

Academy for Urban School Leadership (AUSL)

ORGANIZATION BACKGROUND 2010–11:

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| Enrollment..... | 10,500 students |
| \$/Pupil..... | \$12.4K per pupil (includes CPS base plus AUSL additional funding) |
| % Free & Reduced Lunch..... | 98% |
| % Special Education..... | 11% |
| % English Language Learners..... | 4% |
| Year Turnaround Program Initiated..... | 2006 |
| # of Turnaround Schools Managed..... | 10 elementary, 2 high schools |



IN A NUTSHELL: Transform schools entirely, building on foundation of specially-trained teachers.

TURNAROUND ELEMENTS

Strong leaders: Replace all principals; performance incentives for reaching yearly improvement benchmarks

Effective teaching teams with expert support: Replace all teachers; 5-week training in summer; AUSL's Urban Teacher Residency program is major pipeline for specifically-trained teachers; coaching support (e.g., Turnaround Coaches, Content Coordinators); PD uses Danielson-based rubrics

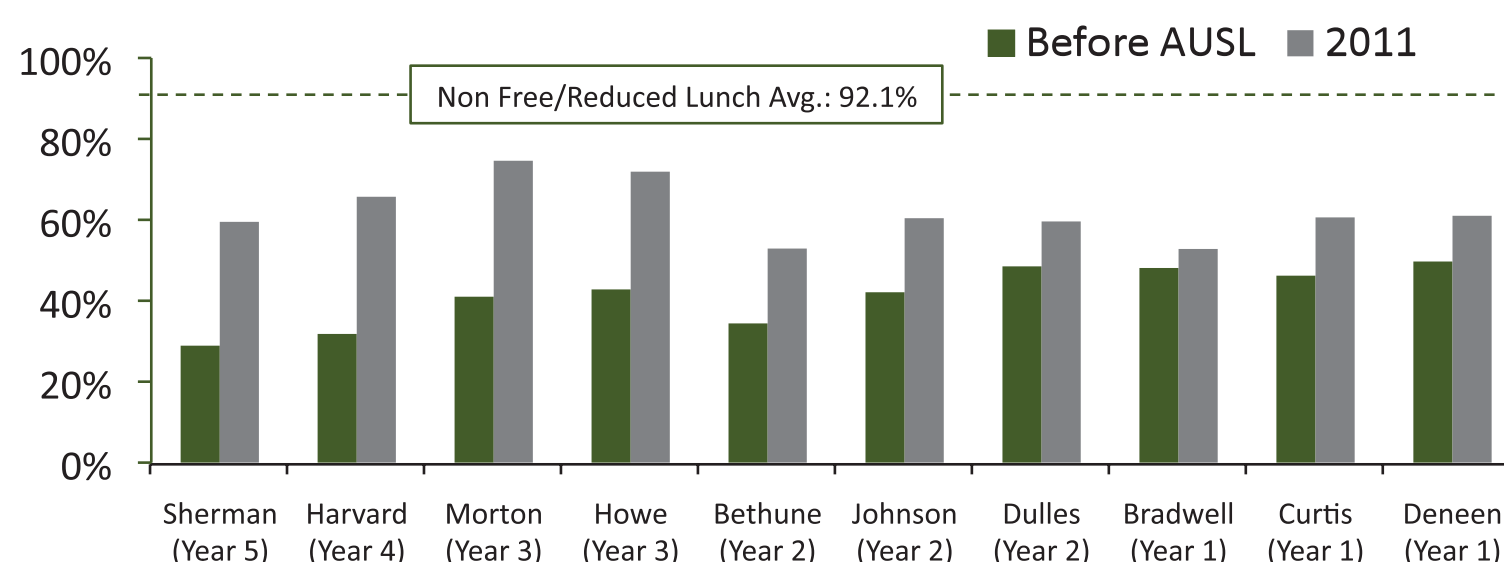
Individual attention & time: Staff trained in "Signature Strategies" for student engagement; assessment system identifies topics for re-teaching; Power of Five tutoring program

Health, social & emotional support: Case manager and full-time social worker at each school; Educational Support Personnel replace some security positions and are AUSL trained; City Year teams in most schools

Safe & welcoming community: Renovation of school buildings; staff does extensive outreach prior to school reopening and ongoing

RESULTS SO FAR

ISAT Composite: % Meeting/Exceeding Standards Comparison: Before AUSL to 2010-2011



Notes: Year given for each school indicates year of AUSL management. Data excludes English Language Learner (ELL) students.

STRUCTURES & SUPPORTS

Central office governance: ED oversees 4 Managing Directors, including 1 for elementary schools and another for high schools

Standardized model: Common standard of expectation, curriculum aligned to standards, consistent PD, annual performance goals tailored to schools

Leadership pipeline & training: New principals have 6 months full-time planning and ramp-up before school reopens

Accountability & support: Performance Management team, Director of K-12 Assessment, and 2 Directors of Student Achievement analyze data and support school-specific goal-setting

Community & parent involvement: Manager of Community Engagement provides support for network

Portfolio approach: Manage schools for long term; three defined phases of support, each with differing resources required

ADDITIONAL RESOURCES FOR TURNAROUND

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| Average district \$/pupil | \$11.5K (for all CPS in 2007–08) |
| Average \$ per turnaround school | Not tracked |
| Average \$ per turnaround pupil | \$823 per pupil (incremental AUSL funding on top of CPS base) |
| Top turnaround expenditures | Human capital |
| Sources of funding | <ul style="list-style-type: none"> Chicago Public Schools Federal and state government (including a 5-year, \$16.6-million TQP grant from US DOE) Private funders (foundations and individuals) |

KEY PARTNER

City Year
National Louis University