



RISE

Resources for Indispensable
Schools and Educators

**RISE New York
White Paper
September 5, 2008**

NYC Student Population

1.03 million students

Minority Populations

- 35% Black
- 36% Hispanic
- 14% Asian
- 11% recent immigrant

Socioeconomic Need

- 74% eligible for free/reduced lunch

Special Population

- 13% English language learners
- 9% Special Education

Grade Level

- 41% elementary school
- 19% intermediate/middle school
- 26% high school

Sources: <http://schools.nyc.gov/Offices/Stats/default.htm>, October 31st, 2007.

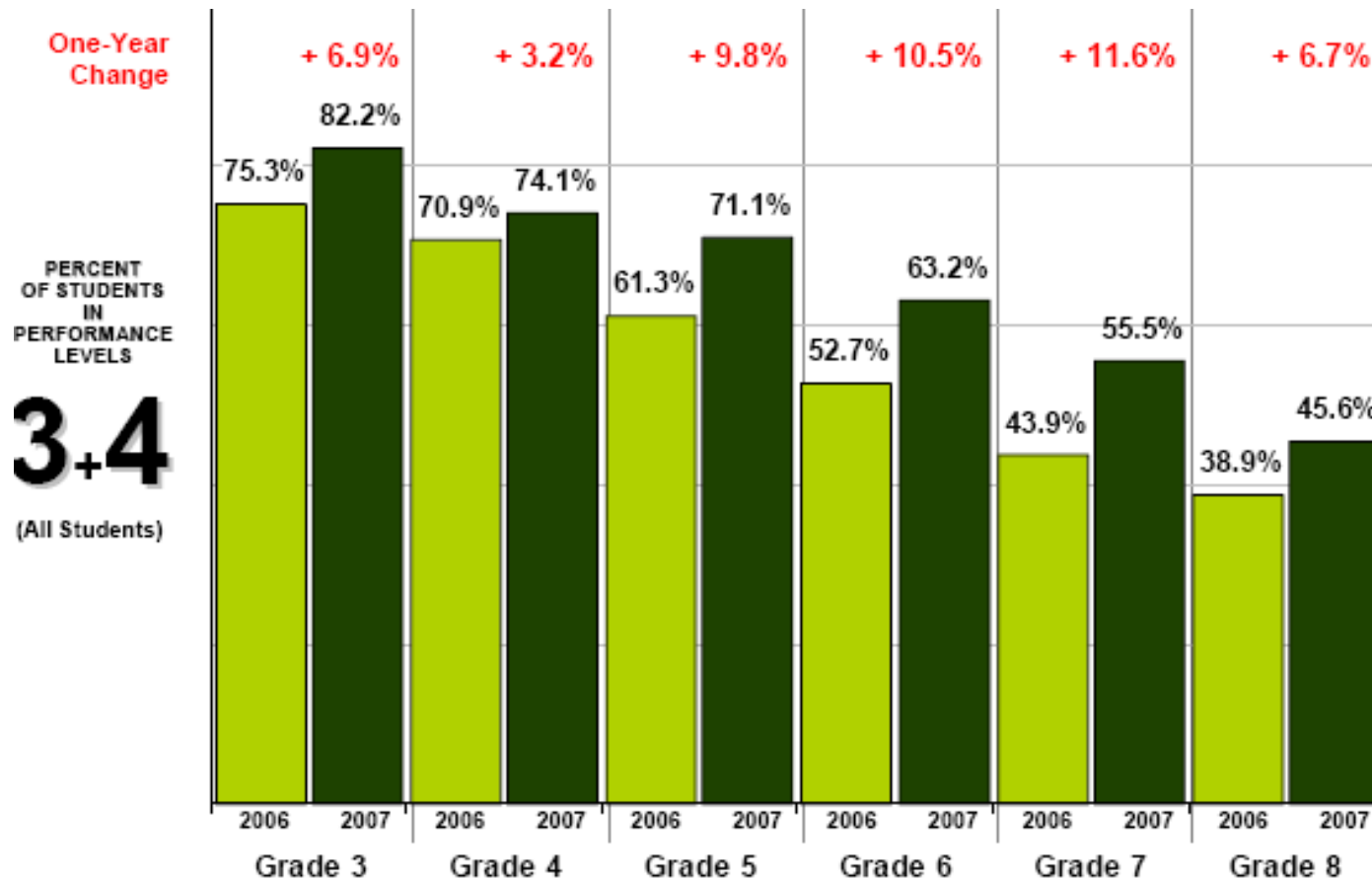
[http://www.nycchartercenter.org/pdf/05-06_NYCCCSEAnnualReport_FINAL.pdf..

**Does not include charter schools.

NYC Student Population

Student Achievement Indicators

New York State Math Assessment 2006-07
Students proficient or exceeding grade level

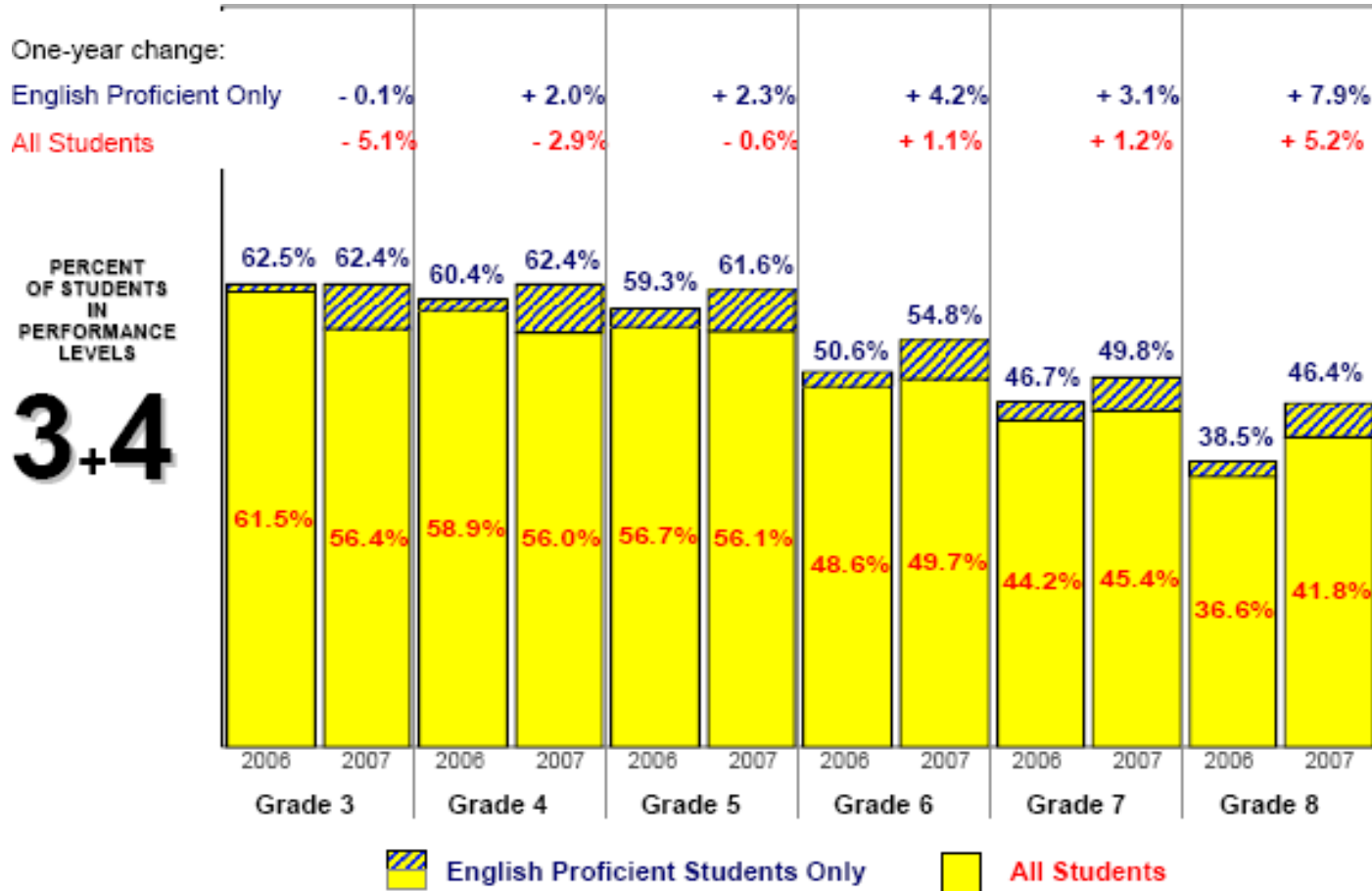


NYC Student Population

Student Achievement Indicators

New York State ELA Assessment 2006-07

Students proficient or exceeding grade level



NYC Student Population

Student Achievement Indicators

High School Students

- Only 41.8% of students will enter high school proficient in ELA in Sept 2007.
- Only 45.6% of students will enter high school proficient in Math in Sept 2007.
- In 2006, the four-year graduation rate was 60%, up from 45% in 1996 according to city data. NYS lists a 50% graduation rate.
- In 2006, average daily attendance in high schools was 82%.

NYC Teachers

80,000 teachers citywide

- United Federation of Teachers (UFT) represents 74,000 teachers.
- New Open Market system allows teachers to transfer easily within DOE schools, through a process facilitated by the DOE
- Nearly 50% of all teachers have less than five years of teaching experience
- 10% of all teachers are NYC Teaching Fellows
- 1.2% of all teachers are TFA corps members
- 33% of all teachers are Black or Hispanic
 - 71% of all students are Black or Hispanic

NYC Teachers

Teacher Attrition

- The NYC Teaching Fellows program (part of the TNPT) has helped reduced new teacher attrition rates in years 1 & 2. The program requires a two-year commitment and supplies 28% of new teachers in the city.
- However, 42% of teachers leave within their first five years of teaching
- The annual teacher replacement rate is 10%. That is, on average, 8,000 new teachers must be hired annually.
- The number of all pedagogues resigning from their jobs (as opposed to retiring or leaving because of licensure) has almost doubled over the last five years. In 2006, 4,606 teachers resigned.
- NYC may have to hire an additional 1,300 teachers in 2007-08 because of class size reduction mandates.
- With the new **open market hiring system**, experienced teachers can transfer more easily between NYC public schools. In 2006, more than 3,000 experienced teachers applied for open jobs and were selected by principals for vacancies across the system

NYC Teachers

Traditional Teacher Training

- Recent New York State law requires that all classroom teachers meet NYS certification requirements. Some alternative certification pathways exist.
- There are many teacher training schools in New York. Programs with strong placement programs in NYC public schools include:
 - Teacher College, Columbia University
 - Bank Street School of Education
 - Brooklyn College
 - City University of New York (Hunter, City College)
 - Mercy College
 - PACE University (TFA's main partner)
 - Steinhardt School of Education, NYU
- By NYS law, every new teacher receives a mentor, through a complex web of programs across the system.
- No less than 70% of charter school teaching staff may be uncertified. Teachers must work toward certification after they are hired.

NYC Teachers

Alternative Certification Programs

New York City Teaching Fellows

- In 2007-08, 1,725 new fellows will be placed in NYC public schools
- 10% of total teaching force are fellows (8,000 teachers)
- 28% of all *new* teachers are fellows
- 50% of all *new math and special education* teachers are NYC teaching fellows
- 36% of fellows are Black or Hispanic
- 89% of fellows begin a second year of teaching
- 75% teach for at least three years
- *Fellows cannot teach in charter schools during their two year placement*

Teach for America-New York

- 10% of all new teachers are TFA corps members
- 1,000 corps members were teaching in NYC schools in 2006
- TFA members have “discernibly higher exit rates” than other alternative certification programs.

Smaller Alternative Certification Programs

- Teaching Opportunity Program (TOP)—run through CUNY recruits math, science and Spanish teachers
- Teacher You: KIPP/Achievement First/Uncommon Schools teacher academy
- International teachers—this program has been reduced significantly in recent years, because attrition rates among international teachers were high
- NYC Partnership for Teacher Excellence

Sources: <http://www.tntp.org>; <http://www.uft.org>

NYC Teachers

Teacher Incentive Programs (only available to DOE schools)

- Teachers of Tomorrow: up to \$3,400 stipend for new teachers teaching in high need schools
- Housing Support Program: \$15,000 over three years given to experienced math & science teachers in high need schools
- Scholarship Program: for new teachers in specified bilingual and monolingual areas of education
- Loan Forgiveness Program: for bilingual education teachers, in exchange for teaching commitment
- Conversion Program: tuition reimbursement for certified teachers that want to receive additional certification in shortage area subjects

Programs funded by the Petrie Foundation

- Partnership for Excellence Program (funded by Petrie Foundation)
- Scaffolded Apprenticeship Model (SAM): path to administrator, principal, and lead teacher certification through school based action-research process.

Detailed information available at: <http://www.teachnycprograms.net/>

NYC Teachers

Teacher Recruitment & Attrition for Charter Schools

- Charter schools do not have access to typical DOE hiring venues or teacher incentive and training programs. Recently, select charter schools have been permitted to attend DOE hiring fairs (through the Charter Center).
- Charter schools recruit at job fairs for local and national schools of education, and through online recruitment (nytimes, craigslist, idealist).
- Charters cannot hire teaching fellows until they've worked in DOE schools for at least two years. Mercy College hosts a job fair for charter schools and invites 2nd year fellows.
- Charters have access to a limited number of new TFA corps members.
- The Center also recently hired a Director of Recruitment that will pool candidates to share with schools; will create resume bank.
- KIPP, Uncommon Schools, and Achievement First are partnering with Hunter College to create a teacher certification program for current teachers that are not NYS certified. The pilot year began in August 2007.
- There is no good data available on teacher attrition in NYC charter schools overall. The Center for Charter School Excellence is currently collecting data from exit surveys for the 2006 school year.
- The UFT created a primary and secondary charter school in which teachers are unionized. This the only model of its kind across the country.

NYC Schools

The Basics

- **1,513** schools and programs citywide
- Every school model under the sun exists in New York: K-5, K-6, K-8, K-12, 5-8, 6-8, 6-12, 9-12, transfer schools, schools in correctional facilities, night schools, gifted and talented, selective schools, vocational schools, charter schools, small theme-based schools, large schools, etc.

Source: <http://schools.nyc.gov/Offices/Stats/default.htm>, October 31st, 2006.
Does not include charter schools

NYC Schools

School distribution by grade levels/type

- 48% elementary schools or K-8
- 21% JHS/intermediary
- 6% secondary (6-12)
- 25% high schools
- 3% K-12 schools

School distribution by borough

- 25% Bronx
- 30% Brooklyn
- 19% Manhattan
- 21% Queens
- 4% Staten Island

Source: <http://schools.nyc.gov/Offices/Stats/default.htm>, October 31st, 2006.

NYC Schools

Recent History of School Governance

- From 1969-2002, schools were run by **32 elected community school district**, and a central elected board of seven.
- **In 2002**, Mayor Bloomberg took control of the school system, got rid of the central board, and converted 32 community districts to **10 regions**, and changed the Board of Education (BOE) to the Department of Education (DOE).
- **In 2006**, 322 schools left the regional governance structure to become **Empowerment Schools**: gaining more control over school decision-making, more discretionary \$, less access to central services.
- **In 2007**, regions will be eliminated completely. Instead, all schools will be held to a **higher level of accountability and principals will be given more autonomy** over instructional and budgetary decisions. Each school selected from one of eleven **School Support Organizations (SSOs)** to provide instructional supports to their school.
- Operational support will be provided centrally to all schools through the **Integrated Service Center (ISC)**.

NYC Schools

There are three types of SSOs:

- **Empowerment Schools Organization (ESOs)** 24 ESO networks led by DOE facilitators
- **Learning Support Organizations (LSOs):** 4 LSOs led by former DOE regional superintendents
- **Partnership Support Organizations (PSOs):** 6 PSOs led by nonprofit educational organizations

School distribution by SSO

- 35% ESO
- 54% LSO schools
 - 27% Integrated Curriculum and Instruction (Judith Chin)
 - 12% Community Learning (Marcia Lyles and Elaine Goldberg)
 - 8% Leadership Learning (Laura Rodriguez)
 - 7% Knowledge Network (Cathy Cashin)
- 11% PSOs/Nonprofit intermediaries
 - 5% New Visions for Public Schools
 - 4% Center for Educational Innovation-Public Education Association
 - 1% Replications, Inc.
 - Less than 1% CUNY
 - Less than 1% Academy for Educational Development
 - Less than 1% Fordham University

NYC Schools

New School Creation

- In the 1990s, 60 small, public alternative schools of all levels (elementary, middle high) were created.
- Between Sept 2002 and Sept 2007, the DOE will have created 302 new schools.
 - 232 new secondary schools (6-12s and 9-12s)
 - 10 new elementary schools
 - 60 charter schools (4% of schools)
- By September 2010, there will be 410 new schools.
- Over 20 nonprofit intermediaries have assisted in creating these schools.

NYC Schools

Charter Schools

- In Sept 2008, there will be 78 charter schools.
- Key Charter Support Organizations:
 - Achievement First (4 schools)
 - Beginning with Children Foundation (2 schools)
 - Building Excellent Schools (4 schools)
 - Harlem Children's Zone (2 schools)
 - KIPP (4 schools)
 - Uncommon Schools (2 schools)
 - Victory Schools (5 schools)
- In Spring 2007, the charter school cap was lifted by New York State. 50 new charter schools will be created in the next five years.

Emerging Schools in New York

PROJECTED NEW SCHOOL GROWTH IN NYC: 2002-2010*					
	2002- 2006	2007	2008	2009	2010
New small schools	202	232	260	280	300
Charters	58	60	78	95	110
Total new schools	260	292	338	375	410

Note: it is difficult to estimate the number of “schools under dynamic new leadership.”
 NLNS only places its principals in new schools, so their principals are included in the numbers above.
 NYC Leadership academy places new leaders in existing schools, but the quality of leadership is unclear.

*Estimates based on data from:

- <http://schools.nyc.gov/Offices/NewSchools/Schools/>
- http://schools.nyc.gov/NR/ronlyres/A3C1C0D4-75A6-4B76-B199-1E72BF3DC2E4/23443/List2007NewSchoolsFINAL6_06_08.pdf
- <http://schools.nyc.gov/OurSchools/Region84/Schools/default.htm>

Emerging Schools in New York

NEW DOE PUBLIC SCHOOLS BY TYPE			
	2002-2006	2007	% of new schools
New elementary (small)	7	11	5%
New middle (small)	38	44	18%
New secondary	36	51	21%
New high (small)	121	134	56%
TOTAL	202	240	100%

CHARTER SCHOOLS BY TYPE			
	2002-2006	2007	% of charter schools
Elementary	27	28	47%
K-8	11	11	18%
Middle	9	10	17%
Secondary	3	3	5%
High	3	3	5%
K-12	5	5	8%
TOTAL	58	60	100%

NYC Schools

Leadership Training Programs

- **NYC Leadership Academy** exclusively trains new leaders to take over existing schools.
 - Nonprofit entity, established in 2003, that trains DOE principals
 - 50-55 principals are placed annually, after making it through a 14-month training process.
 - New principals recruit teachers through their personal networks.
Would like to support principals more with recruitment.
- **New Leaders for New Schools** is funded by the DOE to train leaders for *new* schools only. (This differs from their model in other cities)
 - As of May 2007, 61 NLNS graduates are in school leadership positions. 45 are principals, 16 are APs.
 - Charter Center funds up to 8 NLNS principals/year to lead new or existing charter schools.
 - One of NLNS-New York's top priorities in 2007 is establishing a program to support principals with teacher recruitment.

NYC Schools

Assessment Mandates

- **School Quality Reviews** are a qualitative evaluation of the whole school, including teacher satisfaction measures such as:
 - Alignment of PD
 - Teacher involvement in school decision making
- **School Progress Reports**
 - Quantitative measures of student achievement & relative growth from year to year.
 - School environment surveys: students, parents, **teachers**
- **Children's First Intensive**
 - Team of school staff, led by principal, selects cohort of struggling students and use action research methods to design an intervention

NYC Schools

Public Information about NYC Schools

- All aforementioned **assessment results** will be posted on the DOE website
- On **each school's DOE homepage**, attendance rates, student population breakdown, building and facilities report, & budget summary are also available.
- www.insideschools.org: parent resource created by Advocates for Children. Used widely in NYC. Has narrative information about the school environment and testimonies from parents.
- All of these should be considered for RISE's New York schools data dashboard.

NYC MARKET DISTINGUISHING FACTORS

- **Rapid New School Growth**
 - Between 2002 and 2006, 202 new small schools and 58 charter schools were created
 - By 2010, there will be approximately 300 new small schools and 110 charter schools
- **Principal Autonomy and Accountability**
 - Principals have greater decision-making power
 - Principals are held accountable based on multiple DOE-mandated assessments
- **School Support Organizations**
 - Principals choose from choose from one of 34 school support organizations, which replace many functions of a traditional school district.
 - School support organizations are internal (DOE-operated) and external (nonprofit)

RISE NEW YORK: S.W.O.T. ANALYSIS

- Strengths
 - RISE’s existing network of support in NY from:
 - School orgs: NLNS, CMOs (KIPP, Achievement First, Uncommon), NYC Center for Charter School Excellence
 - Induction programs: New Teacher Center, New Teacher Project
 - Philanthropy : Individuals + Petrie and Robertson Fund
- Weaknesses
 - No existing NYC RISE teacher pool in New York—schools have to trust us based on experience in other metro areas
 - Limited success with district schools in new markets

RISE NEW YORK: S.W.O.T. ANALYSIS

- Opportunities
 - Open market system for all teachers
 - Emerging schools market is growing from 260 schools to over 400 schools in the next five year
 - School support organizations & CMOs have varying levels of capacity around teacher recruitment & retention
 - Principal autonomy allows DOE schools to make choices about services at the individual school level
 - Positive climate for market-driven approaches to school improvement and transparency of school results
- Threats
 - NY market is saturated with support organizations (both formal and informal) for schools
 - Fear of RISE's sticker cost as principals are managing budgets for the first time
 - Overall resistance to more assessment requirements and intervention strategies
 - 63% of all teachers in emerging schools (DOE & charter schools) are secondary or high school teachers.
 - Potential governance change in 2009

RISE NEW YORK STRATEGY

- RISE will build relationships with key school support organizations working with new small schools, charter schools and schools under dynamic new leadership.
- RISE will approach schools based on support organization's recommendations.
- The number of RISE Partner Schools will increase over six years until RISE works with ~ 20% of New York City's schools

RISE Partner Schools	RISE 2007-08	RISE 2008-09	RISE 2009-10	RISE 2010-11	RISE 2011-12	RISE 2012-13	RISE 2013-14
New small schools	Fundraising, Planning, Executive Director recruitment	5	15	30	60	120	160
Charters		15	25	40	50	60	70
New Principals (NLNS/Leadership Academy)		5	10	30	40	60	70
Total RISE Partner Schools		25	50	100	150	240	300

RISE NEW YORK STRATEGY

2008-009 Timeline	RISE will:
September- October	<ul style="list-style-type: none"> <input type="checkbox"/> Meet with school support organizations <input type="checkbox"/> Meet with varied groups of school principals
November- December	<ul style="list-style-type: none"> <input type="checkbox"/> Visit and sign-up schools <input type="checkbox"/> Administer TCS (30 days after school sign-up) <input type="checkbox"/> Build partnerships with teacher training organizations
January- February	<ul style="list-style-type: none"> <input type="checkbox"/> Visit and sign-up schools <input type="checkbox"/> Administer TCS (within 30 days of school sign-up) <input type="checkbox"/> TCS Presentation (within 30 days of survey administration) <input type="checkbox"/> Teacher recruitment—local support
March-April	<ul style="list-style-type: none"> <input type="checkbox"/> Administer TCS (within 30 days of school sign-up) <input type="checkbox"/> TCS Presentation (within 30 days of survey administration) <input type="checkbox"/> Teacher recruitment—local support <input type="checkbox"/> Matching support to schools
July- August	

Mayor Bloomberg

Orange = current RISE contact
Red = make sure they know about RISE

Dennis Walcott
Dept Mayor
Education &
Comm Dev

Joel Klein
Chancellor
DOE

Kristen Kane
COO
DOE

Advocates

Randi Weingarten
President
UFT

Kim Sweet
E.D.
Advocates for
Children

Ernest Logan
President
CSA

Robert Jackson
City Council Member
Education Committee Chair

Human Capital

Chris Cerf
Deputy Chancellor
Organizational
Strategy, Human
Capital, External
Affairs

Sandra Stein
CEO
Leadership Academy
(DOE principal training)

Amy McIntosh
Chief Talent Office
(Teacher /Principal
Recruitment)

Existing
DOE schools
seeking new
leaders

NYC
Teaching
Fellows

Scholarship
& Incentive
Programs

Partnerships
with Schools
of Education

Teach for
America

Teaching & Learning

Jim Liedman
Chief
Accountability
Officer

Marcia Lyles
CEO
Teaching &
Learning &
LSOs

Garth Harries
Deputy Chancellor
Office of Portfolio
Development (OPD)
(New & Charter Schools)

Eric Nadelstern
CEO
Empowerment
Schools

Jo Ellen Lynch
CEO
PSOs

CMOs &
Charter
Authorizers

Nonprofit
Intermediaries

Empowerment
Networks
(leaders & staff)

Nonprofit
PSOs

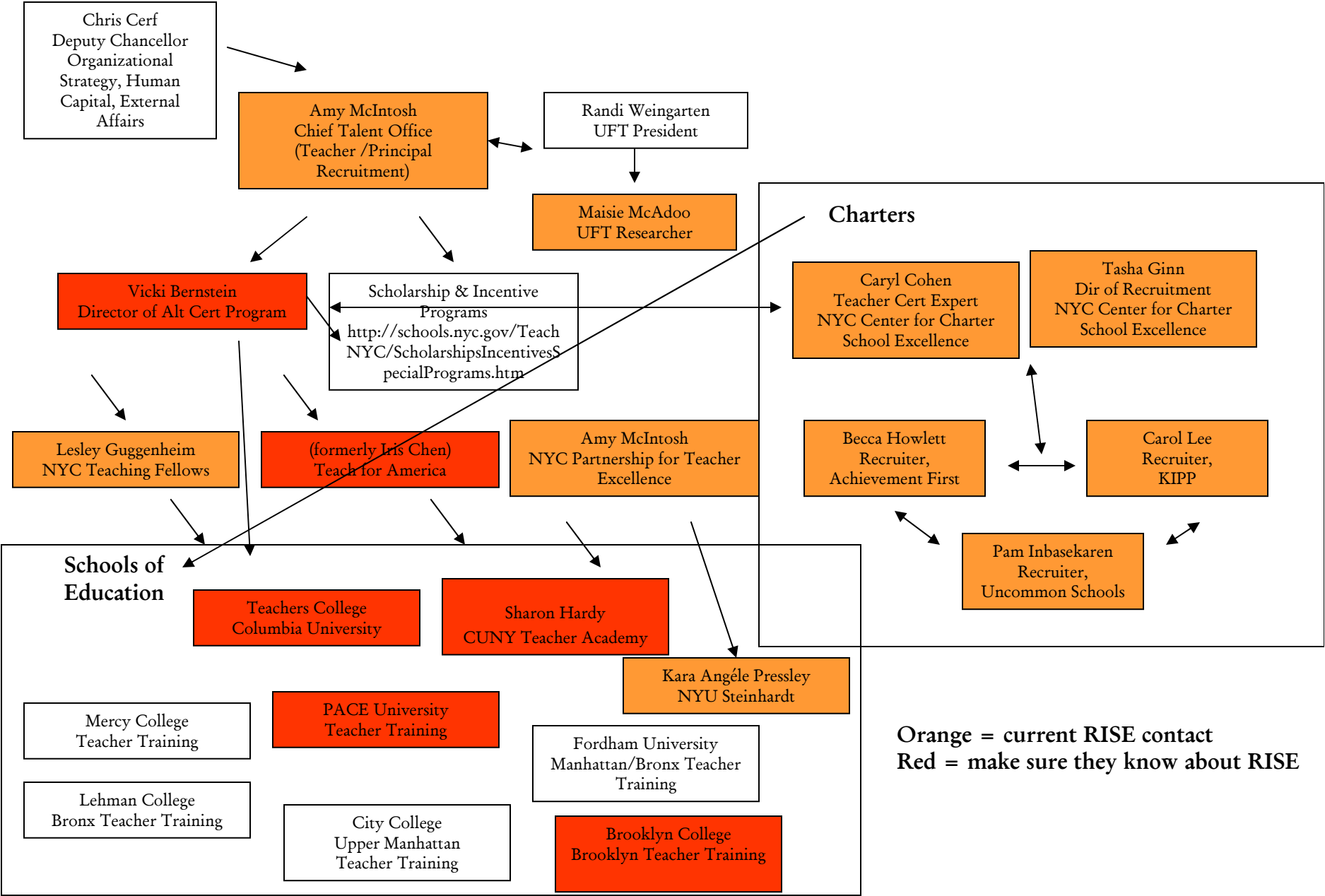
Charter
Schools

New Small
Schools

Empowerment
schools

PSO schools

Key Teacher Recruitment Contacts



Key School Recruitment Contacts

