to NYSED as a part of this complete SIG application in order to document that appropriate consultation/collaboration has occurred or was attempted with constituency groups as follows:

1. Representatives of constituency groups who sign the form under their name/title are affirming that appropriate consultation has occurred. (The signature does not indicate agreement).
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Principals Union President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink)		
Type or print name		
Teachers Union President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink)		
Type or print name		
Parent Group President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the Priority School identified in this SIG application.
Signature (in blue ink) <i>Jane Roth</i>	6/6/13	
Type or print name <i>JANE ROTH</i>		

18581

Attachment A Consultation and Collaboration Documentation Form

The U.S. Department of Education School Improvement Grant guidelines, under Section 1003 (g) require LEAs to consult and/or collaborate with various groups in the development of this SIG application. This form must be completed and submitted to NYSED as a part of this complete SIG application in order to document that appropriate consultation/collaboration has occurred or was attempted with constituency groups as follows:

1. Representatives of constituency groups who sign the form under their name/the one affirming that appropriate consultation has occurred. (The signature does not indicate agreement.)
2. For representatives or constituency groups who have consulted with the LEA but whose signatures are unobtainable, supporting documentation providing evidence of consultation and collaboration efforts (e.g., meeting agendas, minutes and attendance rosters, etc.) must be maintained by the LEA and a summary of such documentation must be completed and submitted to NYSED on this form.

Principal/ Union President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the priority school identified in this SIG application.
Signature (in blue ink)		
Type or print name		
Teachers' Union President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the priority school identified in this SIG application.
Signature (in blue ink)		<i>Michael Brown</i> IAF chapter leader
Type or print name		
Parent Group President / Lead	Date	Summary Documentation if Signature is Unobtainable If the signature of the constituent identified above is unobtainable, provide a summary and description of the supporting documentation that provides evidence of consultation and collaboration on the priority school identified in this SIG application.
Signature (in blue ink)		<i>Penelope Escaricia</i>
Type or print name		



The University of the State of New York
THE STATE EDUCATION DEPARTMENT
Office of Educational Finance and Management S
Bureau of Federally Aided Programs – Room 542 EB
Albany, New York 12234

PROPOSED BUDGET

FOR THE OPERATION OF A

FEDERAL OR STATE PROJECT FS-10 (2/94)

BASIC PROJECT INFORMATION		
N.Y.C. GRANT #	N.Y.C. DOCUMENT #	PROJECT #
<input type="text"/>	<input type="text"/>	<input type="text"/>
AGENCY CODE	<input type="text" value="305100010051"/>	
Federal /State Program	SCHOOL IMPROVEMENT GRANT 1003 (g) EAST FLATBUSH COMM RESEARCH SCHOOL	
Contact Person	EDUARDO CONTRERAS	
Agency Name	New York City Department of Education	
Mailing Address	52 Chambers Street, Room 413	
	New York, N.Y. 10007	
Telephone #	212-374-0520	Manhattan
		County
Project Operation Dates From	SEP 1 2013	To AUG 31 2014

BUDGET TOTAL

\$793,195

SALARIES FOR PROFESSIONAL PERSONNEL: Code 15

Do not include central administrative staff which are considered as indirect costs.

Specific Position Title	FTE/Hours/Days	Rate of Pay	Project Salary
Teacher	0.00	0	0
Lead Teacher	0.00	0	0
Coach (Math, Literacy, Special Ed)	0.50	131,196	65,598
Guidance Counselor	0.00	0	0
Education Administrator	0.00	0	0
Social Worker	0.00	0	0
Teacher Per Session (rate per hour)	4,486	41.98	188,323
Teacher per session Trainee Rate (rate per hour)	0	19.12	0
Supervisor Per Session (rate per hour)	616	43.93	27,060
Social Worker Per Session	0	45.13	0
F-Status Teacher per diem (rate per day)	0	306.67	0
Teacher Occasional Per Diem (rate per day)	0	154.97	0
CENTRAL - School Implementation Manager	0.23	119,344	27,825
CENTRAL - Talent Coach	0.08	114,000	9,248
CENTRAL - Policy and Operations, New Schools	0.00	95,000	0
Subtotal - Code 15			318,054

SALARIES FOR NONPROFESSIONAL PERSONNEL: Code 16

Include salaries for teacher aides, secretarial and clerical assistance, and for personnel in pupil transportation and building operation and maintenance. Do not include central administrative staff which are considered as indirect costs.

Specific Position Title	FTE/Hours/Days	Rate of Pay	Project Salary
Family Worker (DC37 Para E-Bank)	0.00	0	0
School Aide (E-Bank)	0.00	0	0
Ed. Para Bulk (Per Session) (rate per hour)	0	26.27	0
School Aide Bulk Job (E-Bank) (rate per hour)	0	16.20	0
Secretary Per Session (H-Bank) (rate per hour)	0	25.87	0
Subtotal - Code 16			0

PURCHASED SERVICES: Code 40

Include consultants (indicated per diem rate), rentals, tuitions, and other contractual services. Copies of contracts may be requested by the department

Object Code and Description of Item (Potential Vendors)		Proposed Expenditure
685 - Educational Consultant	The Leadership Program	12,730
686 - Evaluation Consultant		0
689 - Professional Development Consultant	Counseling in Schools, Teaching Matters, Scholastic PD, The Leadership Academy	128,748
Subtotal - Code 40		141,478

SUPPLIES AND MATERIALS: Code 45

Include computer software, library books and equipment items under \$1000 per unit cost

Object Code and Description of Item	Proposed Expenditure
Computer and Printers under \$5,000 per unit	218,590
Educational Software	28,750
General and Instructional Supplies	0
Library Books	0
Supplemental Textbooks	41,369
Subtotal - Code 45	288,709

TRAVEL EXPENSES: Code 46

Include pupil transportation, conference costs and travel of staff between instruction sites. Specify agency approved mileage rate for travel by personal car or school-owned vehicle.

Object Code and Description	Destination and Purpose	Calculation of Cost	Proposed Expenditures
Subtotal - Code 46			0

EMPLOYER CONTRIBUTION FOR EMPLOYEE BENEFITS: Code 80

Rates used for project personnel must be the same as those used for other agency personnel.

Item	Proposed Expenditure
Social Security	
Retirement	New York State Teachers
	New York State Employees
Health Insurance	
Worker's Compensation	
Unemployment Insurance	
Welfare Benefits	
Annuity	
Sabbaticals	
ARRA FRINGE	33,832
ARRA FRINGE - CENTRAL	11,122
Subtotal - Code 80	44,954

CALCULATION OF INDIRECT COST: Code 90

A. Modified Direct Cost Base - Sum of all preceding subtotals (Codes 15, 16, 40, 45, 46, and 80 and excludes the portion of each subcontract exceeding \$25,000 and any flow through funds)	\$793,195
B. Approved Restricted Indirect Cost Rate	0.0%
C. (A) x (B) Total Indirect Cost Dollar Amount Subtotal - Code 90	\$0

EQUIPMENT : Code 20

Include items of equipment, such as furniture, furnishings and machines that are not integral parts of the building or building services. Repairs of equipment should be budgeted under Code 40 - Purchased Services. All equipment purchased in support of this project with a unit cost of \$1000 or more should be itemized in this category. Equipment under \$1000 should be budgeted under Code 45 - Supplies and Materials.

Description of Item	Proposed Quantity	Unit Cost	Proposed Expenditure
		Subtotal - Code 20	0

N.Y.C. GRANT #

0 0 0 0 0 0 0

PROJECT BUDGET SUMMARY

Agency Name: NEW YORK CITY PUBLIC SCHOOLS

ACTIVITY	CODE	PROJECT COSTS
Professional Salaries	15	318,054
Non-Professional Salaries	16	0
Purchased Services	40	141,478
Supplies and Materials	45	288,709
Travel Expenses	46	0
Employee Benefits	80	44,954
Indirect Cost	90	0
Equipment	20	0
GRAND TOTAL		793,195

FOR DEPARTMENT USE ONLY

SED #: 3 0 5 1 0 0 0 1 0 0 5 1

Project #: 0 0 0 0 0 0 0 0 0 0

Tracking/Contract #:

Project Funding Dates: 9 1 2013 FROM 8 31 2014 TO

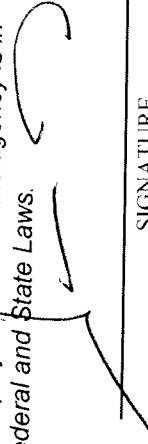
Program Office Approval _____

Fiscal Year	Amount Budgeted	First Payment
	\$ _____	\$ _____
	\$ _____	\$ _____
	\$ _____	\$ _____
	\$ _____	\$ _____
	\$ _____	\$ _____
Voucher # _____	\$ _____	First Payment _____
Finance Office Approval _____		

CHIEF ADMINISTRATOR'S CERTIFICATION

I hereby certify that the required budget amounts are necessary for the implementation of this project and that this agency is in compliance with the Federal and State Laws.

6.7.2013



DATE

SIGNATURE

Eduardo Contreras, Chief Operating Officer, Portfolio Planning

NAME AND TITLE OF CHIEF ADMINISTRATIVE OFFICER

Agency Code	
Agency Name	

Pre-implementation Period (April 1, 2013 - August 31, 2013)		
Categories	Code	Costs
Professional Salaries	15	\$ -
Support Staff Salaries	16	\$ -
Purchased Services	40	\$ -
Supplies and Materials	45	\$ -
Travel Expenses	46	\$ -
Employee Benefits	80	\$ -
Indirect Cost (IC)	90	\$ -
BOCES Service	49	\$ -
Minor Remodeling	30	\$ -
Equipment	20	\$ -
Total		\$ -

Year 1 Implementation Period (September 1, 2013 - August 31, 2014)		
Categories	Code	Costs
Professional Salaries	15	\$ 318,054
Support Staff Salaries	16	\$ -
Purchased Services	40	\$ 141,478
Supplies and Materials	45	\$ 288,709
Travel Expenses	46	\$ -
Employee Benefits	80	\$ 44,954
Indirect Cost (IC)	90	\$ -
BOCES Service	49	\$ -
Minor Remodeling	30	\$ -
Equipment	20	\$ -
Total		\$ 793,195

Year 2 Implementation Period (September 1, 2014 - August 31, 2015)		
Categories	Code	Costs
Professional Salaries	15	\$ 359,977
Support Staff Salaries	16	\$ -
Purchased Services	40	\$ 253,248
Supplies and Materials	45	\$ 125,143
Travel Expenses	46	\$ -
Employee Benefits	80	\$ 61,705
Indirect Cost (IC)	90	\$ -
BOCES Service	49	\$ -
Minor Remodeling	30	\$ -
Equipment	20	\$ -
Total		\$ 800,073

Year 3 Implementation Period (September 1, 2015 - August 31, 2016)		
Categories	Code	Costs
Professional Salaries	15	\$ 357,036
Support Staff Salaries	16	\$ -
Purchased Services	40	\$ 253,248
Supplies and Materials	45	\$ 133,969
Travel Expenses	46	\$ -
Employee Benefits	80	\$ 62,656
Indirect Cost (IC)	90	\$ -
BOCES Service	49	\$ -
Minor Remodeling	30	\$ -
Equipment	20	\$ -
Total		\$ 806,909

Total Project Period (April 1, 2013 - August 31, 2016)		
Categories	Code	Costs
Professional Salaries	15	\$ 1,035,067
Support Staff Salaries	16	\$ -
Purchased Services	40	\$ 647,974
Supplies and Materials	45	\$ 547,821
Travel Expenses	46	\$ -
Employee Benefits	80	\$ 169,316
Indirect Cost (IC)	90	\$ -
BOCES Service	49	\$ -
Minor Remodeling	30	\$ -
Equipment	20	\$ -
Total Project Budget		\$ 2,400,178

BUDGET NARRATIVE: East Flatbush Comm Research School (18K581)

Primary SIG Activity	Category	Description of Budget Item	Year 1	Year 2	Year 3	Year 1-3 TOTAL	Sustainability
Curriculum	Professional Staff (hourly or per diem stipends) Code 15	Hourly Teacher Per Session: FY14: 3 hours/10 months/25 teachers/\$41.98 per hour for participation in writing, curriculum and participating in Professional Development by Teaching Matters for integration of technology across disciplines. FY15: 1.5 hours/10months/25 teachers/\$41.98 per hour; FY16: 2.5 hours/3 months/25 teachers/\$41.98 per hour	31,485	15,743	7,871	\$55,099	After the SIG monies expire, we will continue to use our Professional Development allocated in our school budget. We will use Title I SWP allocations
Curriculum	Professional Staff (hourly or per diem stipends) Code 15	Hourly Supervisor Per Session: FY14: 3 hours/10 months/2supervisors/\$43.93 per hour for participation in writing curriculum and participating in Professional Development by Teaching Matters for integration of technology across disciplines. FY15: 1.5 hours/10months/2supervisors/\$43.93 per hour; FY16: 2.5 hours/3 months/2supervisors/\$43.93 per hour	2,636	658	330	\$3,624	After the SIG monies expire, we will continue to use our Professional Development allocated in our school budget. We will use Title I SWP allocations
Data-Driven Instruction/Inquiry (DDI)	Professional Staff (hourly or per diem stipends) Code 15	Hourly Teacher Per Session: FY14, FY15, FY16: 4 hours/32weeks/4 teachers/\$41.98 per hour PD Data-Driven Instruction/Inquiry	18,807	18,807	18,807	\$56,421	We will use the ARRA funding for data inquiry
Data-Driven Instruction/Inquiry (DDI)	Professional Staff (hourly or per diem stipends) Code 15	Hourly Supervisor Per Session: FY14, FY15, FY16: 4hours/32weeks/1 supervisors/\$43.93 per hour Data-Driven Instruction/Inquiry	1,405	1,405	1,405	\$4,215	We will use the ARRA funding for data inquiry
Data-Driven Instruction/Inquiry (DDI)	Supplies, materials, supplemental textbooks and software (Code 45)	Educational software: Achieve 3000 Licenses & PD	20,000	20,000	20,000	\$60,000	We will use NYSSTL software money to sustain this purchase
Data-Driven Instruction/Inquiry (DDI)	Supplies, materials, supplemental textbooks and software (Code 45)	Educational Software: Datacacion System and PD	8,750	8,750	8,750	\$26,250	We will use Title I SWP funding
Instruction	Professional Staff (hourly or per diem stipends) Code 15	Hourly Teacher Per Session: FY14, FY15, FY16: 12 hours/18 teachers/\$19.12 per hour -grading school wide interim assessments	9,068	9,068	9,068	\$27,203	We will use Contract for Excellence funding to continue the data cycle
Instruction	Professional Staff (hourly or per diem stipends) Code 15	Hourly Supervisor Per Session: FY14, FY15, FY16: 12 hours/12 supervisors/\$43.93 per hour - grading school wide interim assessments	527	527	527	\$1,581	We will use Contract for Excellence funding to continue the data cycle
Instruction	Supplies, materials, supplemental textbooks and software (Code 45)	FY14 = 1 laptop/250 students/\$565 per laptop.FY15 50 laptops, FY16 50 laptops	141,250	28,250	28,250	\$197,750	We will use NYSSTL allocations to continue to purchase and maintain technology
Instruction	Supplies, materials, supplemental textbooks and software (Code 45)	Supplemental Books for CCLS	31,369	58,143	50,194	\$139,706	We will use NYSSTL funding to continue to purchase any books that are needed
Instruction	Supplies, materials, supplemental textbooks and software (Code 45)	FY14 = Ipad 4/30 students/3 Science classes/\$671 per unit. FY16 = iPad4/25 students/ 671 per unit	60,390		16,775	\$77,165	We will use NYSSTL allocations to continue to purchase and maintain technology
Instruction	Supplies, materials, supplemental textbooks and software (Code 45)	Supplemental Library Collections from Scholastic	10,000	10,000	10,000	\$30,000	We will use NYSSTL software money to sustain this purchase
Instruction	Supplies, materials, supplemental textbooks and software (Code 45)	FY14=laptop/30 teachers/\$565 per laptop.	16,950		0	\$16,950	We will use NYSSTL allocations to continue to purchase and maintain technology

BUDGET NARRATIVE: East Flatbush Comm Research School (18KS81)

Primary SIG Activity	Category	Description of Budget Item	Year 1	Year 2	Year 3	Year 1-3 TOTAL	Sustainability
Parent and Community Engagement	Professional Purchased Services (Code 40)	The Leadership Program - FY14 = 8 Parent Workshops Sessions, FY15 = 8 Parent Workshops, FY16 = 8 Parent Workshop Sessions	5,640	5,640	5,640	\$16,920	We will use Title 1 parental involvement funding to continue with the workshops
Student Support	Professional Purchased Services (Code 40)	FY14 Counseling in Schools = PD for Whole Staff, Group Counseling at-risk students, and in class teacher support. FY15 = Counseling Services in class support, Group Counseling at-risk students, Staff PD, FY16 = Counseling Services in class support, Group Counseling at-risk students, Staff PD	76,218	165,768	165,768	\$407,754	We will minimize the amount of sessions needed. We will use Title 1 SWP funding.
Student Support	Professional Purchased Services (Code 40)	FY14=The Leadership Program Afterschool Program, FY15 Enrichment Curriculum, FY16 = Enrichment Curriculum	12,730	19,950	19,950	\$52,630	We will use Title 1 SWP funding to continue with the workshops
Student Support	Professional Staff (hourly or per diem stipends) Code 15	Hourly Teacher Per Session: FY14, FY15, FY16: 256 hours/12 teachers/\$41,96 per hour - after school enrichment and intervention to help students achieve learning targets of CCLS from October - May.	128,963	128,963	128,963	\$386,889	We will use Contract for Excellence funding to continue the data cycle
Student Support	Professional Staff (hourly or per diem stipends) Code 15	Hourly Supervisor Per Session: FY14, FY15, FY16: 256/2 supervisors/\$43,93 per hour - after school enrichment and intervention to help students achieve learning targets of CCLS from October - May.	22,492	11,246	11,246	\$44,984	We will use Contract for Excellence funding to continue the data cycle
Training, Support, and Professional Develop	Professional Purchased Services (Code 40)	Professional Development: FY14: 2 Coaches from Teaching Matters/# of sessions/Unit Cost = Total	40,000	40,000	40,000	\$120,000	This is a consultancy that will not be continued. However, we will build full capacity within the three years by training teachers and coaches to maintain the systems and structures
Training, Support, and Professional Develop	Professional Purchased Services (Code 40)	Scholastic PD for implementation of Core Curriculum		15,000	15,000	\$30,000	We will build full capacity within the three years by training our instructional coaches, and teachers to implement the core curriculum. We will not need additional PD after the three years.
Training, Support, and Professional Develop	Professional Purchased Services (Code 40)	The Leadership Program Professional Development for Teachers- FY14 = 5 PD sessions, FY15 = 5 PD Sessions, FY16 = 5 PD sessions	6,890	6,890	6,890	\$20,670	We will use Title 1 SWP funding
Training, Support, and Professional Develop	Professional Staff (Code 15)	1.0 FTE Math Supplemental Coach for targeted work with struggling scholars	65,598	65,598	65,598	\$196,794	We will use of TL Fair Student funding and Title 1 SWP allocations to maintain this position
Training, Support, and Professional Develop	Professional Staff (Code 15)	1.0 FTE Literacy Supplemental Coach for targeted work with struggling scholars	0	65,598	65,598	\$131,196	We will use TL Fair Student funding and Title 1 SWP allocations to maintain this position
All	Employee Fringes (Code 80)	Employee fringes as calculated on ARRA-funded FTE positions and teachers' extension of service to participate in extended day teaching and professional development opportunities outside of the school day	33,832	48,996	48,370	\$131,198	
		Subtotal School	745,000	744,999	745,000	2,234,999	
District-level expenses: School Implementation Manager (SIM)	Professional Staff (Code 15)	The SIM serves as the on-site project manager ensuring that SIG schools receive appropriate guidance, coaching and PD in order to improve outcomes for students and pedagogical practices through implementation of the identified intervention model. The SIM is also responsible for managing the accountability structures put in place to assure ongoing monitoring and intervention in SIG schools. FTE (Y1, Y2, Y3): 0.24, 0.28, 0.28.	27,825	31,797	35,744	95,366	
District-level expenses: Talent Coach (TC)	Professional Staff (Code 15)	The TC provides program planning, research and technical support to SIG school leaders as they implement a new system of teacher evaluation. In this capacity, TC assists instructional leaders in strengthening their skills in using a rubric to assess teacher practice, utilizing measures of student learning to assess teacher effectiveness, and giving high-quality developmental feedback. FTE (Y1, Y2, Y3): 0.08, 0.09, 0.09.	9,248	10,568	11,879	31,695	

BUDGET NARRATIVE: East Flatbush Comm Research School (18K581)

Primary SIG Activity	Category	Description of Budget Item	Year 1	Year 2	Year 3	Year 1-3 TOTAL	Sustainability
Fringes central positions (Transformation)	Employee Fringes (Code 80)	Employee fringes as calculated on ARRA-funded FTE positions	11,122	12,709	14,287	38,118	
		Subtotal Central	48,195	55,074	61,910	165,179	
		TOTAL SIG	793,195	800,073	806,909	2,400,178	
		Non-Core Instruction Tax Levy	186,582	186,582	186,582	559,746	
		Title 1 for Priority and Focus Schools	56,213	56,213	56,213	168,639	
		Other Title 1 allocations	256,940	256,940	256,940	770,820	
		TOTAL	1,292,930	1,299,808	1,306,644	3,899,383	
Other sources of income							