

September 28, 2011

RE: Partnership Board of Directors meeting on October 5, 2011

Dear Members of the Partnership Board of Directors:

Enclosed please find your packet of information in preparation of the Board meeting on October 5, 2011 at 4:00pm. We are happy to be holding our next Board meeting at Santee Education Complex, located at 1921 South Maple Avenue, Los Angeles, CA 90011.

The agenda is enclosed and describes the priorities for the meeting. Our action items include approving our minutes, discussing the Partnership's 2011-12 strategic plan and approving the revised 2011-12 Partnership budget.

Additional detail on these agenda items is provided in the attachments enclosed. Please find the following materials:

- "Agenda" tab: agenda for the Board meeting
- "Resolutions" tab: resolutions for the Board
- "Attach B. I: Minutes" tab: minutes of the September 6, 2011 meeting
- "Attach B. II: Strategic Plan" tab: documents describing the Partnership's strategic plan and revised 2011-12 budget
- "Closed Session" tab: documents for the closed session topics

We look forward to seeing you next week.

Best regards,

Marshall Tuck

Marshall Tuck
Chief Executive Officer

Mark Kleger-Heine

Mark Kleger-Heine
Chief Operating Officer

Colleen Oliver

Colleen Oliver
Chief Academic Officer

**THE PARTNERSHIP FOR LOS ANGELES SCHOOLS
MEETING OF THE BOARD OF DIRECTORS**

October 5, 2011

4:00 p.m. – 5:30pm

Santee Education Complex

1921 South Maple Avenue

Los Angeles, CA 90011

Agenda item	Estimated time
A. Open public meeting and roll call	4:00
B. Action items	
I. Approve minutes from September 6, 2011 meeting	4:00 – 4:05
II. Discuss Partnership 2011-12 strategic plan and approve revised 2011-12 budget	4:05 – 4:55
C. Public Comment	4:55 – 5:05
D. Closed session	
I. EMPLOYEE PERFORMANCE EVALUATION (Government Code section 54957) Title: Chief Executive Officer	5:05 – 5:30
E. Adjournment	5:30

Materials related to an item on this agenda submitted to the Partnership for Los Angeles Schools Board, including those submitted after the initial distribution of the agenda, are available for public inspection prior to the meeting at www.partnershipla.org and at the meeting location at 1921 South Maple Avenue, Los Angeles, CA 90011.

Resolutions for the Board

I. APPROVE MINUTES

Background

The Partnership held a Board meeting on September 6, 2011. The minutes for this meeting need to be approved.

Resolution language

WHEREAS, the Directors held a meeting on September 6, 2011;

THEREFORE, BE IT RESOLVED, that the minutes of the meeting of the Board of Directors on September 6, 2011 are approved.

II. APPROVE REVISED 2010-11 BUDGET

Background

The Partnership requires a budget for the 2011-12 fiscal year and requests approval of the revised 2011-12 budget outlined in the presentation in your Board package. At our September 2011 meeting, we committed to return to the Board to pass a final budget for the year. This budget is revised based on the Partnership's strategic planning process as well as updates to our projected revenues and expenditures. The proposed budget includes three sections for approval:

1. Base budget
2. Funds to support Call to Action plans
3. Funds critical to support other key initiatives

Resolution language

WHEREAS, the Corporation requires a budget for the 2011-12 Fiscal Year; and
WHEREAS, the Officers have prepared a revised budget for the Board's approval attached hereto;

THEREFORE, BE IT RESOLVED, that the Board of Directors hereby adopts the revised 2011-12 budget for the Corporation, and that the Officers of the Corporation are authorized to make expenditures that are consistent with this budget and prior resolutions of the Board.

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS OF
PARTNERSHIP FOR LOS ANGELES SCHOOLS
September 6, 2011

A meeting of the Board of Directors of the Partnership for Los Angeles Schools (the "Corporation"), a California nonprofit public benefit corporation, was held on September 6, 2011, at Felicitas and Gonzalo Mendez Learning Center in Los Angeles, California. The meeting was called to order at approximately 4:02 p.m. Board members in attendance were Lisa Alva, Trébor Jacquez, Robin Kramer, Melanie Lundquist and Joan Sullivan. Matt Miller was absent. Staff from the Partnership was also in attendance including Marshall Tuck, Mark Kleger-Heine, Colleen Oliver, Arturo Nagar and Zoe Melczer. Partnership for Los Angeles Schools lawyer Dina Harris (via telephone), translator Gloria Leonard, and a member of the public were also in attendance. This meeting was open to the public.

The Board reviewed and discussed the following resolutions:

1

APPROVAL OF THE JUNE 28 MINUTES

There were no comments on the June 28th minutes. Melanie Lundquist made a motion to approve minutes. Trébor Jacquez seconded the motion. The motion was approved unanimously.

WHEREAS, the Directors held a meeting on June 28, 2011;

THEREFORE, BE IT RESOLVED, that the minutes of the meeting of the Board of Directors on June 28, 2011 are approved.

II

APPROVE THE PARTNERSHIP MOU STRATEGY

Joan Sullivan asked if there were questions regarding the approval of the Partnership Memorandum of Understanding with Los Angeles Unified School District for Jordan High School through June 30, 2012. Joan Sullivan asked whether or not it would be in the Partnership's best interest to sign a shorter-term agreement for Jordan High School so that there was a deadline by which a long-term MOU for Jordan High School would need to be signed. Marshall Tuck replied that the June 30, 2012 deadline would provide the time required for the Partnership and the District to produce a quality long-term MOU. Joan Sullivan requested that the short-term agreements add language that the parties will work together to negotiate a revised MOU by June 30, 2012. The Board agreed to authorize the Partnership staff to move forward with the temporary legal agreements necessary to support the campus while the long-term MOU is negotiated. Mark Kleger-Heine described a few modest changes to the language in the resolution. Robin Kramer made a motion to approve the Partnership MOU at Jordan High School through June 30, 2012 with the amended language. Melanie Lundquist seconded the motion. The amended motion was approved unanimously.

WHEREAS, the Los Angeles Unified District ("District") selected the Partnership for Los Angeles Schools as a network partner for the David Starr Jordan High School campus;

WHEREAS, the District and Partnership entered into a Memorandum of Understanding ("MOU"), dated May 27, 2008, for comprehensive collaborative educational services and performance;

WHEREAS, both parties wish to continue this relationship at the David Starr Jordan High School Campus;

WHEREAS, both parties wish to incorporate some changes to the current MOU at David Starr Jordan High School; and

WHEREAS, the Partnership would like to extend these changes in the MOU at Jordan HS to the other Partnership schools;

THEREFORE, BE IT RESOLVED that the Board authorizes Partnership staff to finalize negotiations and sign a short-term facilities use agreement that is consistent with the terms of the organization's current Memorandum of Understanding For Comprehensive Collaborative Educational Services

and Performance between the District and Partnership;

RESOLVED FURTHER, that a short-term agreement can extend no later than June 30, 2012 without the Board's authorization;

RESOLVED FURTHER, that the Board directs the Partnership management team to negotiate a long-term MOU for Jordan High School that could be extended to the other Partnership Schools during the 2011-12 fiscal year;

RESOLVED FURTHER, that the Board must authorize the signing of a new MOU.

DISCUSSION

Marshall Tuck presented an update on the 2010-11 data from Partnership schools. Partnership staff will bring a more detailed action plan regarding data to the October Board meeting, which will address the causes of test score changes, targeted performance metrics, and organization-wide strategies and school site strategies for improvement. Lisa Alva asked whether or not a strategic plan was in place for funding programs such as Capturing Kids' Hearts. Marshall Tuck stated that programs will be determined as the Partnership focuses on improving in areas needing improvement based on the data. Joan Sullivan asked what was being done to improve data differently than in past years, and Lisa Alva asked how progress will be monitored and communicated. Mr. Tuck noted that this year will involve a more in depth look at the data on both the school and teacher level, in order to focus efforts on those areas that will result in the greatest impact. Marshall Tuck and Colleen Oliver explained that meetings with school leadership are underway, during which specific action items are agreed upon based on each individual school's unique needs. Colleen Oliver and Mark Kleger-Heine added that the purpose of these meetings is to establish tangible, measurable and specific goals for the school year. Marshall Tuck added that the focus of the Partnership will be to accelerate the pace of achievement. Several Board members (Lisa Alva, Joan Sullivan and Trébor Jacquez) stressed the need for principals to convey the action plan to their teachers and school community to maximize its effectiveness.

Marshall Tuck provided an update regarding the growth of the organization, strategic planning, budget and fundraising efforts. Mr. Tuck proposed (and there was no dissent from the Board) that there be no addition of schools to the Partnership network for the 2012-13 school year. Marshall Tuck stated that a more in depth analysis of the budget and fundraising projections will be provided at the next Board meeting.

Joan Sullivan requested that the Board revisit the discussion regarding the parent Board member and the composition of the Board at the meeting following the October Board meeting.

Robin Kramer asked that Partnership counsel advise the Board as to what is properly allowable in closed session, particularly regarding discussions around MOU strategy.

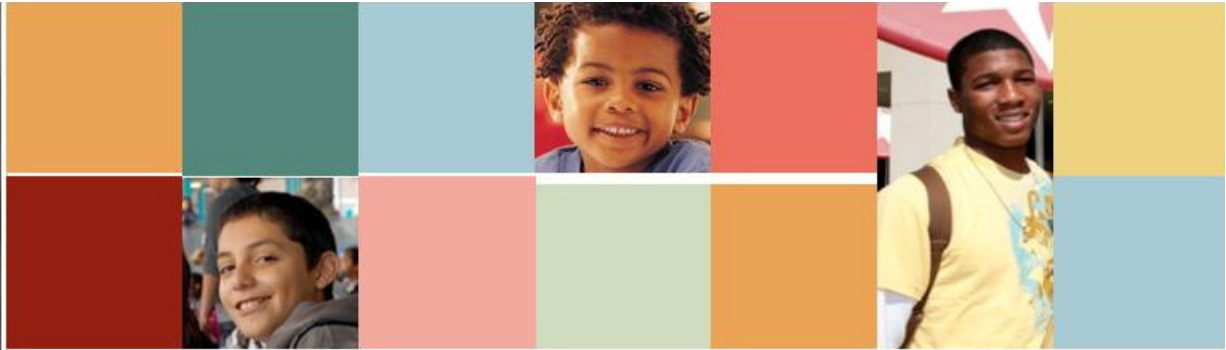
Marshall Tuck stated that Partnership staff will work to announce the Board meeting dates for the 2011-12 school year shortly.

PUBLIC COMMENT

No public participants chose to speak.

The Board went into closed session at 5:21 p.m. No action was taken in closed session. The public meeting was reconvened at 5:56 p.m. The meeting was adjourned at 6:00 p.m.

Mark Kleger-Heine, Secretary



Partnership for Los Angeles Schools



PRESENTATION TO
BOARD OF DIRECTORS
OCTOBER 5, 2011



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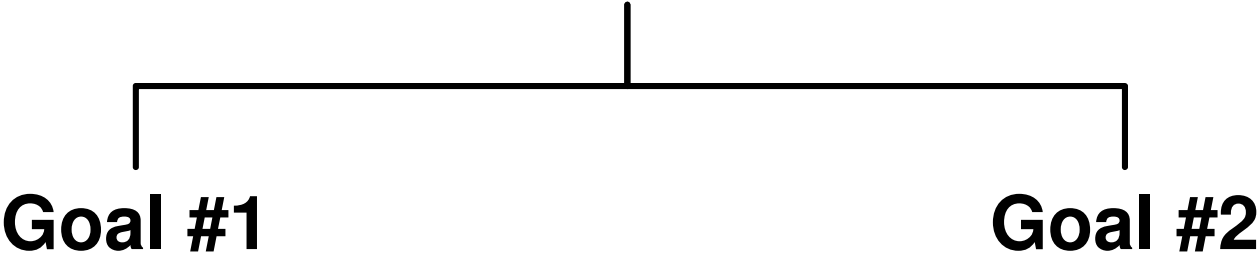
- Purpose and History of the Partnership
- How Have We Done After 3 years?
- Assessment of Performance to Date
- Plan of Action for 2011-2012
- Network Targets for 2011-2012
- School Based Targets
- District Change
- Support Needed to be Successful
- Moving Forward



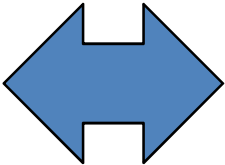
The Partnership Mission and Goals

Mission Statement

To transform teaching and learning so all students have a foundation for academic and personal success



To dramatically accelerate student achievement at a large number of the lowest performing schools in LAUSD



To drive high impact changes that accelerate student achievement at all LAUSD schools



History of the Partnership

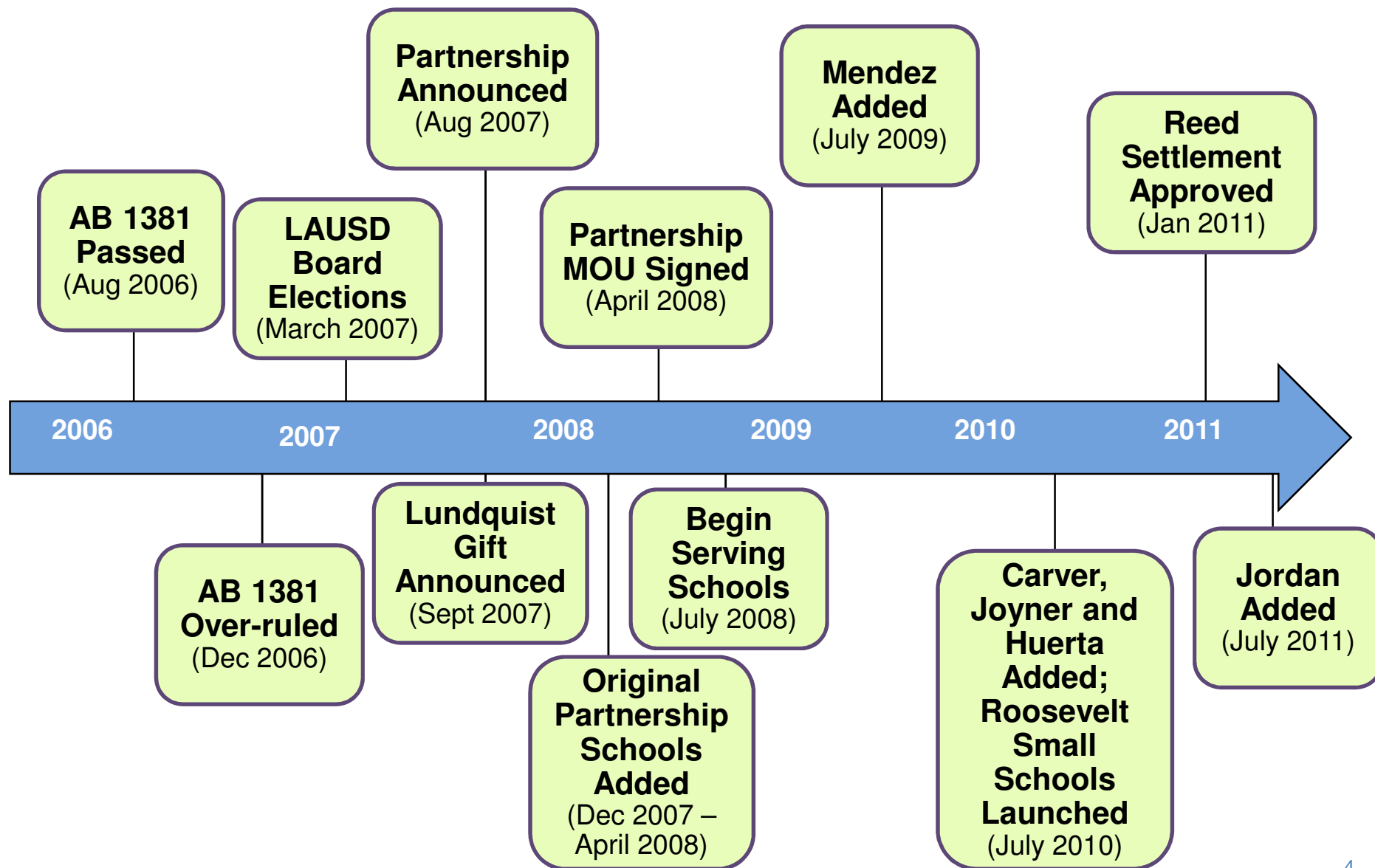




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3-Year Results Show Network-wide Gains But Also a Clear Need to Improve Faster

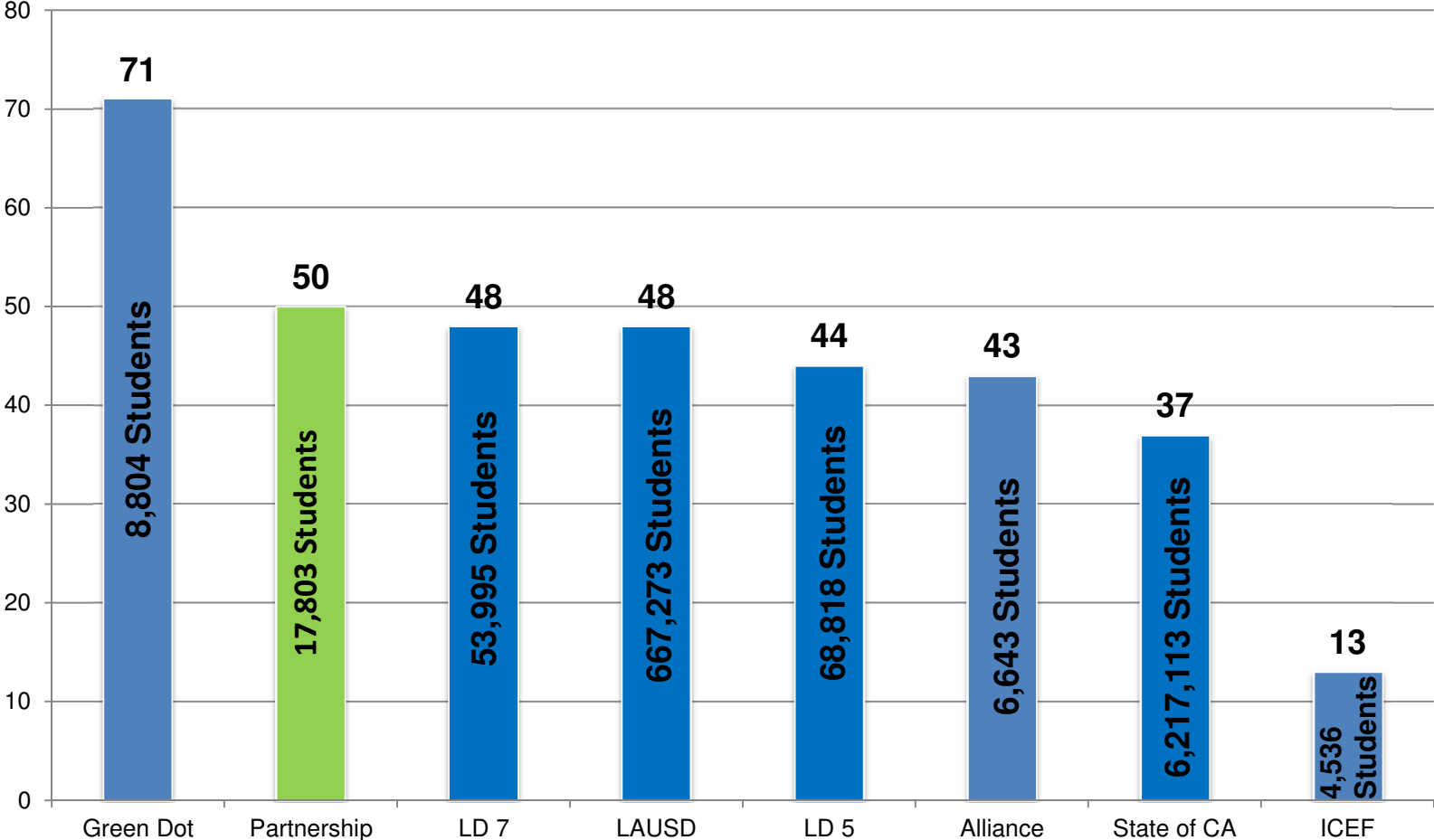
- Partnership student achievement results have outperformed LAUSD and the State in Partnership's first three years
 - API growth higher than LAUSD and State
 - Steady gains on CASHEE pass rates, graduation rates, attendance and suspensions
 - Moved students out of far below basic and below basic faster than district on CST tests and outperforming at all levels in Science and Social Science
- Partnership still has work to do in order to dramatically outperform LAUSD and others in terms of academic achievement acceleration
 - LAUSD has outperformed Partnership network in proficiency rates in Math and English
 - API growth should substantially outpace LAUSD's and comparables



We Have Outperformed LAUSD and California on API

3-year API growth

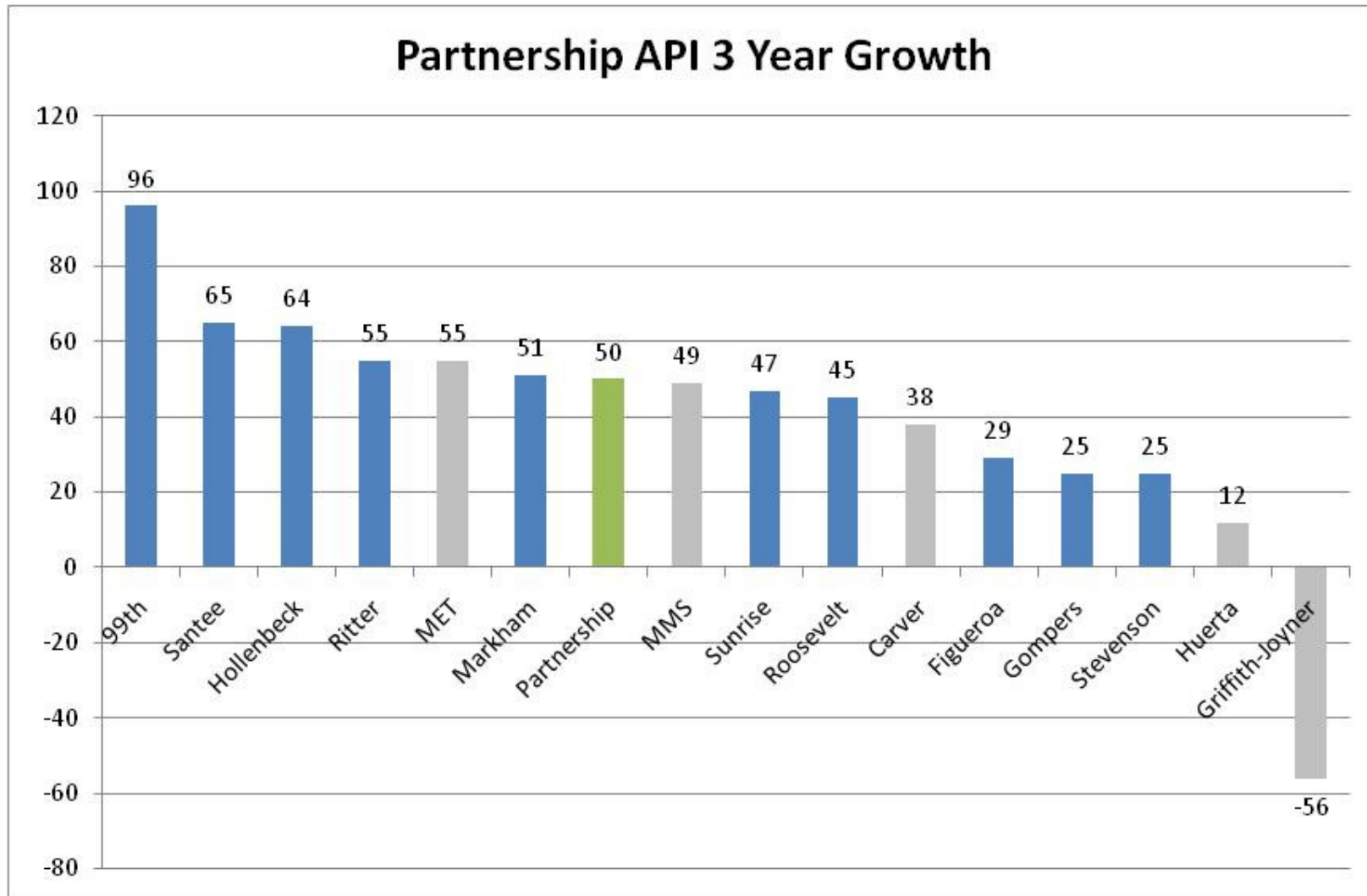
Partnership network vs. comparables



Enrollment data is from the 2010-11 school year except for LD 7 and LD 5 which are from the 2009-10 school year.



But We Have Seen a Range of Performance at the School Level



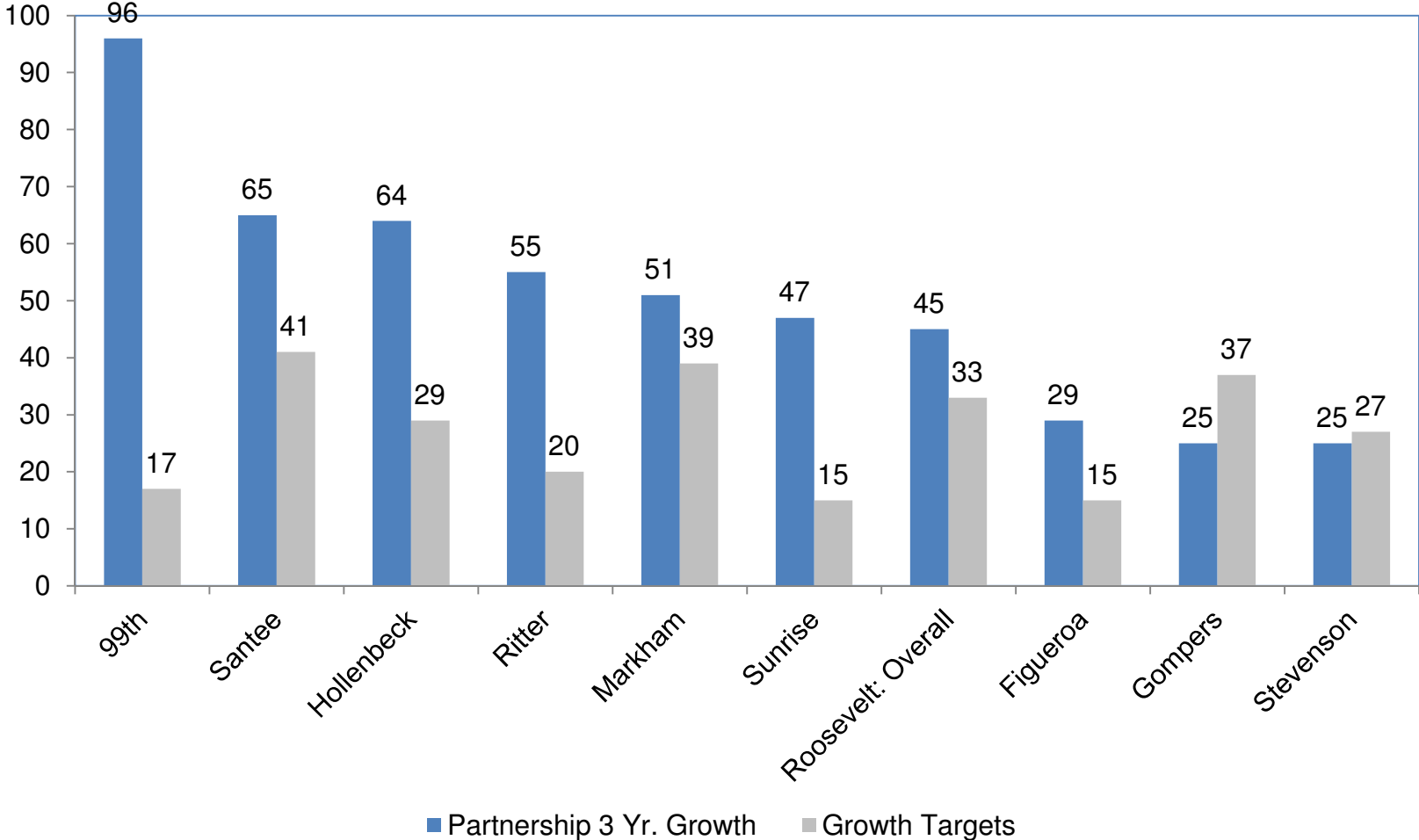
Note 1: Schools shaded grey have not had three years under the Partnership



Majority of Our Schools Have Beat State API Targets

3-year API growth

Partnership schools vs. State API growth targets

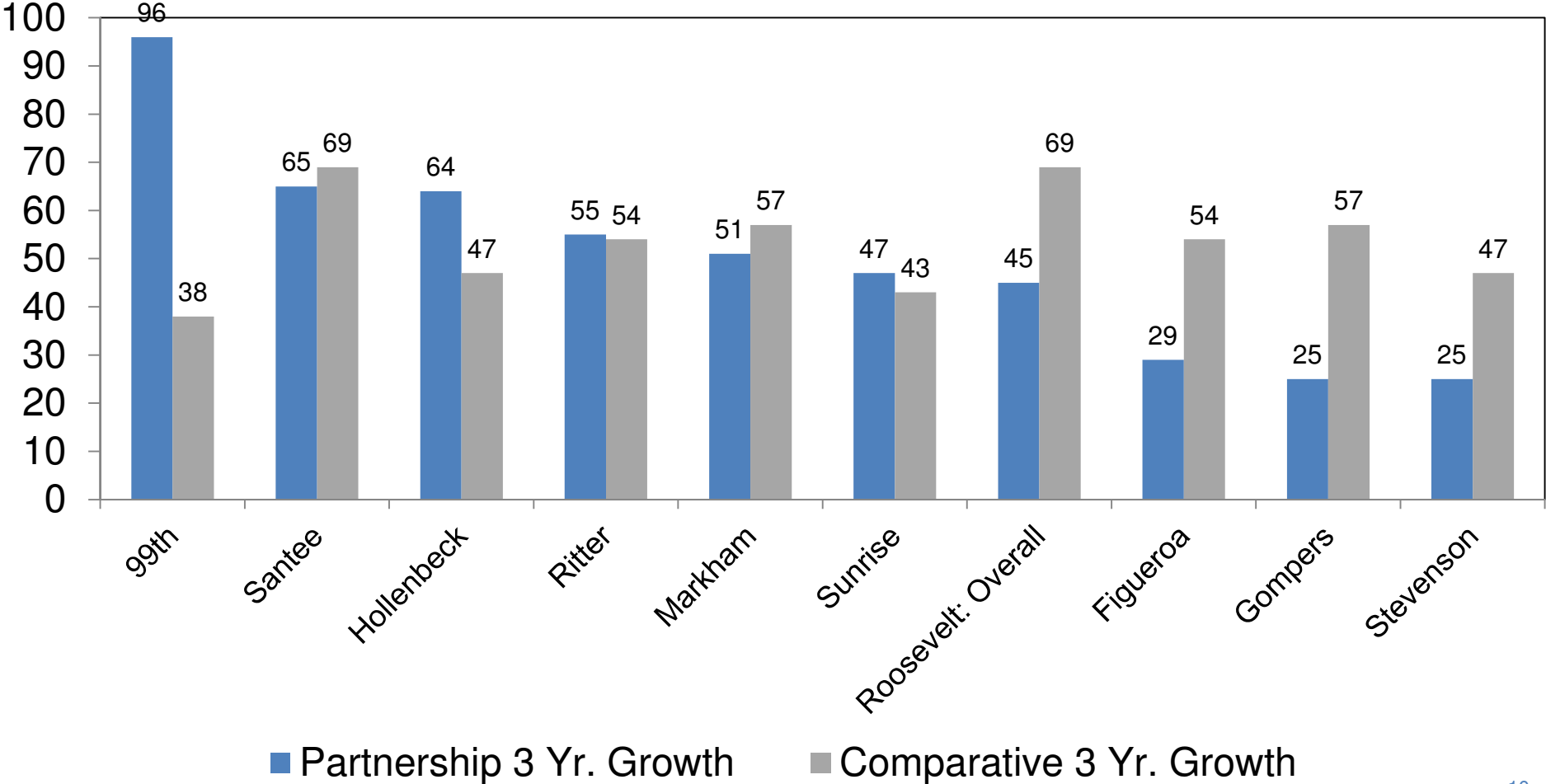




Some of Our Schools Outperform Comparable Schools

3-year API growth

Original ten Partnership schools vs. comparable schools

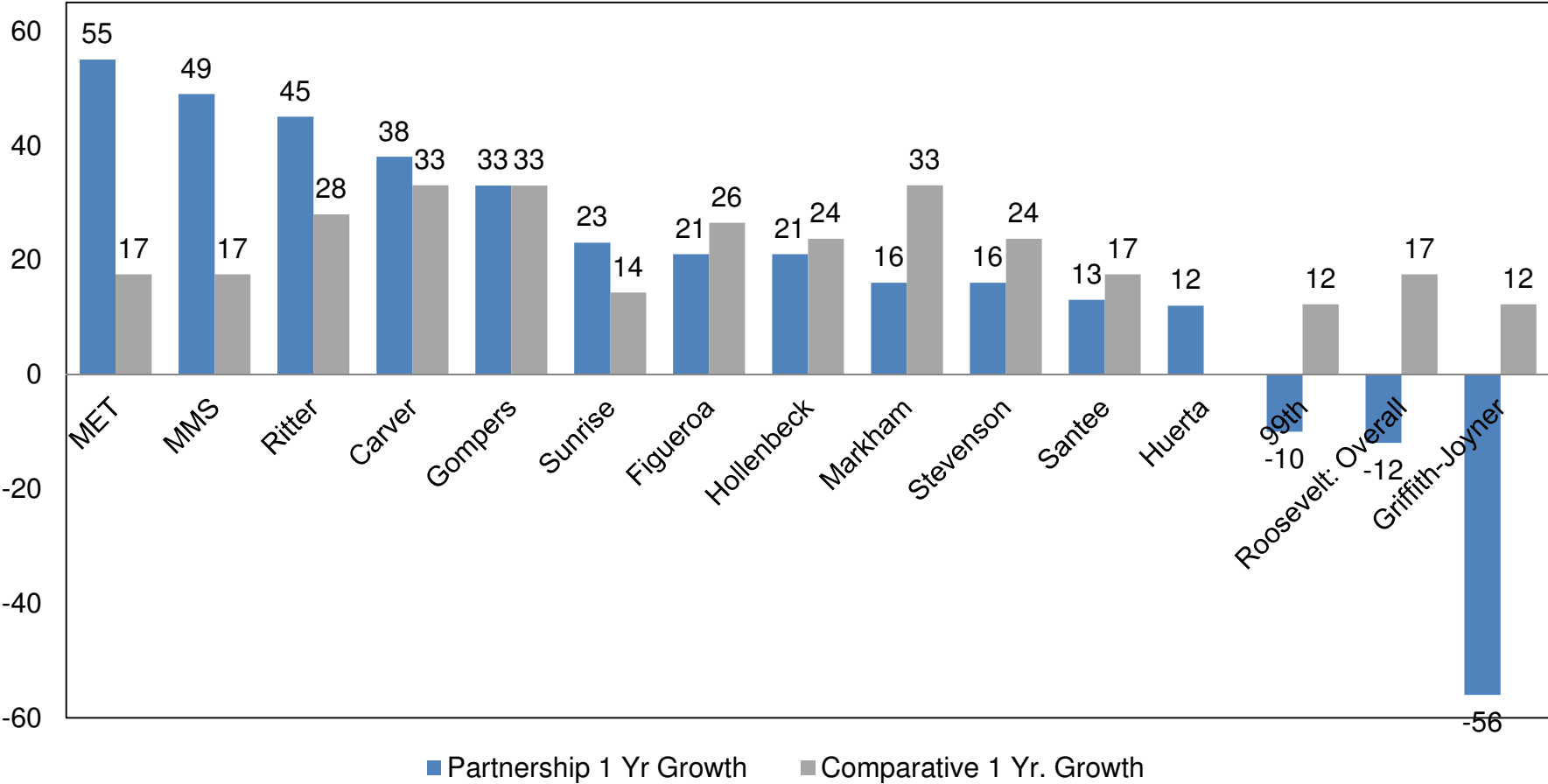




Performance Variability in 2010-11 Was High

1-year API growth

Partnership schools vs. comparable schools





Compared to Other Districts, We Ranked 5th Out of 18 in API

Average annual API growth

Partnership vs. other large urban districts

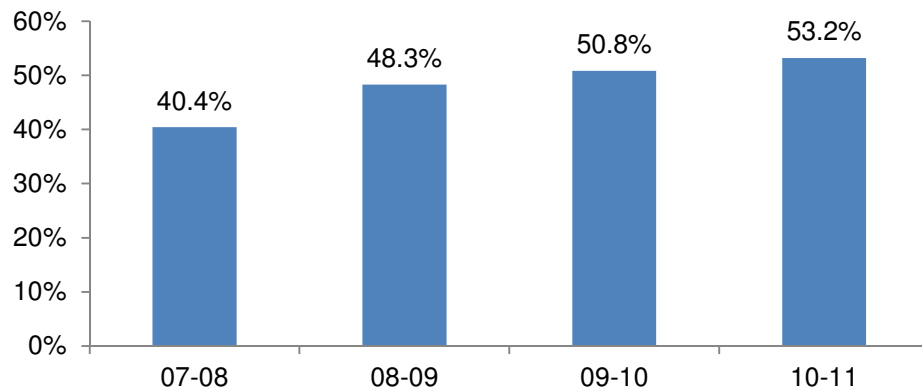
Rank	Networks / Districts	Avg. 3-Year API Change	2010-11 API Growth
1	Compton Unified	20	7
2	San Bernardino City Unified	19	14
3	Santa Ana Unified	18	16
4	Oakland Unified	18	8
5	Partnership for LA Schools	17	14
6	San Diego Unified	17	13
7	Los Angeles Unified	16	19
8	Inglewood Unified	15	20
9	Pasadena Unified	14	1
10	Montebello Unified	13	8
11	Garden Grove Unified	13	13
12	Fresno Unified	11	6
13	San Jose Unified	11	6
14	Elk Grove Unified	9	9
15	San Francisco Unified	9	5
16	Sacramento City Unified	9	6
17	Long Beach Unified	9	7
18	Monterey Peninsula Unified	7	7

- We examined some of the largest urban Districts in California to analyze Partnership's performance
- Partnership rank in performance is #5 out of 18 districts
- Partnership annual average growth is 3 API points below leader (Compton)

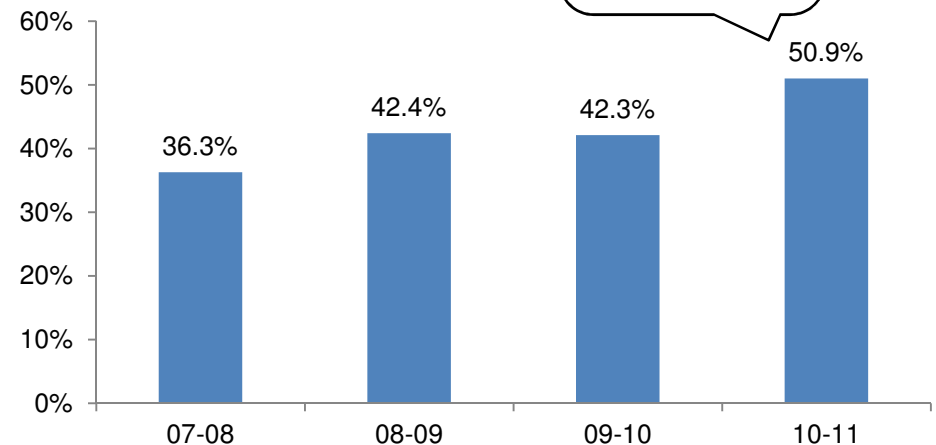


Other Key Measures Have Trended in the Right Direction

CAHSEE - Percent of 10th Graders passing on first attempt

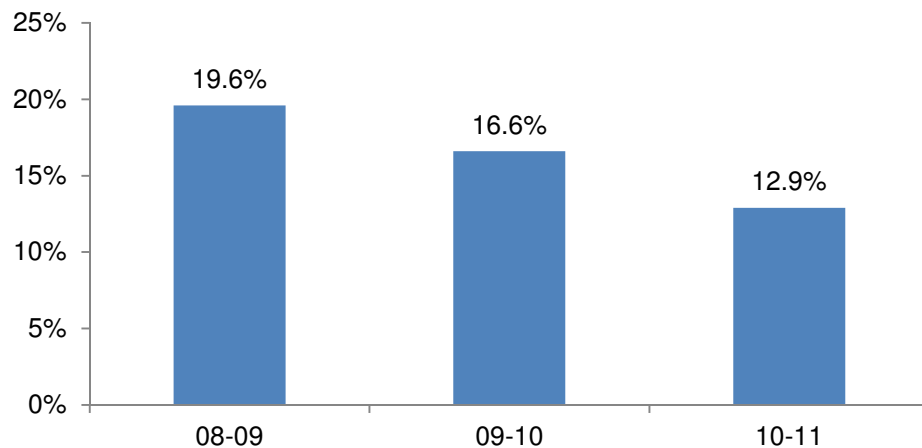


Graduation Rates

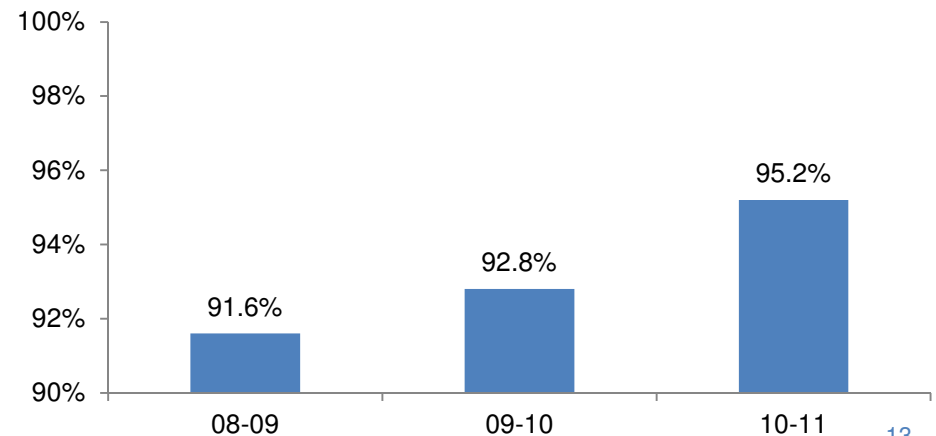


LAUSD numbers – we need to verify

Suspension Rates



Attendance Rates





We Have Made Significant Progress Reforming LAUSD Practices







<u>Partnership Practices</u>	<u>LAUSD Policy Changes</u>	<u>Outcomes for Students & Parents</u>
	⇒ Agreement marks significant departure from District's "Last Hired, First Fired" policy and protects up to 45 schools from teacher layoffs	⇒ The most vulnerable students are protected from a revolving door of teachers
	⇒ 2 nd grade testing policy adopted as district-wide policy	⇒ Underrepresented students have greater access to rigorous instruction and Advanced/AP courses
	⇒ School Report Card is now a district-wide initiative	⇒ Culture of accountability and transparency. Designed specifically for parent use
	⇒ Online credit recovery now offered in all district high schools	⇒ Improving on-time graduation rates
	⇒ LAUSD launched data system for all schools	⇒ Teachers have anywhere, anytime access to student information for planning
	⇒ LAUSD is expanding per-pupil funding pilot program to regular district & PSC schools	⇒ Flexible funding for schools to target supports based on student needs



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Assessment of Performance

- Partnership leadership feels strong and positive about our current direction
- Learning quickly from successes and mistakes of the last three years and believe we are on a path to uniquely influence public education
- In our first three years, we have improved in most of our schools; outperformed LAUSD and the State in terms of API growth and other key metrics; and influenced LAUSD to change a number of key practices/policies
- We have not, however, had all of our schools improve dramatically and thus haven't performed against our aspirations
- Adjustments have been made to our focus and to how we do our work. We believe we are well positioned to have breakout years in 2011-12 , 2012-13 and beyond
- We have not yet realized our potential to be among the most influential school transformation organizations in the country but we believe that we will reach our potential in the next couple of years



High Level Factors Impacting Performance

- Aggressive growth and scale
 - Focus of team spread thin
- Capacity of the Partnership team
- Focus on too many initiatives
 - Supports to schools not always in highest impact areas
- Systems to make key adjustments throughout year not strong



- RIF environment
- Budget cuts
- LAUSD improving faster



Partnership Strengths

Strengths	Description
Strong, Mission Driven Team	<ul style="list-style-type: none">• Partnership has assembled a very talented team with expertise from traditional school systems, non-traditional school systems and the private sector• Passionate, entrepreneurial, mission driven team that works long hours to deliver results
Improving Group of Principals	<ul style="list-style-type: none">• Overall, Partnership's principals are high quality, particularly when compared to other systems of schools
Focus on Instruction in Schools	<ul style="list-style-type: none">• School administration and teacher leaders are more focused on instruction than before the Partnership took over• Strong momentum on building skills related to improving teacher quality
Serving all Students and Working with Existing Teachers	<ul style="list-style-type: none">• Positions us to have a substantially larger impact on the sector as it makes our work much more scalable
Early Academic Results Show Progress	<ul style="list-style-type: none">• While we have not performed as well as we had hoped at all schools, as a network we have outperformed LAUSD and the State in terms of growth in our first three years. This is a foundation we can build on to accelerate results further in the future



Partnership Strengths

Strengths	Description
Empowering Schools	<ul style="list-style-type: none">• We believe strongly that our emphasis on empowering schools (principals, teachers, parents, students, etc.) is essential for long-term success in schools
Influence on LAUSD	<ul style="list-style-type: none">• We compare favorably with other groups in terms of influencing large scale district change in such a short period of time
Parent Engagement	<ul style="list-style-type: none">• Parent engagement work has been very impactful and outperforms others in the sector
Learning Quickly	<ul style="list-style-type: none">• Given our size and the early stage of school transformation work nationally, we have learned more about the successes and challenges of school transformations than most school systems/operators• We are very focused on learning quickly and making adjustments so that we improve as quickly as possible each year
Opportunities for Partners	<ul style="list-style-type: none">• Whether it be the City of LA, corporations, non-profits or other institutions, there are a number of organizations that want to work with the Partnership to help our schools improve• With additional focus on fundraising and partnerships we can have significant success in this area



Partnership Improvement Areas

Improvement Areas	Actions Taken/Being Taken
Better Expectations Setting for Results	<ul style="list-style-type: none">• Expectations were set very high when we launched the Partnership• We have developed a multi-year model of timeframe required for successful school turnaround• More communication between leadership and key stakeholders on expectations
Partnership Culture	<ul style="list-style-type: none">• More direct focus on actively building a phenomenal culture in the 501c3 organization and in our schools
Partnership Instructional Program	<ul style="list-style-type: none">• Clearly defined highest impact areas related to instruction and providing targeted supports to schools in those areas
Clear Expectations and Accountability	<ul style="list-style-type: none">• New development and evaluation system being rolled out for principals that clearly defines expectations• Clarify accountability for Partnership CEO, leadership team and principals
Too Many Initiatives	<ul style="list-style-type: none">• Conducted strategic planning process to define most impactful areas of focus and de-prioritize other areas
Partnership-wide Culture (uniforms, school look & feel, etc.)	<ul style="list-style-type: none">• School culture and conditions are a key piece of new Principal evaluation system for principals• Principals agreed to 9 areas around School Environment that they will deliver on this year (uniforms, clean campuses, etc.)



Partnership Improvement Areas

Improvement Areas	Actions Taken/Being Taken
Branding the Partnership and Telling the Partnership Story	<ul style="list-style-type: none">• Extensive branding exercise with key stakeholders• All Partnership leadership held accountable for communications• Launching more structured volunteer program to build movement around the Partnership
School Relations	<ul style="list-style-type: none">• More deliberate efforts to provide tangible resources to students and teachers.• Improving communications with schools and more engagement of principals and teachers in Partnership policy.• Feedback from teachers was better in 2010-11 but we have a ways to go
LAUSD Relationship	<ul style="list-style-type: none">• Working with new administration to strengthen supports provided by LAUSD to Partnership Schools• Clearly defining what LAUSD will do and will not do for the Partnership
Partnership Capacity <i>(people and financial resources)</i>	<ul style="list-style-type: none">• We have been substantially under resourced given our scale• Built out team and fundraising more aggressively to ensure key initiatives are properly supported
Student Engagement	<ul style="list-style-type: none">• Focus area in the 2011-2012 school year



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Changes Have Been Made to Best Position Partnership for 2011-2012

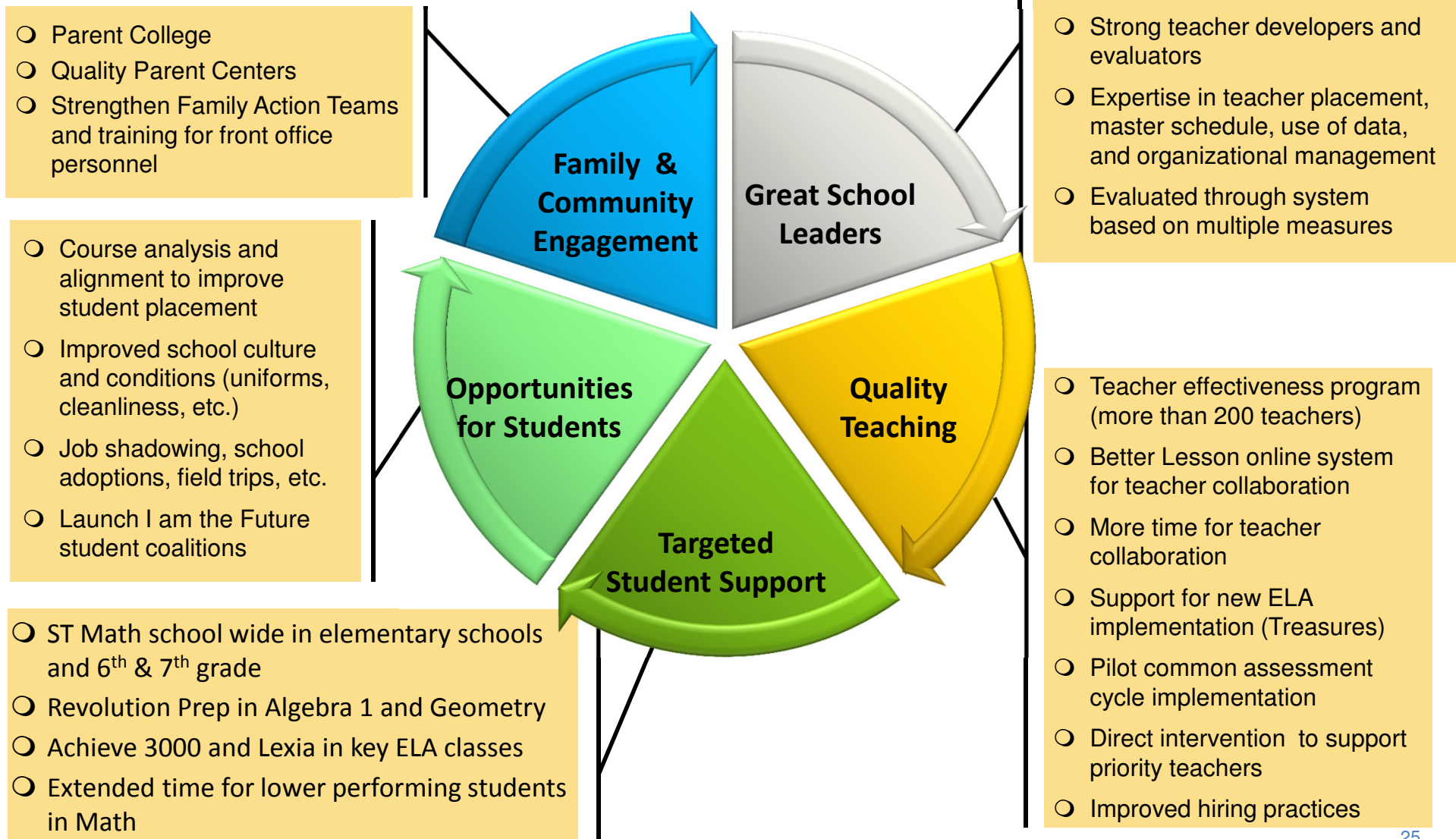
- Collective sense of urgency for a break-out year from Partnership team and principals
- Strong alignment and integration of Partnership team around key organizational priorities
- Not growing and only focusing on influencing district change in areas aligned with core school transformation work
- Differentiating supports to schools based on needs
- Systems put in place to monitor progress and make adjustments during the year
- Improved development and evaluation system put in place for Partnership team and principals
- Improved School Transformation model with focus on the highest impact areas (and lower number of total initiatives)



We Maintain Strong Confidence in the Partnership Approach

- Maintain high expectations for what students, staff, and schools can achieve
- Serve all students and work with existing teachers
- Deliver intensive services to highest need schools
- Maximize resources of Partnership, LAUSD and others to support most challenging schools
- Empower schools to unlock the best collective ideas
- Leverage best practices to improve as quickly as possible
- Bring along parents, students, teachers and school staff to achieve sustainable change
- Share accountability for student success

School Transformation Model Improved to Focus on Highest Impact Areas in 2011-12





Network Improvements Required to Maximize Impact of Transformation Model

School as Center

- Empower school leaders, teachers and parents
- Remove bureaucratic barriers from school sites
- Stronger systems for collaboration between LAUSD and the Partnership to best serve schools
- Provide quality services to schools (service driven organization)

Engagement & Communications

- Raise private funding and in-kind support to deliver on school transformation model
- Consistent communications to schools to build momentum for the Partnership
- Strong external communications to build awareness of the Partnership in LA and beyond and differentiate our work
- Outreach support for schools to compete in a choice environment



Performance Management

- Multiple-measure evaluation for Partnership staff, school leaders and teachers
- Strong capabilities in annual goal setting and regular progress monitoring
- Processes for course corrections and rapid learning

Influencing District Change

- Drive changes in LAUSD practices in priority school transformation strategies
- Focus for 2011-12 around Parent College, principal development and evaluation, teacher effectiveness and collaboration, and potentially blended learning in Math



***School Transformation
Model: Focus for 2011-12
Detail***



Great School Leaders

Lever	Description	2011-12 Outcome
Leadership conferences	<ul style="list-style-type: none">• Monthly leadership conferences to strengthen principal quality• Leadership framework is foundation with focus on teacher development, placement, evaluation, course taking/master schedule, student placement and use of data	<ul style="list-style-type: none">• Majority of principals will show growth against leadership standards as determined by self-assessment and supervisor assessment
Strategic coaching	<ul style="list-style-type: none">• Direct coaching to principals at school sites that is aligned with leadership framework	<ul style="list-style-type: none">• Same as above (<i>need new funding</i>)• At least 80% of call to action plans implemented effectively
Principal evaluation	<ul style="list-style-type: none">• New principal evaluation system based on multiple measures• Additional administrator support for targeted schools	<ul style="list-style-type: none">• Principals more focused on high priority issues leading to them hitting performance goals• Achievement targets hit in 80% of schools (<i>requires new funding</i>)
Aspiring principal conferences	<ul style="list-style-type: none">• Focused training for assistant principals (first year pilot)	<ul style="list-style-type: none">• Improved skill sets of assistant principals as determined by principals and Partnership



Quality Teaching

Lever	Description	2011-12 Outcome
Teacher effectiveness program	<ul style="list-style-type: none">Over 200 Partnership teachers are participating in the teacher effectiveness pilot. Partnership providing additional support (beyond LAUSD) for the group. Pilot includes additional professional development and new evaluation system.	<ul style="list-style-type: none">Slightly greater increases in student achievement for teachers participating in the pilot than other Partnership teachers (<i>requires new funding</i>)
Better Lesson	<ul style="list-style-type: none">Online teacher collaboration platform that allows for regular teacher collaboration by sharing lessons, viewing videos of other teachers and collaboration on lesson design.	<ul style="list-style-type: none">More consistency in lesson plans and other instructional practices across our networkGreater improvement in student achievement gains by teachers with high Better Lesson usage (<i>requires new funding</i>)
More time for teacher training	<ul style="list-style-type: none">Partnership supported one week of voluntary teacher professional development over the summer. Over 250 participants.	<ul style="list-style-type: none">Slightly greater increases in student achievement for teachers who participated in Summer Institute (compared to others)



Quality Teaching (*continued*)

Lever	Description	2011-12 Outcome
Support for Treasures roll-out	<ul style="list-style-type: none">• New ELA curriculum is being rolled out throughout LAUSD. Partnership is providing additional support here to ensure no “implementation dip”.	<ul style="list-style-type: none">• Higher school wide ELA improvement for elementary schools compared to similar schools
Common assessment pilot	<ul style="list-style-type: none">• Build capacity of key staff (principals, APs, teacher leaders) at high priority schools to implement common assessment cycle (develop and implement frequent common assessments, analyze data, adjust lesson/unit plans, etc.). Core K-12 system will be primarily used.	<ul style="list-style-type: none">• All target schools effectively carry out common assessment cycle in Math and English at a minimum.• Should have some positive impact on CSTs
Intervention in priority areas	<ul style="list-style-type: none">• Fund additional long-term subs and/or TAs to support classes with teachers on leave or dealing with other unique situations (rather than irregular subs)	<ul style="list-style-type: none">• Prevent big achievement dips in classes with unique challenges (such as long term leaves)
Improved hiring practices	<ul style="list-style-type: none">• Early identification of teacher openings, strong marketing to teachers, ongoing recruitment, etc.	<ul style="list-style-type: none">• Better quality teachers hired to fill new openings• Increased academic achievement



Targeted Student Support

Lever	Description	2011-12 Outcome
ST Math	<ul style="list-style-type: none">Partnership is rolling out ST Math (computer based program) to all of our elementary schools and middle schools (6th and 7th grade). Program showed strong results last year.	<ul style="list-style-type: none">Hit Math CST targets at 80% of Partnership elementary and middle schools (6th and 7th grade)
Revolution Prep	<ul style="list-style-type: none">Revolution Prep is a computer based Math program we will use for Algebra 1 and Geometry. We have had success with Rev. Prep's CASHEE prep in the past. Alliance uses this program successfully.	<ul style="list-style-type: none">Hit Math CST targets at 80% of Partnership high schools and middle schools (8th grade Algebra). <i>(requires new funding)</i>
Achieve 3000 and Lexia	<ul style="list-style-type: none">Achieve 3000 and Lexia are ELA computer intervention programs that will be rolled out in target ELA classrooms	<ul style="list-style-type: none">Greater increases in ELA results in classes implementing Achieve 3000 and Lexia <i>(requires new funding)</i>
More time in Math	<ul style="list-style-type: none">Most high schools and middle schools have adjusted their master schedules to allow for more time for students in Math	<ul style="list-style-type: none">Increased performance on CST in Math for students who receive additional time in Math during the school day



Opportunities for Students

Lever	Description	2011-12 Outcome
Course alignment and analysis	<ul style="list-style-type: none">• Deep analysis to ensure all students are taking and succeeding in A-G courses and are in correct program of study. Focus on Math first and then move to all subjects.	<ul style="list-style-type: none">• Some changes to programming in Math going into 2nd semester• All students programmed in the right core courses going into 2012-2013. <i>(requires new funding)</i>
School culture and conditions	<ul style="list-style-type: none">• Shared environment expectations developed and agreed to by the principals to build more consistent culture across Partnership schools. Focus areas include: uniforms, clean campus, welcoming front office, student work/future aspirations in common areas and signage.	<ul style="list-style-type: none">• Improved environmental standards boost school morale and level of expectations which helps improve student learning. <i>(requires new funding)</i>

Opportunities for Students (*continued*)

Lever	Description	2011-12 Outcome
Experiential opportunities for students	<ul style="list-style-type: none"> • Develop and leverage partnerships with corporate, university and other nonprofit organizations to provide students with enrichment opportunities including field trips, job shadowing, incentives/rewards (SHOW concerts) and other experiences 	<ul style="list-style-type: none"> • 4,000 students attend SHOW concert and high school attendance increases by 1% • Every school participates in at least 2 field trips per year • 200+ students participate in job shadowing program • 3 more schools adopted
I am the Future student coalitions	<ul style="list-style-type: none"> • Create I am the Future clubs at each Partnership high school to build more activism among students in school transformations 	<ul style="list-style-type: none"> • Over 400 students members • 4,000 surveys collected on teacher effectiveness and student voice

Family and Community Engagement



Lever	Description	2011-12 Outcome
Parent College	<ul style="list-style-type: none"> • Direct training to Partnership parents on how to most effectively engage in their children's schools and be broader advocates for improvements in public education 	<ul style="list-style-type: none"> • Over 1,000 Parent College members and 250 graduates • 250 parents have a conference with a teacher based on what they learned at the Parent College • Increased achievement for children of Parent College graduates (<i>requires new funding</i>)
Improved parent engagement skills for FAT teams and key personnel	<ul style="list-style-type: none"> • Direct training from the Partnership to Family Action Team members, school parent advisory board members and front office personnel. Grants provided to target Family Action Teams. 	<ul style="list-style-type: none"> • 85% of principals satisfied with FAT teams • 90% of trained advisory board parents express an improved understanding of how to perform effectively in their role • Increased participation by parents in school based events and supporting students at home (on education)
Parent Compacts	<ul style="list-style-type: none"> • Re-launch Parent Compacts at Partnership schools 	<ul style="list-style-type: none"> • Compacts launched in early 2012 • 40% of parents sign compact



Network Improvements: Focus for 2011-12 Detail



School as Center of Partnership Network

Focus Area	Change/Improvement
Empower school sites	<ul style="list-style-type: none">• Codify and communicate “Partnership Requirements” which defines a small number of requirements for all Partnership schools• Ensure schools have flexibility in decisions not explicitly laid out in the Partnership Requirements and hold school leaders accountable for those decisions (through principal evaluation system)
Remove bureaucratic barriers from school sites	<ul style="list-style-type: none">• Work with Superintendent’s office and iDesign to ensure that LAUSD staff understands flexibilities built into MOU and redefines processes to minimize non-critical compliance and maximize supports to Partnership schools
Strong collaboration with LAUSD (iDesign)	<ul style="list-style-type: none">• Work closely with new iDesign team to clarify and communicate roles and responsibilities between LAUSD and the Partnership• Develop an integrated School Review Process for schools and finalize LAUSD accountability metrics for Partnership schools• Revise and renew MOU (<i>requires new funding</i>)
Quality services to schools	<ul style="list-style-type: none">• Clearly communicate to school sites services the Partnership will provide and services the Partnership will not provide. Integrate feedback from schools on services into Partnership staff evaluations.• Greater investment in professional development for Partnership team members (led by HR)



Engagement & Communications

Focus Area	Change/Improvement
Fundraising and in-kind donations	<ul style="list-style-type: none">• Expanding fundraising and partnership teams and implementing new systems to pursue and close on all available opportunities• Hired outside consultant to help with fundraising to individual donors• Fundraising needs defined more explicitly with clear implications on results if funds are not raised• Launching new fundraising/engagement initiatives including small donor campaign, targeted events and volunteer campaign• Focusing more on stewardship to more effectively include key funders and partners in our work (<i>requires new funding to do well</i>)
School communications	<ul style="list-style-type: none">• Branding Partnership schools (<i>requires new funding to do well</i>)• Frequent and strategic visits from Mayor to support key initiatives• Differentiated focus on schools where Partnership relationship needs to be strengthened• Systems for two way communications with schools
External communications to lift up Partnership profile	<ul style="list-style-type: none">• Focus on teacher, principal, student and parent innovation stories• More effective use of social media• Differentiated outreach strategy to specific communities, education sector, key influencers and other audiences (<i>requires new funding</i>)
Marketing identified schools	<ul style="list-style-type: none">• Focused support for schools struggling with enrollment/competition to outreach to parents and students and attract students



Performance Management

Focus Area	Change/Improvement
Annual goal setting	<ul style="list-style-type: none">• Define clear metrics and targets at the Partnership network level, school level, the priority initiative level and the individual employee level (in Partnership home office). 3 – 5 annual, measurable and realistic goals defined at each level.
Measure and monitor performance	<ul style="list-style-type: none">• Systems for monitoring goals regularly put in place. Review organizational and school progress in December, February (end of 1st semester), April and at the end of the year.
Process for course corrections	<ul style="list-style-type: none">• Structures implemented to reflect and make decisions based on data. Monthly reviews of data with principals with focus on identifying areas that need to be changed based on data.
Evaluation Systems	<ul style="list-style-type: none">• Evaluations for Partnership leadership team, principals and teachers in teacher effectiveness pilot improved. Multiple measures of performance are the base for these new evaluations.



Influencing District Change

Focus Area	Change/Improvement
Parent engagement	<ul style="list-style-type: none">• Work closely with new head of parent engagement in LAUSD to support roll-out of core components of Partnership parent engagement model district-wide (Parent College, parent centers, FAT teams, etc.)
Principal development and evaluation	<ul style="list-style-type: none">• Successful roll-out of new principal development and evaluation system is likely to positively influence LAUSD's new process
Teacher development and evaluation	<ul style="list-style-type: none">• Partnership will help accelerate roll out of the teacher effectiveness pilot district wide
Math Interventions	<ul style="list-style-type: none">• Successful implementation of ST Math and Revolution Prep will likely influence LAUSD's use of these types of programs in Math
Better Lesson	<ul style="list-style-type: none">• Teacher collaboration tool would also be something the district may consider rolling out system wide if it showed success in the Partnership network



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Context for 2011-12 Network Targets

- Partnership targets for 2011-12 are included for:
 - Growth in API
 - Growth in percentage of students proficient/advanced in ELA
 - Growth in percentage of students proficient/advanced in Math
 - Growth in graduation rates
- This year we performed deeper analysis to set our goals at each school and the Partnership network
- We included both a base target and a stretch target for 2011-12
 - These targets are weighted averages for the Partnership network and are based on targets from individual schools



Methodology for Establishing Network Base and Stretch Targets

Stretch target

- Each school was provided
 - Performance gains needed to transform all schools over approximately 5-8 year timeframe (transformation = District average performance)
 - Historical performance of the school
 - Performance of comparable schools
- Principals set final targets in meeting with Partnership team
- Partnership target based on weighted average of the school-level targets

Base target

- Partnership analyzed network-wide targets and adjusted based on historical and comparable performance, as well as ability for schools to execute their improvement plans
 - We also assumed 2 schools perform flat due to unforeseen circumstances
 - Targets assume we secure necessary funding we need to be successful – without funding our results will be weaker



Network Goals for 2011-2012

	Growth		Actual Performance if Goal is Achieved	
	Base*	Stretch	Base	Stretch
API	24	37	642	655
English	4%	7%	27.3%	30.3%
Math	4%	7%	22.2%	25.2%
Graduation**	4%	5%	54.9%	55.9%

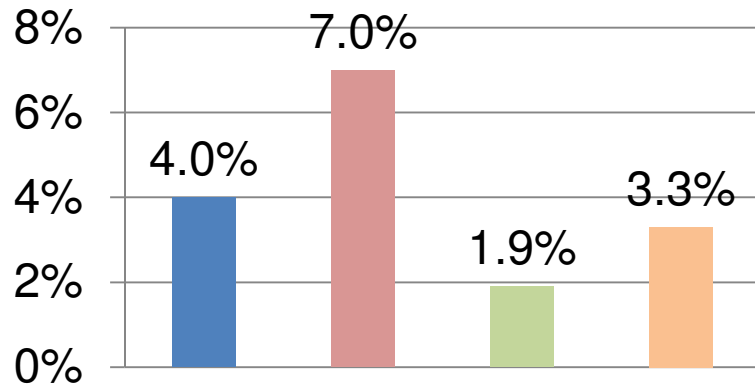
* Weighted average is 29 for API, 5% for English and 4% for Math. These targets were decreased due to projection that 2 schools may perform flat.

** Need to confirm LAUSD baseline data.

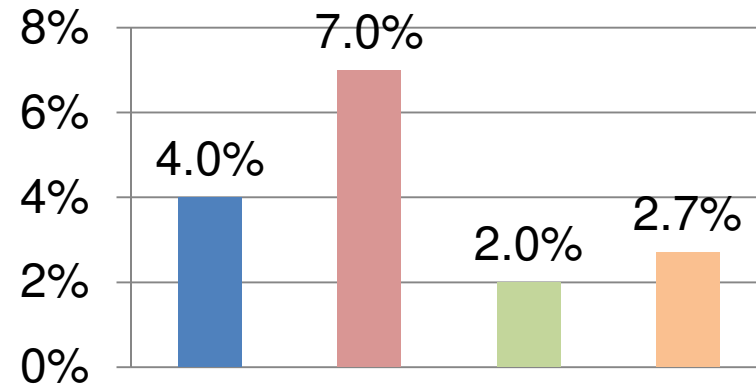
2011-12 Goals Are Aggressive Compared to Previous Performance

- Base Goal
- Stretch Goal
- Avg. Annual 3-year Partnership Performance
- Avg. Annual 3-year LAUSD Performance

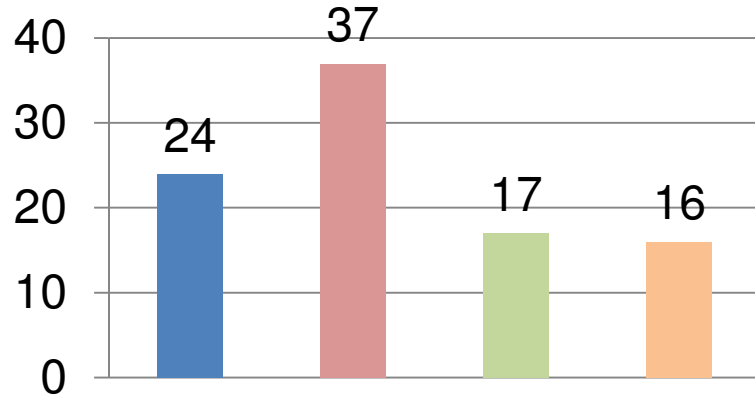
ELA Targets



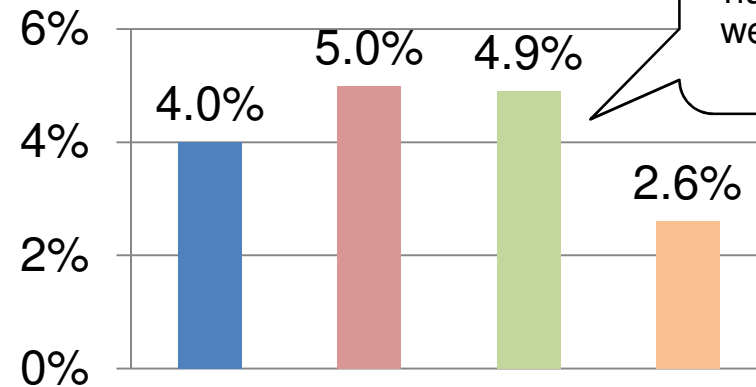
Math Targets



API Targets



Graduation Targets

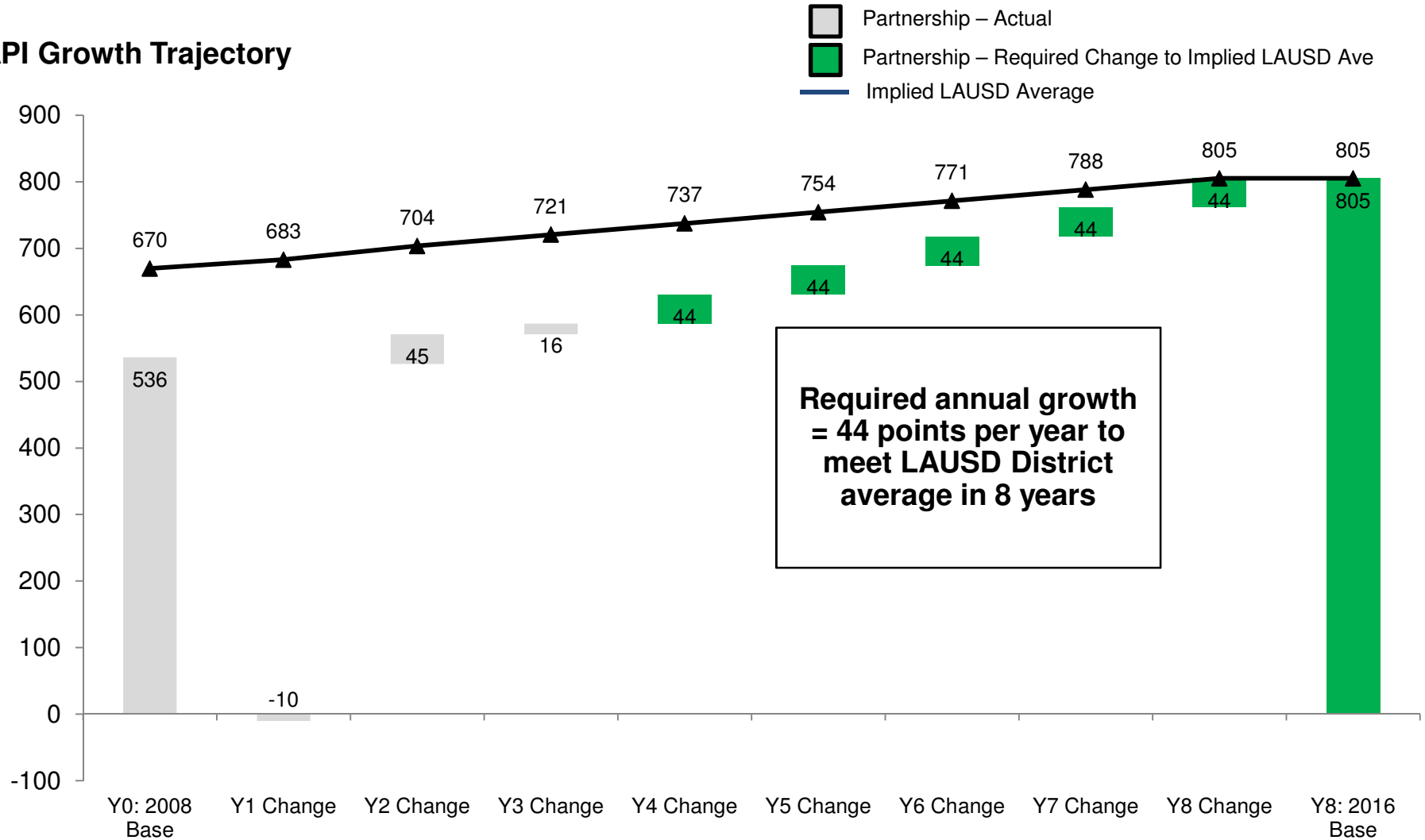


LAUSD numbers – we need to verify



Markham Middle

API Growth Trajectory

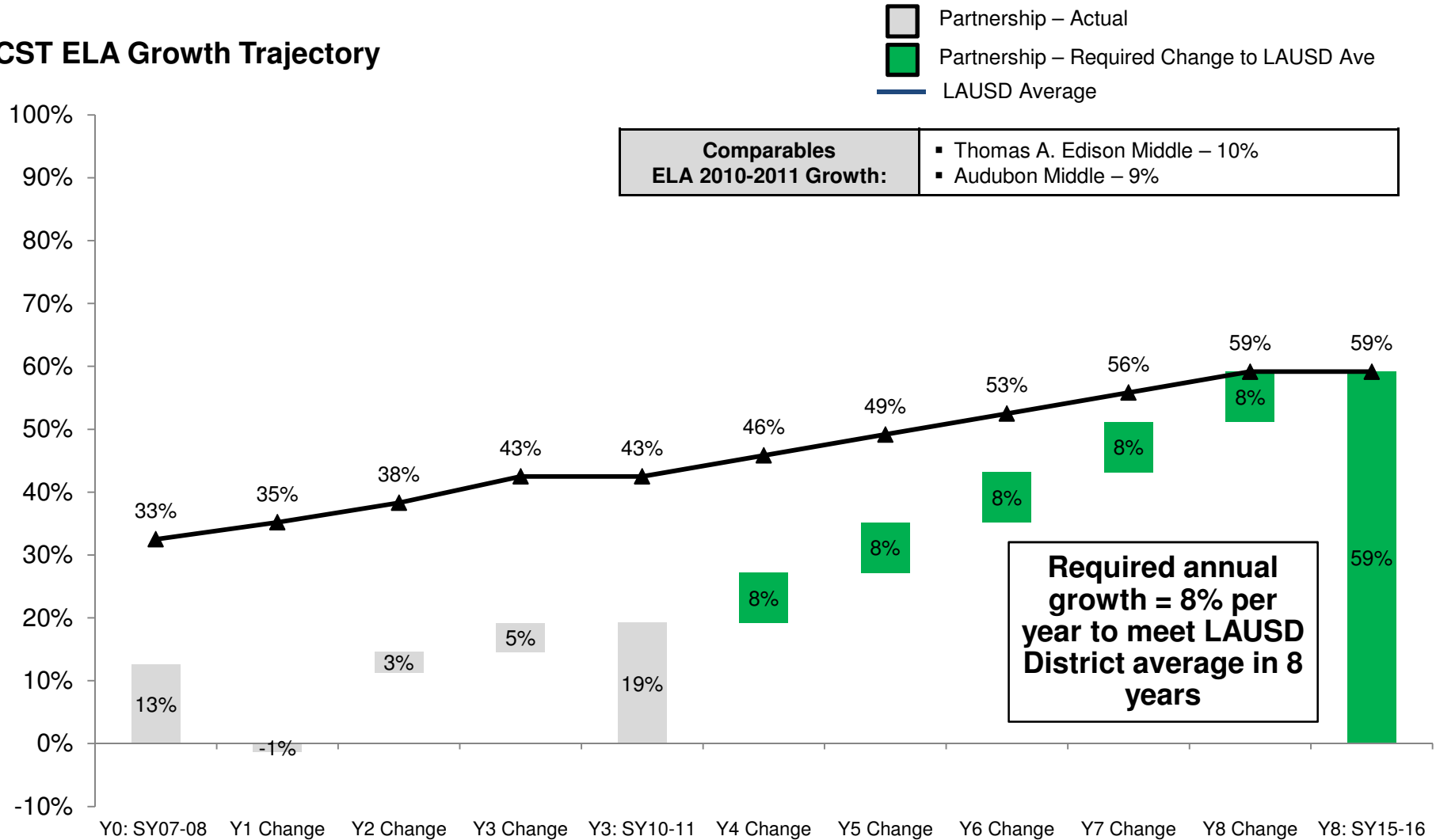


Notes: Data current as of 08/16/11. LAUSD projected growth calculated as the average 2 year change between 2008 Base and 2010 Growth. LAUSD averages calculated by taking a weighted average of school scores + number of valid students included in the API. State targets are 800 API for all CA schools. Y3 Change calculated using projected 2011 API Growth scores
Source: CDE Data Files: 2008 Base, 2009 Growth, 2009 Base, 2010 Growth



Markham Middle

CST ELA Growth Trajectory



Notes: Actual LAUSD averages posted through SY10-11; projected averages used for Y4 and onward (based on average change from 2008-2011)
Source: LAUSD MyData, CDE STAR test results, Partnership CST analysis

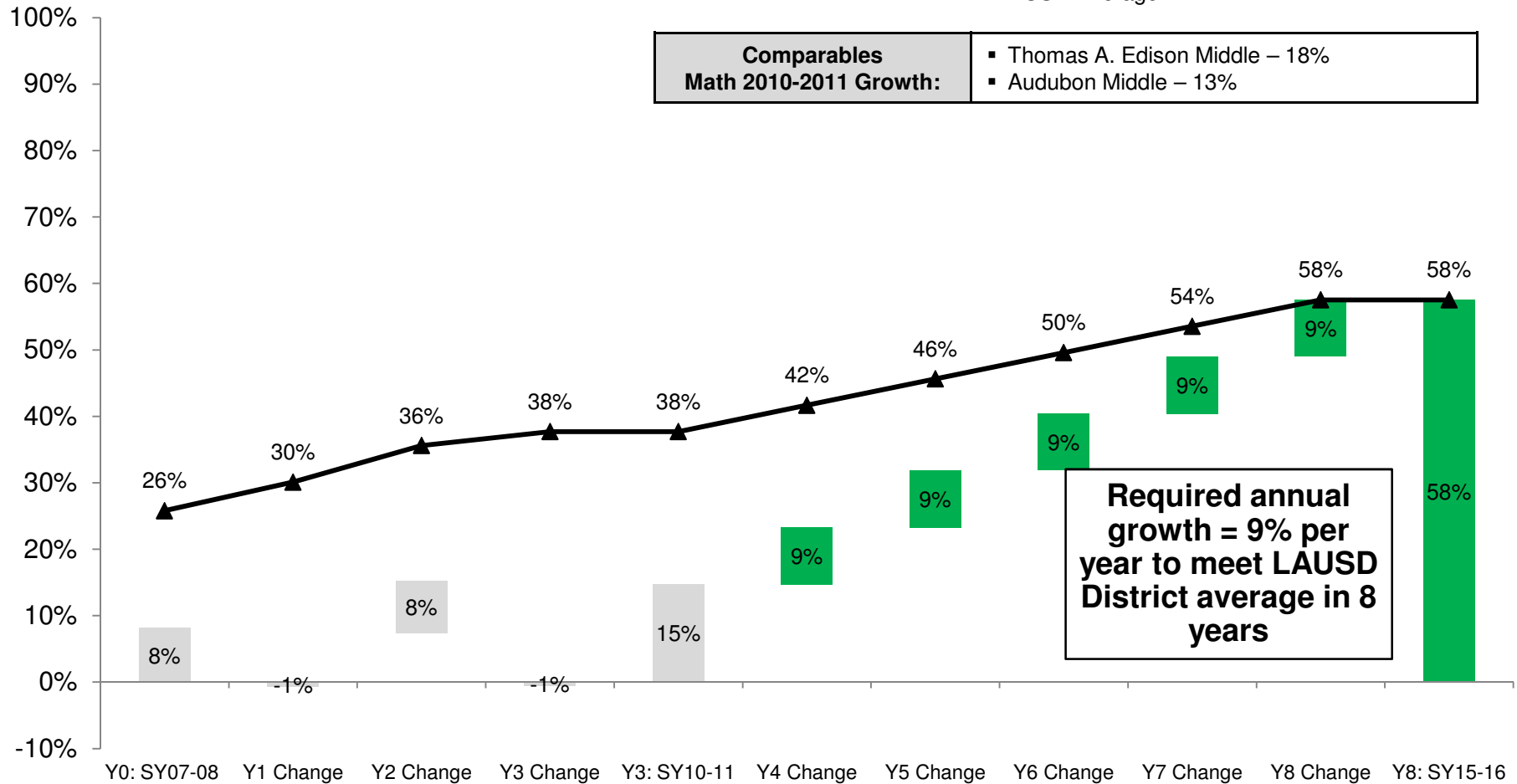


Markham Middle

CST Math Growth Trajectory

- Partnership – Actual
- Partnership – Required Change to LAUSD Ave
- LAUSD Average

Comparables	▪ Thomas A. Edison Middle – 18%
Math 2010-2011 Growth:	▪ Audubon Middle – 13%



Notes: Actual LAUSD averages posted through SY10-11; projected averages used for Y4 and onward (based on average change from 2008-2011)
Source: LAUSD MyData, CDE STAR test results, Partnership CST analysis



To Hit Our Targets, We Need To Outperform All Major Urban Districts

Average annual API growth

Partnership vs. other large urban districts

Rank	Networks / Districts	2011-12 Estimated API Growth*	2010-11 API Growth
	Partnership – stretch	37	14
	Partnership – base	24	14
1	Compton Unified	20	7
2	San Bernardino City Unified	19	14
3	Santa Ana Unified	18	16
4	Oakland Unified	18	8
5	Partnership – 2008-11	17	14
6	San Diego Unified	17	13
7	Los Angeles Unified	16	19
8	Inglewood Unified	15	20
9	Pasadena Unified	14	1
10	Montebello Unified	13	8
11	Garden Grove Unified	13	13
12	Fresno Unified	11	6
13	San Jose Unified	11	6
14	Elk Grove Unified	9	9
15	San Francisco Unified	9	5
16	Sacramento City Unified	9	6
17	Long Beach Unified	9	7
18	Monterey Peninsula Unified	7	7

- Base and stretch goals would outperform average annual growth of all urban Districts in the State
- In the last 3 years, only 2 districts have performed higher in any year
 - Compton Unified (38 points in 2009-10)
 - Oakland Unified (26 points in 2009-10)

* Assumes that 2011-12 API growth is same rate as 3-year API average



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School Based Plans

- Partnership team worked closely with principals to develop Call to Action plans for each school
 - Articulate challenges experienced in 2010-2011 school year
 - Define most impactful changes made at schools to deliver results in 2011-12
 - Set aggressive performance targets for the 2011-2012 school year
 - First time specific, prioritized school based plans have been required by the Partnership
- Partnership's Plan of Action for 2011-2012 is centered around the needs articulated in school based plans
 - Resources and services focused on greatest need areas at schools



Summary of School-Level Targets (1/2)

	API		ELA		Math		Graduation	
	Base Goal	Stretch Goal	Base Goal	Stretch Goal	Base Goal	Stretch Goal	Base Goal	Stretch Goal
Joyner	40	60	6%	12%	7%	11%	n/a	n/a
Gompers	30	44	5%	10%	4%	10%	n/a	n/a
Stevenson	30	32	5%	7%	4%	7%	n/a	n/a
Jordan	30	40	4%	6%	4%	4%	4%	5%
RHS CNMT	35	49	5%	6%	4%	5%	4%	5%
RHS HARTS	30	44	5%	7%	4%	4%	4%	5%
RHS LAW	35	43	5%	6%	4%	5%	4%	5%
Santee	30	40	5%	6%	4%	4%	4%	5%
Network Avg.*	24	37	4%	7%	4%	7%	4%	5%

* Weighted average for base targets is 29 for API, 5% for English and 4% for Math. These targets were decreased due to projection that 2 schools may perform flat.

Summary of School-Level Targets (2/2)



	API		ELA		Math		Graduation	
	Base Goal	Stretch Goal	Base Goal	Stretch Goal	Base Goal	Stretch Goal	Base Goal	Stretch Goal
Figueroa	25	28	4%	7%	5%	8%	n/a	n/a
Huerta	25	30	4%	9%	5%	9%	n/a	n/a
Ritter	25	30	4%	11%	5%	7%	n/a	n/a
Sunrise	25	30	4%	8%	5%	10%	n/a	n/a
Markham	30	50	5%	11%	4%	11%	n/a	n/a
RHS ESP	30	40	5%	7%	4%	6%	4%	5%
RHS Medical	30	36	5%	5%	4%	4%	4%	5%
RHS STEM	25	33	4%	5%	4%	10%	4%	5%
Mendez MET	25	33	4%	5%	3%	10%	4%	5%
Mendez MMS	25	33	4%	7%	3%	7%	4%	5%
99th	25	37	4%	7%	5%	8%	n/a	n/a
Hollenbeck	25	30	4%	6%	4%	7%	n/a	n/a
Carver	30	40	5%	8%	4%	6%	n/a	n/a
RHS Magnet	20	18	3%	9%	4%	15%	4%	5%
Network Avg.*	24	37	4%	7%	4%	7%	4%	5%

* Weighted average for base targets is 29 for API, 5% for English and 4% for Math. These targets were decreased due to projection that 2 schools may perform flat.



We Will Rigorously Monitor Our Progress This Year

School-level reviews

- Schools will monitor their progress at the site continuously with their teams using professional development, periodic and unit assessments, on-line tool data analyses and other methods

Partnership-level reviews

- Partnership team will meet regularly with schools (more frequently for higher priority schools)
- Purpose will be to analyze data, assess progress in “Call to Action” plans and determine needs for support

Board/Mayor’s Office reviews

- Partnership team will meet regularly with the Mayor’s Office and Partnership Board to report on progress
- In these meetings, the Board and Mayor’s Office will also report on progress made to support the Partnership’s plan of action in 2011-12



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District Change

- Less organizational focus on driving district change in 2011-12 compared to first three years (*priority is on lifting school results substantially this year*)
- Efforts for influencing district change in 2011-12 will be focused on the top priorities in the Partnership's school transformation model
 - Principal development and evaluation
 - Teacher development and evaluation
 - Teacher collaboration (Better Lesson)
 - Math interventions
 - Parent College/Parent Engagement
- Outside of the Parent College, Partnership believes that new changes in district practices influenced by the Partnership will likely occur in 2012-13
 - After Partnership successfully implements the above initiatives in 2011-12
 - Parent engagement work is likely to influence LAUSD this year



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Support Needed to be Successful

- The Partnership must receive significant additional funding quickly to deliver against its performance targets
- Cash must be raised and collected in the 2011-2012 school year to implement initiatives critical for success this year
- If funds are not raised, the likelihood of us hitting our base targets decreases (not impossible, but much less likely)
 - Many of the strategies in the school based plans require funding to be implemented this year
 - Focus on the highest impact initiatives with any funds raised



Request from Board Today

- Approve revised 2011-12 budget that includes
 1. **Base budget.** Includes expenditures already being spent based on the June 2011 budget passed by the Board, or restricted funds raised to date (e.g., School2Home, Tri-C, etc.).
 2. **Funds to support Call to Action plans.** Includes expenditures identified to support implementation of critical school site plans.
 3. **Funds critical to long-term network development.** Includes expenditures to help build stronger foundation for Partnership's long-term development. Would only be spent after base budget and funds to support Call to Action plans were fully funded.
- Current budget for each category includes:
 1. **Base budget:** shortfall is currently \$704,904
 2. **Call to Action plans:** request is \$2,295,470
 3. **Long-term network development:** request is \$926,300
- The base budget is currently being implemented. Additional expenditures will be spent only with confidence that additional funds can be raised.



Base Budget (1/7)

The Partnership for Los Angeles Schools
FY 2011-12 budget - revised (September 2011)

	(A)	(B)	(C)	(D)
	2010-11 FY	Preliminary	Revised	Difference
	budget	2011-12 FY	2011-12 FY	(B) vs. (C)
		budget	budget	Dollar
(1) REVENUES				
(2) Non-regranting committed	\$6,233,000	\$5,621,987	\$7,026,358	\$1,404,371
(3) Regranting committed	0	0	100,000	100,000
(4) Expected fundraising	1,100,000	1,200,000	725,000	(475,000)
(5) Total Revenues	\$7,333,000	\$6,821,987	\$7,851,358	\$1,029,371
(6) EXPENDITURES				
(7) PARTNERSHIP SUPPORT TEAM				
(8) Salaries and bonuses	\$2,976,685	\$3,501,072	\$3,519,837	\$18,765
(9) Employee benefits	684,638	815,247	820,254	5,007
(10) Consultants	186,600	213,000	219,145	6,145
(11) Total Partnership Support Team	\$3,847,923	\$4,529,318	\$4,559,236	\$29,917



Base Budget (2/7)

	(A) 2010-11 FY budget	(B) Preliminary 2011-12 FY budget	(C) Revised 2011-12 FY budget	(D) Difference (B) vs. (C) Dollar
(12) PARTNERSHIP SUPPORT OFFICE				
Materials and Supplies				
Books and Reference Materials	\$0	\$1,200	\$1,000	(\$200)
Office Supplies	54,000	54,000	48,396	(5,604)
Software and Financial Systems	25,629	8,753	7,471	(1,281)
Computer Hardware	30,000	24,000	22,500	(1,500)
Other supplies	4,000	6,000	5,591	(409)
Noncapitalized Equipment	21,968	2,400	26,626	24,226
Food and Food Supplies	0	6,000	5,904	(96)
Travel and Conferences	43,936	52,516	11,770	(40,746)
Mileage	36,613	35,011	33,689	(1,322)
Parking	60,000	48,000	70,230	22,230
Dues and Membership	1,831	1,751	1,494	(256)
General Insurance	72,000	72,000	47,417	(24,583)
Operation / Housekeeping	12,000	3,000	2,000	(1,000)
Building Rent	143,051	176,943	176,943	(0)
Equipment Lease	30,000	30,000	27,799	(2,201)
Vendor Repairs	3,000	0	0	0
Legal / Audit Fees	116,000	86,000	77,386	(8,614)
Advertisement / Recruitment	28,000	30,000	109,368	79,368
Training and Development	18,000	12,000	10,132	(1,868)
Other Fees / Bank Charges / Credit Card Fees	41,007	4,800	4,589	(211)
LAUSD On-Loan Employees Service Fee	0	43,763	39,624	(4,139)
Telephone	72,000	72,000	62,150	(9,850)
Internet	36,000	36,600	34,894	(1,706)
Postage Expense / UPS / FEDEX	18,000	18,000	5,605	(12,395)
Printing and Copying	0	0	3,074	3,074
<i>Materials and Supplies - Total</i>	867,035	824,737	835,653	10,916



Base Budget (3/7)

	(A)	(B)	(C)	(D)
	2010-11 FY	Preliminary	Revised	Difference
	budget	2011-12 FY	2011-12 FY	(B) vs. (C)
		budget	budget	Dollar
(13) Fundraising	\$35,000	\$0	\$10,397	\$10,397
<i>Fundraising - Total</i>	35,000	0	10,397	10,397
(14) Communications	\$67,100	\$40,000	\$40,000	\$0
<i>Communications - Total</i>	67,100	40,000	40,000	0
(15) SUBTOTAL - PART. SUPPORT	\$4,817,058	\$5,394,055	\$5,445,286	\$51,230
(16) SCHOOL AND COMMUNITY PLANNING				
(17) School site support				
(18) Professional development				
(19) Overall	\$0	\$50,000	\$391	(\$49,609)
(20) Principal conferences	50,000	0	27,670	27,670
(21) Summer institute	200,000	144,571	179,571	35,000
(22) Capturing Kids Hearts	124,800	0	0	0
(23) Operations trainings	2,750	0	0	0
(24) Adaptive schools	0	0	0	0
(25) School visits	35,000	0	25,000	25,000
(26) Teacher development	0	0	44,896	44,896
(27) Better Lesson	0	0	0	0
(28) Professional development - total	412,550	194,571	277,528	82,957



Base Budget (4/7)

	(A)	(B)	(C)	(D)
	2010-11 FY	Preliminary	Revised	Difference
	budget	2011-12 FY	2011-12 FY	(B) vs. (C)
		budget	budget	Dollar
7(29) Intervention programs				
7(30) Overall	\$0	\$20,000	\$20,438	\$438
7(31) APEX program	26,000	0	0	0
7(32) AVID	75,000	0	0	0
7(33) Balanced literacy	260,000	0	0	0
7(34) Math initiative	10,000	0	0	0
7(35) ELAC partnership (Wright)	10,486	0	0	0
7(36) College awareness	150,000	0	99,000	99,000
7(37) Intervention programs - total	531,486	20,000	119,438	99,438
7(38) Small schools				
7(39) Roosevelt	\$44,105	\$50,000	\$27,914	(\$22,086)
7(40) Jordan	0	0	400,322	400,322
7(41) Santee - traditional track	65,200	0	14,000	14,000
7(42) Santee - linked learning	155,910	205,500	204,034	(1,466)
7(43) Mendez	12,250	0	0	0
7(44) Small schools - total	277,465	255,500	646,270	390,770



Base Budget (5/7)

	(A) 2010-11 FY budget	(B) Preliminary 2011-12 FY budget	(C) Revised 2011-12 FY budget	(D) Difference (B) vs. (C) Dollar
(45) Transition team planning	86,000	0	0	0
(46) Targeted school site funding	717,467	425,637	394,421	(31,216)
(47) Technology programs				
(48) Microsoft grant - Mendez	\$0	\$20,345	\$16,097	(\$4,248)
(49) Other technology	133,780	0	13,517	13,517
(50) School2Home	343,350	0	316,025	316,025
(51) Teacher laptop program	0	0	0	0
(52) Technology programs- total	477,130	20,345	345,639	325,294
(53) School staffing support	24,700	70,000	100,240	30,240
(54) School site staff salaries				
(55) Principal stipends	\$282,843	\$348,149	\$281,198	(\$66,951)
(56) School site staff salaries	240,000	111,487	101,359	(10,128)
(57) School site staff salaries - total	522,843	459,636	382,557	(77,079)
(58) Total School Site Planning	\$3,049,640	\$1,445,689	\$2,266,093	\$820,404



Base Budget (6/7)

	(A) 2010-11 FY budget	(B) Preliminary 2011-12 FY budget	(C) Revised 2011-12 FY budget	(D) Difference (B) vs. (C) Dollar
(59) Family and community engagement				
(60) Overall	\$0	\$30,000	\$16,043	(\$13,957)
(61) Summer engagement	10,000	0	0	0
(62) Kick-off celebrations	26,500	0	2,500	2,500
(63) Parent training programs	6,600	0	4,579	4,579
(64) Parent center renovations	20,000	0	0	0
(65) Staff engagement activities	8,000	0	0	0
(66) New school outreach	0	0	9,282	9,282
(67) Youth leadership council	4,700	0	488	488
(68) Student lunchtime activities	1,000	0	0	0
(69) Text message program	2,450	0	0	0
(70) Parent leadership	30,000	0	0	0
(71) Community rep series	4,000	0	0	0
(72) Parent executive committee	1,400	0	0	0
(73) Family Action Team grants	15,000	45,000	71,000	26,000
(74) Math initiative	5,000	0	0	0
(75) FAT training	0	0	3,684	3,684
(76) School site culture	0	0	311	311
(77) Community Partners/Engagement	0	0	5,704	5,704
(78) Teacher mini-grants	0	0	0	0
(79) Lift Info to Parents	0	0	12,500	12,500
(80) Student engagement	0	0	1,691	1,691
(81) Total FACE	\$134,650	\$75,000	\$127,782	\$52,782



Base Budget (7/7)

	(A)	(B)	(C)	(D)
	2010-11 FY	Preliminary	Revised	Difference
	budget	2011-12 FY	2011-12 FY	(B) vs. (C)
		budget	budget	Dollar
7(82) SUBTOTAL - SCH & COMM. PLNG	\$3,184,290	\$1,520,689	\$2,393,875	\$873,186
7(83) REGRANTING				
7(84) Dell grant	\$0	\$0	\$100,000	\$100,000
7(85) Fiscal sponsor	\$0	\$0	\$0	\$0
7(86) SUBTOTAL - REGRANTING	\$0	\$0	\$100,000	\$100,000
7(87) TOTAL EXPENDITURES	\$8,001,348	\$6,914,744	\$7,939,160	\$1,024,416
7(88) TOTAL EXPEND. - EXCL. REGRANT.	\$8,001,348	\$6,914,744	\$7,839,160	\$924,416
7(89) NET INCOME	(\$668,348)	(\$92,757)	(\$87,802)	\$4,955
7(90) CAPITAL EXPENDITURES (cash)	\$0	\$0	\$0	\$0
7(91) BEGINNING CASH	\$470,182	\$100,000	\$107,898	\$7,898
7(92) ENDING UNENCUMBERED CASH	(\$198,166)	\$7,243	\$20,096	\$12,853



Draft 2011-12 budget narrative (1/5)

REVENUES	Description	Assumptions
Non-regranting committed	<ul style="list-style-type: none">Funds that have already been collected by or committed to the Partnership that will not be “passed through” to another organization	<ul style="list-style-type: none">\$5 million by Melanie and Richard Lundquist\$2,026,358 from other foundations and individuals
Regranting committed	<ul style="list-style-type: none">Funds that have been committed to the Partnership but are required to be regranted to other organizations	<ul style="list-style-type: none">\$100,000 in regranting funds to Green Dot Public Schools and Alliance for College Ready Public Schools as part of a \$500,000 grant to fund collaborative activities at Jordan High School
Other potential revenues	<ul style="list-style-type: none">Funds expected to be raised by the Partnership management team to fund base budget	<ul style="list-style-type: none">\$725,000 in projections based on funding strategy
EXPENDITURES Salaries	<ul style="list-style-type: none">Compensation for full-time staff of the Partnership	<ul style="list-style-type: none">Includes 39 full-time employees<ul style="list-style-type: none">– CEO’s office: 2– Instruction: 15– Operations: 9– Family and community engagement: 6– Development and partnerships: 7Includes Cost of Living Allowance (COLA) increases and some pay raises and promotionsAlso includes permanently increasing number of vacation days from 15 to 18 per year for all staff (vacation was increased on a one-time basis for 2010-11 from 15 to 18 days)We will implement a vacation cap in the next few months after doing more research of comparables



Draft 2011-12 budget narrative (2/5)

	Description	Assumptions
Employee benefits	<ul style="list-style-type: none">Estimated fringe benefits for Partnership staff	<ul style="list-style-type: none">Assumes weighted average of 23%Includes 8 employees who are “on loan” from the Los Angeles Unified School District.
Consultants	<ul style="list-style-type: none">Stipends of short-term or part-time consultants working with the Partnership	<ul style="list-style-type: none">Includes consultants focused on<ul style="list-style-type: none">Accounting & financial managementInformation technology for the Partnership officeFamily and community engagementFundraisingTranslation/audio servicesPay for temporary employees or interns
Home office expenses	<ul style="list-style-type: none">Includes all operating expenses for the Partnership’s “home office,” such as: materials and supplies; postage; financial systems; computer hardware; travel; training; insurance; legal expenses; space rental; etc.	<ul style="list-style-type: none">Costs are estimated based on historical expenditures, estimated future expenditures, or as a percentage of salariesIncludes additional costs for rent because the Partnership lease payments increased beginning August 1, 2011



Draft 2011-12 budget narrative (3/5)

	Description	Assumptions
Fundraising	<ul style="list-style-type: none">Costs for fundraising activities	<ul style="list-style-type: none">Assumes \$10,000 in fundraising costs to support events, materials and other expenditures for our fundraising efforts.
Communications	<ul style="list-style-type: none">Costs for the Partnership's communications and marketing efforts, including collateral, videos, press releases, etc.	<ul style="list-style-type: none">Starting budget of \$40,000 provided for marketing materials, collateral, press management and other issues.
Professional development	<ul style="list-style-type: none">Additional professional development opportunities for teachers, administrators and classified staff at each school siteKey initiatives include:<ul style="list-style-type: none">Principal leadership conferences2-week summer institute training program for teachersSchool visitsTeacher development and evaluation pilot	<ul style="list-style-type: none">\$180,000 for summer institute to run the costs of the training program\$25,000 for principal leadership conferences\$25,000 for school visits with school leaders~\$45,000 to support the teacher development and evaluation pilot program
Student interventions	<ul style="list-style-type: none">Includes funding already committed by a funder for student opportunities, including middle school arts programs and college awareness field trips for 9th graders	<ul style="list-style-type: none">\$20,000 grant received for arts programs\$99,000 grant received for college awareness field trips



Draft 2011-12 budget narrative (4/5)

	Description	Assumptions
Small schools	<ul style="list-style-type: none">Costs to support the roll-out and implementation of small schools at our high schools	<ul style="list-style-type: none">\$25,000 for implementation of Roosevelt High School's new uniform policy\$400,000 to support the implementation of Jordan High School's new transformation program and the overall collaboration between the three organizations working to transform the Jordan family of schools\$14,000 to support uniforms for the Santee band~\$200,000 for Santee's linked learning initiative to support students working on integrating careers into their high school experience
Targeted school site funding	<ul style="list-style-type: none">Remaining balance from funds that were allocated to schools but have not yet been spent	<ul style="list-style-type: none">Remaining balance from allocated funds at the end of the 2010-11 fiscal year is approximately \$400,000
Technology and data system investments	<ul style="list-style-type: none">Large restricted grant to Mendez Learning Complex to support technologySchool2Home initiative to provide all students at Stevenson Middle School a laptop (this is the third year of implementation)	<ul style="list-style-type: none">~\$16,000 in carryover funds from a grant to support the implementation of technology at Mendez Learning Center~\$315,000 to support the School2Home initiative~13,000 in other technology costs



Draft 2011-12 budget narrative (5/5)

	Description	Assumptions
School staffing support	<ul style="list-style-type: none">• Costs to provide staffing support to Jordan High School for hiring teachers and other staff	<ul style="list-style-type: none">• Cost of hiring a recruiter for teacher positions and providing a recruitment incentive for teachers to join Jordan High School in 2011-12
School site staff salaries	<ul style="list-style-type: none">• Additional stipends paid to principals for additional work, including bringing them from E-basis (traditional calendar) to A-basis (year-round calendar) salary• Funding for 1 grant-funded school site position at Santee Education Complex to support the linked learning program	<ul style="list-style-type: none">• Principal costs based on current agreements with principals• Funding for school site positions based on salary of employee
Family and community engagement	<ul style="list-style-type: none">• Includes costs for a variety of activities, including<ul style="list-style-type: none">– Family Action Team grants to school sites to support activities to support family and community engagement– ~\$55,000 to support a variety of activities, including outreach to school sites, Parent College, community engagement and other programs	<ul style="list-style-type: none">• Costs estimated based on historical costs of these programs and available funds
Regranting expenditures	<ul style="list-style-type: none">• Funds that have been committed to the Partnership but are required to be regranting to other organizations	<ul style="list-style-type: none">• \$100,000 in regranting funds to Green Dot Public Schools and Alliance for College Ready Public Schools as part of a \$500,000 grant to fund collaborative activities at Jordan High School



Desired Funding– Call to Action

Item	Description	Call to Action
Targeted Student Support	Revolution Prep Math intervention, Achieve 3000 ELA intervention, student computers	\$925,670
Staffing Intervention	Fund long term subs and/or TAs to push into highest priority classrooms	\$420,000
School Leadership	Consulting to build principals skills on new teacher evaluation system. Direct support at targeted schools.	\$250,000
Teacher effectiveness	Additional development time for teachers participating in the pilot. Funds for teacher leaders and cameras	\$99,800
Teacher collaboration	Online teacher collaboration system (Better Lesson) allowing teachers to share lessons, observe videos, etc.	\$150,000
Laptops for teachers	More than half of our teachers don't have laptops or have old/ineffective laptops	\$450,000
	TOTAL	\$2,295,470



Needed Funding– Other Areas

Item	Description	Amount
Opportunities for students	Consultant for course alignment, limited environment update at schools, more support for partnerships	\$105,500
Family/Community Engagement	Parent College expansion, training for school site employees, student engagement, Community Partner meetings	\$122,000
LAUSD collaboration	Fund attorneys to help us develop updated MOU	\$100,000
Fundraising expenses	Expenses related to donor events, collateral, mailings, consultant support and additional capacity	\$77,000
Improved hiring practices	Marketing, recruitment incentives, recruitment staff support, and search fees/costs for principals	\$130,000
School Communications	Large investment in signage/school look and feel, high priority relationship school initiatives, outreach for schools to parents; event expenses	\$237,900
External Communications	Collateral, marketing/communications research and other marketing related support	\$78,900
Jordan Safety	Funding of safe passages around Jordan high school	\$75,000
	TOTAL	\$926,300



Actions if All Funds Aren't Raised

- Prioritize funding areas that will have the greatest impact on student achievement in 2011-2012
- Decrease scope of initiatives and fund projects for highest priority schools
- Leverage school funds as much as possible
- Push back cash flow in payments as far as possible
- Identify in-kind donations if possible (i.e., legal support for MOU)



Other Factors that Could Impact Performance

- Inability to find quality talent in remaining open positions
- Another round of potential layoffs in Spring (impacts teachers' focus and moral)
- Three schools will likely be losing QEIA money thus some teachers will receive displacement notices in Spring
- New English curriculum (Treasures) at elementary level
- Implementation challenges with Math interventions
- Unforeseen issues arising on campus (critical staff is out, tragedies, etc.)



Partnership Organizational Chart

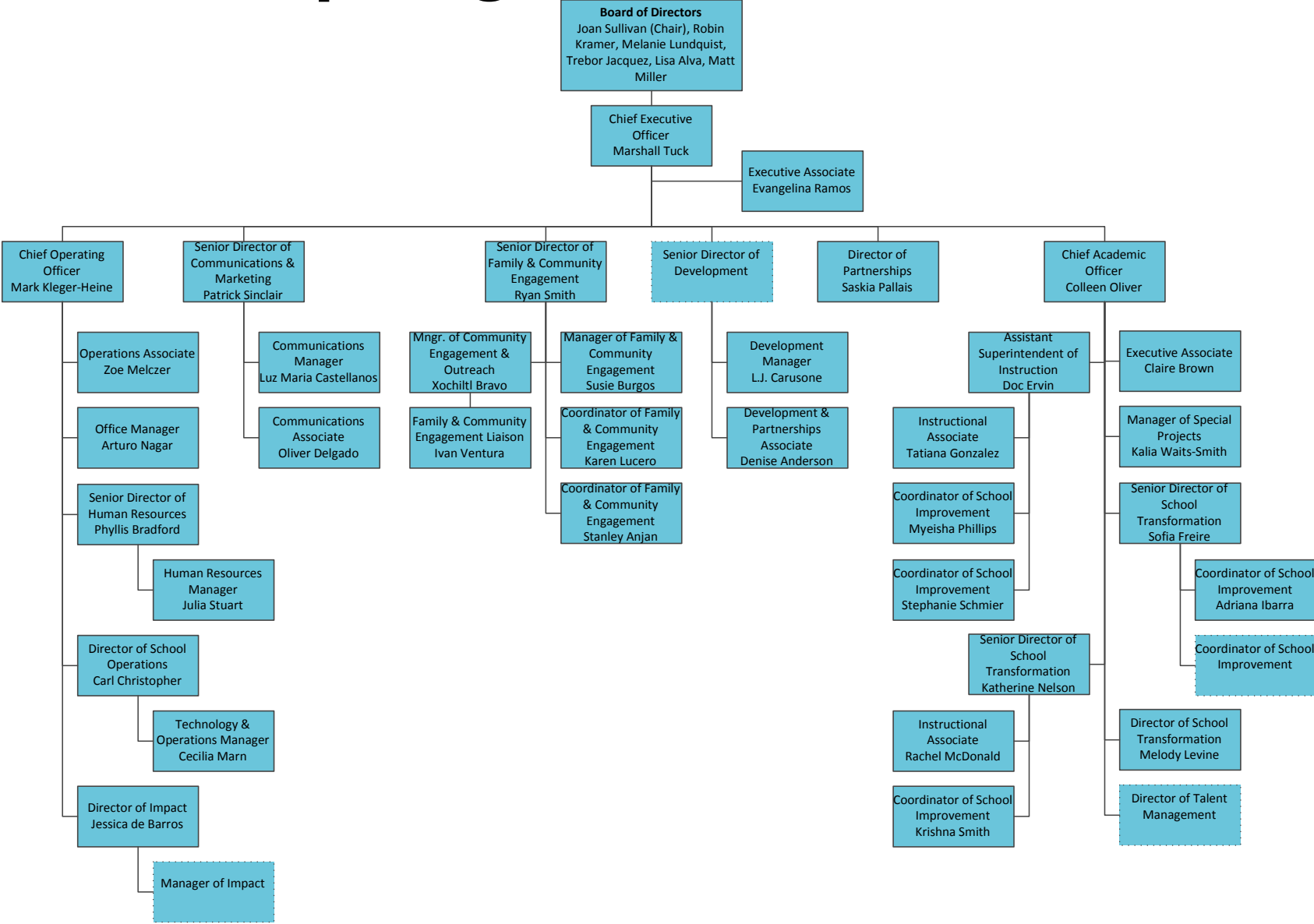




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Growth

- Partnership leadership does not believe we should expand until we deliver on two consecutive years of very strong results
- Expansion doesn't add significantly to our influence in LAUSD and the State of California
 - Currently Partnership is among the top 10% of school districts in California in terms of size (ranked 90th out of 1,037 districts)
 - We are a “mid-sized urban district” (larger than Inglewood, slightly smaller than Pasadena) and would need to expand by over 40% to be in the top 5% in the State
 - We have proven our ability to influence LAUSD at our current size
- Future expansion should be based our performance, the need to add to our feeder patterns (to deliver better results) and the potential impact on LAUSD
- Partnership leadership believes we should discuss this in more detail with Board, Mayor, funders and others after next year's results
- Growth should only be pursued with appropriate funding in place