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School Operations

SUBJECT: AUTHORIZE THE SUPERINTENDENT TO FORM A CHARTER COLLABORATION PARTNERSHIP BETWEEN THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, AND THE KNOWLEDGE IS POWER PROGRAM (KIPP)

COMMITTEE: PERSONNEL SERVICES AND STUDENT AND SCHOOL SUPPORT

LINK TO STRATEGIC BLUEPRINT: RELEVANT, RIGOROUS AND INNOVATIVE ACADEMICS

On December 15, 2014, the School Board was awarded the Florida Department of Education's District Charter Collaborative Compact (DCCC) Grant by the Florida Department of Education. The grant was subsequently accepted and approved by the School Board at its February 11, 2015 School Board Meeting, Agenda Item E-201. In August 2017, additional funds were added to the Grant by the Gates Foundation, contingent upon the approval of this Board Item. The purpose of the DCCC grant is to:

- (1) *Develop collaborative partnerships with high performing Charter Management Organizations (CMOs)¹ to develop an innovative educational program to serve at-risk students in high needs areas²;*
- (2) *Create a system of deliberate and systemic knowledge transfer and sharing of best practices across all public schools in Miami-Dade County to lead to improved school performance and student achievement; and*
- (3) *Enhance authorizing practices to ensure high quality charter schools through a rigorous process, effective oversight, and meaningful collaboration.*

The School Board of Miami-Dade County, Florida (School Board, District) continues to demonstrate a consistent and unwavering commitment to increasing academic performance in high need demographic areas by implementing sustainable strategies and programs in these areas and by offering innovative choice and magnet schools and programs to the families of Miami-Dade County to ensure that all students have access to highly effective schools and school choice options.

¹ Charter Management Organizations (CMOs) are nonprofit entities that manage two or more charter schools. CMOs often provide back office functions for charter schools to take advantage of economies of scale, but some also provide a wider range of services—including hiring, professional development, data analysis, public relations and advocacy. In contrast, Education Management Organizations (EMOs) are for-profit entities that manage charter schools and perform similar functions as CMOs. EMOs generally charge a management fee for their services to charter schools. (National Alliance for Public Charter Schools, 2014)

² At the time of issuance of the grant, high needs areas were specified by the FDOE as a neighborhood or school zone that is served by one or more traditional public schools that meets one or more of the following criteria:

- (1) On the original list of Persistently Lowest Achieving or lowest 5% of Title I eligible schools as identified in the Department's Race to the Top Application; or
- (2) Recipient of School Improvement Grant (SIG); or
- (3) Received or earned a grade of "F" in 2011-12 or 2012-13.

Aligned with the DCCC Grant priorities (1) and (2) and the School Board's Vision 20/20 Strategic Plan (*Pillar I Relevant, Rigorous & Innovative Academics; Priority 3 – Provide equitable access to quality instructional programs; and Objective 5 - provide a high quality educational choice for at-risk students and their parents which in turn will serve as a model that can be replicated nationally and enhance the District's choice offerings*), the School Board and the Knowledge is Power Program (KIPP) desire to establish a District Charter Collaboration Partnership. This Partnership would be the first of its kind in the State of Florida and can serve as a model for such collaboration nationally. The Partnership seeks to provide additional educational choices for students who reside in Miami-Dade County's high-need Liberty City community and to offer nationally-recognized professional development and other best practices in the areas of operations, instruction, school culture, college and career preparation, and leadership to Liberty City educators, school leaders, and community stakeholders/organizations. The Partnership aspires to share its findings across the District, state and nation. Both the School Board and KIPP share the belief that all children should have access to a high-quality education and that families should be able to choose from a range of educational options. Therefore, this Partnership is being developed to allow the School Board and KIPP to strategically identify and deploy effective educational choice options to students together on the basis of need, equity, and academic value.

KIPP Miami, Inc.

KIPP is a national non-profit network of college-preparatory public charter schools serving elementary, middle, and high school students. KIPP has a 20-year track record of preparing students for success in college and life. Currently, KIPP schools educate nearly 80,000 students in 200 schools across 20 states and the District of Columbia. KIPP is committed to operating high-quality schools in educationally underserved areas. Nationally, KIPP's student population is 56% African-American, 39% Latino and 88% eligible for Free or Reduced Price Lunch.

KIPP's results have earned it national recognition as a top charter school operator:

- 50% of students who completed at least the eighth grade with KIPP have graduated college, 44% with a bachelor's degree and 6% with an associate's degree, compared with 9% of their peers from similar communities.
- 94% of students who completed at least the eighth grade with KIPP have graduated from high school.
- Students who start with KIPP in elementary school are redefining the odds. In Los Angeles, two of KIPP's elementary schools rank in the top 5% of the school district in both reading and math (out of +1000 district elementary schools).

KIPP has developed nationally-recognized professional development programs for its educators and school leaders. KIPP is also a national leader in supporting students in preparing for, applying for, and completing college. KIPP's model is built on a culture of support and high expectations for all students, a focus on preparing all students for college and career, character development, empowering highly effective teachers and leaders, and creating safe, structured, and nurturing environments for students.

KIPP Miami, Inc. is a Florida non-profit corporation formed as part of the KIPP national network to operate charter schools in Miami. KIPP Miami, Inc. is overseen by and will

thereby leverage the successful track record of KIPP New Jersey which formed in 2002 and serves over 4,500 students in grades K-12.

The School Board's Charter School Landscape

Miami-Dade County Public Schools (M-DCPS) is the nation's fourth largest school system. Miami Dade County is an urban/sub-urban community that is ethnically diverse and culturally vibrant. The school district includes over 350 schools serving nearly 400,000 PreK-Adult students, and 50,000 employees. The student body represents over 150 countries and speaks nearly 70 languages; over 70 percent of students are eligible for free or reduced price lunch; and nearly 80,000 students have an ESE primary exceptionality. M-DCPS' charter school landscape is atypical in that 82% of charter schools are managed by for-profit educational management organizations (EMOs). To put that number in context, 42% of charter schools are managed by EMOs statewide and this number is only 16% nationally. Non-profit charter management organizations (CMOs) manage 28% of charter schools nationally but only 5% of charter schools in Miami-Dade. Additionally, the School Board is not empowered to ensure that charter schools open in the areas of greatest need. In Miami-Dade, only 53% of charter school students qualify for free or reduced price lunch versus 71% across the District overall. KIPP Miami, Inc. will be a unique addition to M-DCPS' charter school portfolio in that it is a CMO and is seeking to operate in one of the District's most high-need communities, Liberty City.

Liberty City Landscape

Liberty City is a predominantly African American community in the northwestern section of Miami-Dade County. This community has one of the highest concentrations of poverty in the county with the median family income being half of that for Miami-Dade County and the State and the percentage of people in poverty more than double. There are currently a number of community partners coming together with the goal of restoring value to education and improving achievement outcomes of children attending Liberty City schools. KIPP is well positioned to work alongside these community partners to infuse needed educational resources and support into Liberty City.

M-DCPS School Board Commitments

Due to the current level of school funding in Florida, to successfully replicate the KIPP model and educational program – which involves extra-time and a longer school year – KIPP requires the use of District facilities. The District commits to provide KIPP Miami, Inc. access to locate in underutilized space at Poinciana Park Elementary School within Liberty City, subject to all other terms and conditions specified in the District's facilities usage agreement. Additionally, as prescribed and purchased through the DCCC grant, furniture, fixtures and equipment will be provided to help equip classrooms.

KIPP Miami Commitments

KIPP Miami, Inc. will collaborate with the District to provide additional educational options to students within Miami-Dade's Liberty City community by implementing the organization's approach to instruction, school culture, character and talent. Like at other KIPP schools, KIPP Miami, Inc. will hire and develop great teachers and school leaders to provide rigorous academic preparation, infused with character education, set high

expectations and help students meet them, and provide exceptional college guidance once students are ready to apply to college.

KIPP Miami, Inc. will contract with M-DCPS for comprehensive District-management services and purchase other ancillary services (i.e., food service and transportation) through separate agreements with the District.

KIPP will offer its nationally recognized training programs to District personnel and will share its academic and character resources and other KIPP best practices with District students, teachers and administrators, concentrating initially on sharing these resources with neighboring schools. KIPP will also offer training and knowledge sharing regarding its "KIPP Through College" program to District staff, with a special focus on working with high schools within the area.

KIPP Leadership Professional Development

The nationally recognized KIPP School Leadership Programs (KSLP) have been developing school-based staff in the areas of instructional leadership, school culture, equity and change management for nearly twenty years. KSLP trains leaders at all levels from KIPP schools across the country, as well as a small group of leaders from partner organizations.

In this Collaboration Partnership, M-DCPS personnel from neighboring schools will be identified and selected to participate in the following KIPP School Leadership Programs: Teacher Leader, Leadership Team, Successor Prep and the Fisher Fellowship. KIPP will also share new national and regional programming options with M-DCPS as they arise, to ensure District personnel can benefit from additional learning opportunities.

The purpose of each program is as follows:

- The **Teacher Leader** program is a three-day program designed to prepare teachers to move into initial leadership roles (such as Grade Level Chair). Participants focus on sharpening instructional skills and team leadership, including learning to build an effective culture and communicate with diverse groups of stakeholders;
- The **Leadership Team** program prepares educators to rise into the assistant principal role. Through classroom training, team work, and an individual project, participants gain advanced skills in instructional leadership, improve capabilities around data analysis skills, gain exposure to people management practices, refine their leadership identity, and prepare to become members of a school-wide leadership team;
- The **Successor Prep** program prepares educators who will take on leadership of an existing school within 18 months of starting the program. Participants gain capabilities around change management, transition planning, and performance management through classroom training and a change management project that results in building a specific change management plan to guide their work of identifying and addressing opportunities to improve the school at which they will become principal; and,

- The **Fisher Fellowship** is a prestigious, year-long program that prepares educators to found and lead new schools in underserved communities. Each participant will become ready for key elements of school leadership: establishing an instructional vision, developing efficient operating systems, hiring teachers, and community outreach.

In addition to these KIPP School Leadership Programs, District educators will be invited to observe school-based professional development in KIPP schools and the School Board will have access to academic and character resources from KIPP.

Activities:

1. KIPP and the School Board will identify M-DCPS educators from neighboring schools who would benefit from the training through the KIPP School Leadership Programs and support them to apply to the programs.
2. KIPP will reserve space for 3 M-DCPS participants per year in its Teacher Leader and Leadership Team cohorts, and 2 spaces per year in Successor Prep and Fisher Fellowship.
3. KIPP and the School Board will select leaders to attend the KIPP School Leadership Programs.
4. KIPP will provide the School Board the allotted spaces defined above, at cost, so that KIPP programming is free of charge. The costs incurred will be for participant travel, meals and instructional materials, and these items will be provided at KIPP's cost.

KIPP Through College

KIPP has developed a robust program aimed at supporting students as they prepare for and select the right college and career path based on their interests and needs. KIPP's college match program is a data-driven process that aids students in understanding their academic profiles, building a strategic list of schools to target, and navigating financial aid. After high school, KIPP advisors help alumni navigate the academic, social, and financial challenges they might encounter while in college or pursuing a career. KIPP also partners with over 80 colleges nationwide to identify strategies these higher education institutions can implement to close the achievement gap for all first-generation college students.

Activities:

1. KIPP will provide at least eight hours of professional development training and access to its data and research on college match and persistence to M-DCPS college counseling personnel within Liberty City and District-wide.

Joint Commitments

Both the School Board and KIPP Miami, Inc. commit to working collaboratively to improve educational outcomes for students within one of the county's most high-need areas, Liberty City. Both organizations commit to developing and deepening community partnerships within Liberty City. Both organizations commit to sharing best practices developed through this Partnership through the dissemination of lessons learned and

sustainable strategies with the goal of replication in other high-need areas across the county, state, and nation.

Timeline

1. On October 5, 2016, the School Board approved an application for KIPP Miami, Inc. to operate a K-5 elementary school to open in Fall 2017, pending successful negotiation of a charter contract. KIPP Miami, Inc. was granted a deferral to allow the school to open in Fall 2018. In the future, in accordance with state law and School Board policy, KIPP envisions submitting applications and requesting approval from the School Board to open additional charter schools, renewals, and/or amendments to the initial charter school contract. The School Board will review and evaluate KIPP's requests in accordance with state law, Board policy, and negotiated performance measures. KIPP understands that this Collaboration Partnership does not guarantee approval by the School Board of any KIPP charter request.
2. At its November 2017 meeting, the School Board will be presented for approval with a charter contract between KIPP Miami, Inc. and the School Board, a lease/facilities use agreement for KIPP Miami, Inc. to co-locate within Poinciana Park Elementary School beginning in the 2018-19 school year, and authorization to negotiate and execute a District management agreement.
3. In August 2018, KIPP Miami, Inc. will open to serve up to 400 students in grades K-1 and 4-5 with the goal of expanding to a K-8 school by 2022, subject to Board approval of a subsequent charter contract amendment.

RECOMMENDED: That The School Board of Miami-Dade County, Florida, approve the District Charter Collaboration Partnership between the School Board and KIPP Miami, Inc., as described in this Agenda Item.