



## **COMPACT BETWEEN YES PREP PUBLIC SCHOOLS AND ALDINE INDEPENDENT SCHOOL DISTRICT**

Hispanics and African Americans make up two-thirds of Houston's population. But just 7% of Houston's Hispanic students and 11% of its African American students will earn a college degree.

*Source: Texas Higher Education Data, Regional Data for Seventh Grade Cohort and High School to College*

The Aldine Independent School District rarely seeks the spotlight. Yet, in many ways, Aldine's strategies have for years set the pace for districts across Houston. Aldine is the fourth-largest school district in the greater Houston area, but Aldine's influence is far greater than numbers alone indicate. This influence gives Aldine and YES Prep confidence that this compact holds the potential to push the entire Houston metro area—the fourth-largest in America—to bolder and more immediate action to solve the crisis of the achievement gap.

When Aldine won the prestigious Broad Prize for Urban Education in 2009, even some Houston observers were caught by surprise. The Broad Prize report revealed that, without much fanfare, Aldine had steadily delivered student results that well outpaced the performance of its neighboring districts—even though Aldine serves a higher percentage of economically disadvantaged students than the far better known, far more scrutinized Houston Independent School District.

Following the Broad Prize win, Aldine's practices drew increased attention from other education leaders eager to learn more about what was working. Quickly, these explorations solidified Aldine's reputation as a district not afraid to do things against the grain of conventional wisdom. Aldine has a notable track record of developing successful leaders from within. On measures such as staff retention and leadership stability, Aldine's performance stands apart from the other 20-plus public school districts in metropolitan Houston. Additionally, Aldine is among the few large urban districts anywhere in the country with a remarkably stable Board of Trustees and a long-serving, widely respected superintendent. This continuity of leadership has buffeted Aldine from the political winds that so often disrupt meaningful, sustained change in urban education.

Aldine also is a district that is *highly* comparable to many districts in Houston, including HISD. Nearly 90% of its students are economically disadvantaged. 65% of its students are

Latino/Hispanic, and 30% are African American – closely mirroring the demographics of many large urban districts. It is a large district, similar in size to 4 other major Houston districts.

**Houston Districts by Size;** *Source:* District Enrollment Information, November 21, 2013

Houston ranking by size	District Name	Student Enrollment
1	Houston ISD	211,432
2	Cypress-Fairbanks ISD	110,426
3	Klein ISD	48,046
4	Aldine ISD	67,458
5	Katy ISD	67,570
9	Spring Branch ISD	35,302

Finally, we believe there is enormous symbolic power in Aldine’s courageous decision to follow Spring Branch ISD and North Forest ISD in partnering with high-performing charter systems—who are still their competitors, in a very real sense. Aldine directly borders HISD, and serves a similar student population. Aldine’s partnership with YES Prep now, and their potential partnership with KIPP Houston or possibly others down the road, begins to make district-charter collaboration look less like an anomaly (a one-off experiment with Spring Branch) and more like a pattern. With 2 very different but influential traditional districts partnering with KIPP and YES Prep, elected officials and district Trustees begin to take notice and get questions from their parents and constituencies. We believe that this compact holds the potential to ‘tip’ additional districts, including HISD, to move toward a portfolio-driven approach in their systems.

This partnership—the second in Houston—would also take strides toward overcoming the structural challenges that have prevented district-charter collaboration in the greater Houston area. In many ways, the Aldine compact has benefited from the groundwork laid by the Spring Branch ISD, KIPP Houston, and YES Prep partnership (SKY). Most significantly, the SKY partnership created a “blueprint” that the Aldine discussions could follow. Specifically, the Aldine-YES Prep Steering Committee was modeled after the SKY Steering Committee—but, in the case of Aldine, we were able to lay out a much more clear structure for the essential conversations that needed to happen, ranging from high-level contract negotiations to the fine-grain operational issues related to sharing a facility. As a result, the Aldine compact (including YES and any prospective future partners) planning has moved forward much more efficiently and effectively—simply because we had the benefit of hindsight that we did not have when we first embarked on the SKY partnership. If other future Houston districts point to barriers such as facilities constraints, student information sharing, or financial challenges, Houston leaders have not one but two successful examples of district-charter collaboration—and a clear “roadmap” to success—to refute the claim that partnerships cannot work. In a sense, our partnership has completely removed the issue of “competition” for students. Aldine ISD can continue to improve college going rates and keep its students. And, at the same time, YES Prep is able to address their shortage of facility funding and meet their expansion plans by partnering with Aldine ISD. Therefore, our compact takes the age old problem- competition for students between regular district and charter schools- out of the equation.

Both Aldine and YES Prep feel a tremendous sense of urgency to begin the hard work now, for two primary reasons. First, across the greater Houston area, there is a critical need for improvement in the performance of middle and high schools. According to the Texas-based research organization Children At Risk’s most recent rankings of public schools, 12% of all Houston elementary students attend failing schools. In middle schools, the figure rises to 16%, and at the high school level, a staggering 34% of Houston students are in schools rated as failing.<sup>1</sup> Since its founding in 1998, YES Prep has had an exclusive focus on the critical middle and high school years, with all of YES Prep campuses serving grades 6 through 12. Nationwide, YES Prep is a recognized leader in operating high-performing charter schools, as measured by indicators such as AP exam achievement. Therefore, YES Prep is uniquely positioned to partner with Aldine as we work together to demonstrate measurable improvements in Houston’s most pressing educational challenges.

The second reason that Aldine selected YES Prep as its first charter partner is because of Superintendent Wanda Bamberg’s commitment to improve rates at which Aldine ISD graduates earn postsecondary degrees. Today, Aldine ISD estimates that 48% of its graduates enroll in some form of higher education—but only 13% of its high school graduates go on to earn 4-year degrees, and an additional 6% go on to earn 2-year degrees (based on data through 2012). Given the composition of Aldine’s student body, these numbers are slightly higher than the odds would predict—and yet Aldine and YES Prep know that so much more is possible. At YES Prep, 99% of graduates matriculate to college within 1 year of high school, and today 73% have earned or are on track to earn a degree. YES Prep has been able to achieve these results in large part because of a well-developed, proven college counseling model. Aldine believes that incorporating elements of YES Prep’s college counseling model can lead to a significant increase from their current 4-year degree rate of 13%.

YES Prep has much to gain through its partnership with Aldine ISD. One of the greatest challenges of charter school expansion in Texas is access to adequate facilities. Unlike traditional school districts, charter schools do not have a local tax base and do not receive direct state aid for instructional facilities. Aldine ISD is providing YES Prep with unused space in two of its schools (middle and high schools) that, in addition to the significant operations and facilities cost benefits, also provides the long-term opportunity for collaboration between the partner schools and host schools. This includes the cross-pollination of ideas, classroom visits, shared curriculum, and joint planning and problem-solving aimed at accelerating the flow of ideas and change. YES Prep also gains access to Aldine ISD’s extensive library, co-curricular and extra-curricular programs.

Aldine and YES Prep are actively exploring conversations with another proven charter operator, KIPP Houston Public Schools. Both superintendents, Jason Bernal and Wanda Bamberg, communicate regularly with KIPP Houston superintendent Sehba Ali about partnership opportunities, and all three leaders are open to any potential solution that supports the ultimate goal of creating more college-ready graduates in Aldine. In addition, YES Prep and KIPP Houston have committed to a high level of coordination in their respective growth plans, primarily to avoid

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<sup>1</sup> Children at Risk’s 2013 Houston Public School rankings. These figures are based on the total enrollment of students at 8 large Houston districts with a free-and-reduced lunch population of more than 50%. Their rankings assign every Houston public school a letter grade of A through F. The statistics above include schools rated as “D” and “F.”

any unintended “competition” among the high-performing charters and to ensure that as many neighborhoods as possible have high-quality public school choices for parents. This dialogue will create many structured opportunities to discuss partnership with Aldine. At this time, KIPP Houston is developing its long-term growth plan (with an anticipated completion date of Winter 2014) and therefore could not commit to a specific timeline for opening a school in Aldine at this present moment in time. However, all parties expect the conversations to resume in the next year and both YES Prep and Aldine would welcome the possibility of broadening the partnership over time. KIPP Houston is the most likely operator to join the partnership; however, with several new charter operators exploring Houston as a possible expansion market (e.g., Great Hearts; IDEA Public Schools), it is possible that a different operator could enter into a compact. At this stage, it is uncertain what the outcome may be—but both Aldine and YES Prep would enthusiastically engage in dialogues with other prospective operators that meet the approval from both parties

While these other conversations unfold, YES Prep and Aldine both agreed that we were ready to proceed with our work now—and decided together to move forward with our partnership in this academic year. We made this decision together, fueled by our sense of urgency to make improvements in college attainment rates more quickly.

When YES Prep and Aldine first started to get to know each other, we discovered notable similarities in our cultures. Like Aldine, YES Prep attributes much of its success to its ability to grow and develop talent from within our system. Like Aldine, YES Prep has a reputation for being a more insular system, one that prefers to let our results speak for themselves rather than seeking splashy headlines. And, like Aldine, YES Prep has a well-defined sense of its own organizational culture, and we are quick to be skeptical of anything that would force compromise in the elements of our program and culture that have worked to deliver high-quality student outcomes. Somewhat counter-intuitively, these striking parallels in the two organizational cultures have created moments of challenge as we build a relationship as partners. Because both partners have very well-defined ways of leading our work, this creates an instinctive resistance to things that feel too different. Still, both organizations have confidence that in the end, these cultural similarities position us to be well-suited as collaborators.

Like any relationship, ours is still in process. But the marriage of two Broad Prize winners – a district winner and the inaugural winner of the Broad Prize for Public Charter Schools—holds promise not only to improve achievement for the students in our two systems, but to push change and lead by example for the entire city of Houston.

## **COMPACT OUTCOMES**

We expect that the Aldine-YES Prep partnership will achieve four broad categories of change:

- **Transform low-performing seats into top-performing seats.** Aldine ISD identified a high-need campus, Hoffman Middle School (grades 7-8), and committed to transforming this school into a top performer within the district. Together, YES Prep and Aldine will accomplish this rapid transformation through a “school-within-a-school” strategy. YES

Prep will operate its proven model alongside the traditional program at Hoffman Middle School. With unanimous approval from the Board of Trustees for both organizations, YES Prep Hoffman (YPH) opened on July 18, 2013, with 140 6<sup>th</sup> grade students. YPH will grow to serve 420 students, grades 6-8, alongside the 600-800 students at Hoffman MS. YES Prep Eisenhower High School will open in 2016-2017 with just 9<sup>th</sup> graders and will grow one grade level per year until 2020 when the first class will graduate from YES Prep Eisenhower (see chart below). At both YES Prep Hoffman and the future high school (YES Prep Eisenhower) the students receive the YES Prep curriculum while maintaining access to the broad range of extracurricular and competitive sports programs offered by Aldine ISD.

	YES Prep Hoffman	YES Prep Eisenhower
2013-2014	Grade 6 only: n=145	NA
2014-2015	Grades 6 and 7: n=280	NA
2015-2016	Grades 6, 7, 8 ;n=420	NA
2016-2017	Grades 6, 7, 8 ;n=420	Grade 9 only: n=145
2017-2018	Grades 6, 7, 8 ;n=420	Grades 9 and 10: n=280
2018-2019	Grades 6, 7, 8 ;n=420	Grades 9, 10, 11: n=420
2019-2020	Grades 6, 7, 8 ;n=420	Grades 9-12: n=540

- **Empower parents as discerning consumers of educational choice.** Increasingly, the education reform community is focusing on the concept of “demand-side” reform, by experimenting with concepts like parent trigger laws or the city-wide choice model now found in New Orleans. For decades, the education reform community focused on reforming districts from within—what might be characterized as “supply-driven” change. Today, there is a growing recognition that the most effective impetus for change may come from families and parents who “vote with their feet” and demand greater choice for their children. YES Prep and Aldine are breaking new ground within Houston by empowering parents with better information and easy, accessible systems to create choice. Aldine ISD currently has a simple, easy to understand bilingual application for parents to use to apply to their choice and magnet schools. Similarly, YES Prep implemented a 5-minute, no transcripts required, online application for families within Aldine ISD. Aldine ISD identified five geographical areas inside their district and combined them to create one large recruitment zone for YES Prep Hoffman and students from this area are eligible to apply to YPH. In order to reach out to the community, the School Leader for YES Prep Hoffman facilitated over 12 hours of informational sessions to parents (in Spanish and English), and Aldine provided free access to computers. In addition, Aldine ISD assigned campus contact persons at each elementary school who were trained to share information with faculty, actively recruit students, and provide information to parents. The recruitment efforts were a success. In the first year alone, 330 families applied for 145 spots.
- **Improve Aldine ISD’s college graduation rates.** As described above, Aldine ISD—and Texas as a whole—has alarmingly low rates of college achievement. While the Lumina Foundation estimates that approximately 60% of all jobs by 2020 will require some form of postsecondary education, only 21% of all Texas students—and only 19% of Aldine ISD students—go on to earn any form of college degree (including 2- and 4-year degrees.) YES

Prep, with its exclusive focus on grades 6 through 12 and its proven college counseling model, is a national leader in preparing low-income students for college success. As we will describe in more detail below, the heart of this partnership will be a focus on helping Aldine ISD learn from YES Prep’s college preparatory model and sharing best practices at the two co-location sites.

- **Create a model of smarter district spending to ensure that precious funds go to the highest-impact areas.** In Texas and across the country, education policymakers often get mired in tired partisan debates about school finance. Traditionally liberal groups argue that schools cannot improve performance without increased funding levels, and traditionally conservative groups contend that schools have sufficient funding but need to learn to be more efficient. Although this compact will not solve these complex debates, Aldine ISD is committed to taking positive steps to show that districts can take strides forward by re-allocating funds and better using data to understand the impact of various types of spending. Continuing in their tradition of leading among Houston districts, Aldine ISD has become the first large Houston-area district to commit to a comprehensive third-party evaluation of its spending and the impact of dollars spent. With generous support from the Houston Endowment, a leading Houston philanthropic investor, Aldine has begun work with Education Resource Strategies (ERS), an organization with over 15 years of experience in helping large urban public school districts understand and strategically realign resources (people, time and money) to drive improved student performance. ERS uses a process they call “strategic resource mapping” to create an integrated data-set, currently unavailable in district systems, which can be compared to other urban districts and to best-practice research. Aldine’s approach, which includes a thoughtful combination of creative thinking and a willingness to make hard decisions, holds tremendous potential to serve as a model for other Houston school districts—and creates an alternative way for Texas policymakers to think about school finance. The work between Aldine and ERS dovetails naturally with our effort to develop the financial means to support a more robust college initiatives program within Aldine.
- Currently, the finance teams in Aldine ISD and YES Prep are developing strong, collegial relationships. Already, the teams have met this year to revise the contract between Aldine and YES Prep to state that Aldine ISD will pay YES Prep Public Schools **an additional \$112 per student**. This increase is a result of a combination of changes in the Texas state funding and internal changes within Aldine’s budget structure. Through honest conversations and a belief that dollars follow students, both Aldine and YES Prep’s finance teams have already built a culture of full disclosure. This increase in funding and willingness to disclose all funds is not to be overlooked. Furthermore, Aldine’s work with ERS opens up the possibility of having YES Prep Public School’s finance division learn from the experience Aldine has with ERS and share best practices between finance teams.

None of these outcomes will be possible without a foundation of strong, trust-based relationships between the Aldine and YES Prep teams. In the 8 short months we have worked together, we have already planted the seed to develop long-lasting, genuine relationships. We believe that trust and mutual respect is the foundation for any enduring cultural transformation. Therefore, we

have invested deeply in laying groundwork so that YES Prep and Aldine leaders both feel comfortable acknowledging areas of weakness and actively seeking out strategies for improvement. We believe that the long-term impact of this trust-building work will be transformative cultural change within Hoffman Middle School, and, ultimately, in their large high school, Eisenhower HS (which currently serves 2,046 students) . To cite some tangible examples: already, the top leaders of both school systems have presented to each other's Board of Trustees. Already the Steering Committee has met for over 40 hours, coupled with the ever-important relationship-building time to get to know each other on a personal level. Superintendents from Aldine and/or Aldine Board members have attended the YES Prep Senior Signing Day, while YES Prep staff members have attended an Aldine vertical planning meeting. These specific examples speak to our understanding of and commitment to, building a profound and long-lasting relationship.

## **PLEDGES**

Our success is predicated on building a positive long-term relationship, with trust, mutual respect and deep collaboration at its core. This document represents the beginning of Phase II of our partnership, and we believe that we have created an agreement that will lead to tangible, significant results for our students, families, and the City of Houston.

Our overarching pledge: We commit to improve college readiness and post-secondary completion rates for Aldine ISD students entering 2 year or 4 year degree programs. We commit to focusing people, time, and money to a joint college and career counseling program in Eisenhower HS and YES Prep Eisenhower HS that has as its goal an increase in post-secondary completion rates.

Specifically, both school systems make the following agreements to each other:

### **YES Prep Public Schools commits to:**

- a. Employ specific strategies to increase the persistence of at risk students, including but not limited to the following: students that are more than one grade level behind in reading and math, students from poverty, previously retained students, ELL students, and Special Education students. YES Prep will track their performance and persistence data and will make public all data regarding these and other students at YES Prep Hoffman and the future high school, YES Prep Eisenhower.
- b. Minimize transportation costs to Aldine ISD by focusing recruitment within the five identified geographic zones
- c. Share best practices and innovations between the leadership teams at the co-location sites and between the members of the steering committee from YES Prep and Aldine ISD
- d. Speak transparently of and share student achievement data, persistence data, and demographic data related to the success of the YES Prep Hoffman school.

- e. Begin planning the implementation of YES Prep Eisenhower in January 2014 and enlist the support of the Eisenhower High School Administration team.
- f. Pursue grant funding in collaboration with Aldine ISD to support the partnership.
- g. YPH is committed to recruiting students from the highest need areas of Aldine ISD, in which the percentage of economically disadvantaged families tops 87% of the population.
- h. Review contracts on a yearly basis to account for increases or decreases in state revenue and changes to district expenses.

**Aldine Independent School District commits to:**

- a. Provide more high quality seats in their district by partnering with YES Prep Public Schools now, and potentially partnering with other operators in the future.
- b. Respect and protect the autonomies of all public charter schools in Houston, including charter school availability to all students.
- c. Provide YES Prep Public Schools access to facilities that are equipped with adequate furniture and technology in the classroom, allow for varied seating for students, and are visually inviting to the teachers and students.
- d. Provide food, transportation, technology, and maintenance services as part of a funding model between YES Prep and Aldine ISD.
- e. Ensure equitable per-pupil funding for monies passed through the district. Specifically commit to do everything within the district's power, including passing on maximum feasible amount of funding to charters, particularly for special needs students. Review contracts on a yearly basis to account for increases or decreases in state revenue and changes to district expenses.
- f. Provide YES Prep students the opportunity to participate in athletics and other extracurricular activities, and compete for awards and scholarships that are available to all other students within Aldine ISD.
- g. Share best practices and promising innovations with charter schools.
- h. Aldine ISD will provide food, transportation, facilities, maintenance, and custodial services to the charter school program.



## **STRATEGIES-**

We know our work requires strong, collaborative relationships and the sharing of best practices at our middle and high school co-location sights. Our strategies support our building leaders in this work. We also know our organizations are poised to focus on what matters: boosting student achievement and post-secondary graduation rates in the Eisenhower HS feeder pattern. Finally, we are committed to finding ways to use the existing funds within a large district in a new and innovative way to make this work possible. With the signing of this compact, the steering committee, board presidents, and prominent leaders in the organizations commit to continue collaboration over the coming years to advance the key strategies explained below. We commit to continue our work and complete what is possible in this compact using our existing funds , and we commit to apply for compact Gates funding to make it possible to complete the pieces that require additional funding.

### **Strategies:**

- A. Building Level Collaboration: Support Positive Relationships and the Sharing of Best Practices
- B. Shared College Initiatives Program: College Seminar Courses at YES Prep EHS and EHS
- C. School Finance Reform: Reallocation of funds to expand the current college initiatives program in Aldine ISD
- D. Extended Learning Time: Summer Opportunities Program
- E. Data Tracking and Alumni Support to increase college graduation rates

### **Strategies:**

Each section below is organized progressively, starting from outcomes that can be realized now, and would not require additional staff or funding. Moving from this point we progress into outcomes that would require some funding, and end with outcomes that would necessitate additional people and external funding to begin and maintain.

#### **A. Building Level Collaboration: Support Positive Relationships and the Sharing of Best Practices**

1. Expand the members of the steering committee to include senior leaders from both organizations and building leaders at the colocation sight. Use this time to problem solve, share best practices and explore innovations that can be applied at the building or district level to address student achievement and student culture in the building.
2. Develop positive relationships with the administrative team at Eisenhower HS in Aldine ISD in order to plan for the opening of YES Prep Eisenhower in 2016-2017. This is the school year in which the 8<sup>th</sup> graders in YES Prep Hoffman move up into the high school.
3. Support the school leaders at the colocation site by providing them with executive coaching. The executive coach (chosen by Aldine and YES Prep collectively) would facilitate regular conversations between the building leaders and provide individual coaching to develop their leadership skills and advance shared practices between teachers.

**B. Shared College Initiatives Program: College Seminar Courses**

1. YES Prep will share the blueprint- the knowledge and skills standards for the College Seminar Class
2. Conduct two shared meetings and professional development related to the teaching and implementation of these courses , including observation of YES Prep Seminar classes
3. Jointly participate in Princeton Review training and certification classes
4. Share assessments and unit plans for the College Seminar Classes with Eisenhower HS college counselors, and agree that Aldine ISD can use these items at any Aldine ISD school.
5. Conduct additional shared meetings and professional development related to the analysis of students data for these courses.
6. Equip the Eisenhower college seminar teachers with a YES Prep college seminar coach, to perform observations, give feedback, and prepare tailored professional development sessions
7. Develop an online site for YES Prep and Aldine Math and English Language Arts teachers to receive tips and strategies for preparing their students for the SAT.

**C. School Finance Reform: Reallocation of funds to expand the current college initiatives program in Aldine ISD**

1. Determine critical components of a college initiatives program.
2. Ascertain how these components can be delivered in the current model of staffing and master scheduling of classes in Aldine.
3. Conduct a needs assessment and create budgetary models for revised staffing or scheduling to bring in critical components of a college initiatives program at Eisenhower HS.
4. Develop a joint College and Career Center at Eisenhower HS/YES Prep Eisenhower for students in grades 9-12

**D. Extended Learning Time: Summer Opportunities Program**

1. Share resources, contacts, and information regarding Summer Opportunities
2. Develop a set of standards and requirements for students to participate in a Summer Opportunities Program in Aldine ISD and YES Prep.
3. Look for opportunities to apply for shared grants for summer opportunities.
4. Provide shared information sessions for parents.
5. Shared professional development for summer opportunities coordinators.

**E. Data Tracking and Alumni Support to increase college graduation rates**

1. YES Prep will share the Alumni Transitions Handbook and Materials
2. Conduct four general meetings between district-wide alumni support personnel in order to share information and best practices or create strategic ideas with Aldine ISD
3. YES Prep will invite Aldine ISD to attend identified alumni socials and networking meetings in order to gather ideas for an alumni support program
4. Conduct additional joint meetings between alumni support personnel in order to plan and problem solve.
5. Look for opportunities to apply for shared grants to support the purchase of a common data tracking system.
6. Co-develop an online portal that tracks and houses post-secondary/alumni persistence and graduation data for all students in Aldine ISD.

## **Building Level Collaboration: Support Positive Relationships and the Sharing of Best Practices**

### **Objective**

Nurture positive relationships, from the system level to the building level, between the charter and district. Share best practices to improve student achievement and leader efficacy. As stated in the compact, key strategies to accomplish this objective include:

1. Expand the members of the current steering committee to include head of schools and building leaders. Use this time to problem solve, share best practices and explore innovations that can be applied at the building or district level.
2. Support the school leaders at the colocation site by providing them with executive coaching. The executive coach would facilitate regular conversations between the building leaders along with individual coaching to help develop each person's leadership skills.
3. Collaborate around trainings for Special Education and ESL instruction and share best practices.
4. Develop positive relationships with the administrative team at Eisenhower HS in Aldine ISD in order to plan for the opening of YES Prep Eisenhower in 2016-2017.

### **Overview**

The Steering Committee has been meeting regularly since October 2012. Strong relationships have been formed at the steering committee level. The group will communicate logistical information through written updates and reports. Regular meetings will be held to review data, create action plans to address problems, and meet goals outlined for the partnership. The steering committee will expand to include more members, including the building leaders. Building leaders will be provided with an executive coach to engage in critical conversations to help develop the partnership and create norms of communication as well as provide individual coaching. The Steering Committee will assess these strategies by regularly surveying the teachers, reviewing goals, and analyzing student achievement data. The steering committee may also work with external consultants to assess the progress of the partnership.

Implementation Timeline (subject to revision):

<b>Date</b>	<b>Action Step</b>
<b>Aug. 2013</b>	Finalize long term plan for the steering committee
<b>Oct 2013</b>	First data meeting at co-location site
<b>Dec 2013</b>	First semester Review
<b>March 2014</b>	Hire an executive coach for the building Continue Steering Committee Meetings and Begin Conversations for the YES Prep Eisenhower HS Planning Continue with monthly meetings
<b>May 2014</b>	Student Achievement review
<b>June 2014</b>	End of Year Review

<b>Dec 2015</b>	Identify the building leader for YES Prep Eisenhower HS and invite them in the implementation of YPEHS
<b>Mar 2016</b>	Complete planning for the YES Prep Eisenhower HS

## **Shared College Initiatives Program: College Seminar Courses**

### **Objective**

Formalize the instruction and assessment of a college curriculum course by standardizing knowledge and skills, unit plans, teaching methods, and providing regular coaching and feedback. As stated in the compact, key strategies to accomplish this objective include:

1. YES Prep will share the knowledge and skills standards for the College Seminar Class
2. Conduct two shared meetings and professional development related to the teaching and implementation of these courses , including observation of YES Prep Seminar classes
3. Jointly participate in Princeton Review training and certification classes
4. Share the assessments and unit plans for the College Seminar Classes.
5. Conduct additional shared meetings and professional development related to the analysis of students data for these courses.
6. Equip the college seminar teachers with a college seminar coach, to perform observations, give feedback, and prepare tailored professional development sessions
7. Develop an online site for YES Prep and Aldine Math and English Language Arts teachers to receive tips and strategies for preparing their students for the SAT.

### **Overview**

YES Prep has been teaching a college seminar class for the past 5-7 years. The knowledge and skills for each of the four courses will be shared with Aldine ISD by August 2013. At this time, the college counseling teams for both organizations will join in order to set a timeline for shared professional development meetings. Once the course is running in Aldine ISD, lead teachers or coaches will support the instruction in these classes.

Implementation Timeline (subject to revision):

<b>Date</b>	<b>Action Step</b>
<b>Aug. 2013</b>	Share the knowledge and skills documents for the 9-12 Seminar Classes
<b>Sept. 2013</b>	Conduct quarterly shared meetings and professional development related to the teaching and implementation of these courses
<b>Dec 2013</b>	First semester Review
<b>Jan 2014</b>	Develop a plan for Teaching Excellence to coach seminar teachers starting in August 2014.
<b>June 2014</b>	Second semester Review
<b>Aug 2014</b>	Coaching begins for seminar teachers
<b>Aug 2014</b>	Seminar classes begin for 9 <sup>th</sup> graders at EHS
<b>Oct 2014</b>	Develop a plan for Princeton Review training for Aldine ISD college counselors

	by working collaboratively with Princeton Review
<b>Feb 2015</b>	Begin Princeton Review training for college counselors
<b>Mar 2015</b>	Begin working on line site for college counseling, to open in Mar 2016
<b>Aug 2015</b>	Seminar classes begin for 9 <sup>th</sup> – 11 <sup>th</sup> graders at EHS
<b>Aug 2016</b>	Fully developed seminar classes for all grades 9-12

## **School Finance Reform: Reallocation of funds to expand the current college initiatives program in Aldine ISD**

### **Objective**

Demonstrate how a large urban school district and/or large feeder pattern within an urban school district can adopt the critical components of a successful college initiatives program. As stated in the compact, key strategies to accomplish this objective include:

1. Determine critical components of a college initiatives program by using the YES Prep Public Schools model and talking with leaders of KIPP through College.
2. Ascertain how these components can be delivered in the current model of staffing and master scheduling of classes in Aldine.
3. Conduct a needs assessment and create budgetary models for revised staffing or scheduling to bring in critical components of a college initiatives program.
4. Develop a joint College and Career Center at Eisenhower HS/YES Prep Eisenhower.

### **Overview**

The YES Prep College Counseling Program is a collaborative effort between school and district personnel to ensure that college counseling staff members at all schools have the knowledge and skills to plan, implement, and evaluate a comprehensive college matriculation and alumni support program that reinforces college graduation. Students receive individualized support in test preparation, applications, college selection, and applying for grants and financial aid. Since the vast majority of YES Prep students are first-generation college-bound, the college counseling program plays an indispensable role in helping students and their families navigate each part of this unfamiliar and sometimes overwhelming process.

Implementation Timeline (subject to revision):

<b>Date</b>	<b>Action Step</b>
<b>March 2014</b>	Finalize needs assessment in EHS for college counseling
<b>Mar 2014</b>	Identify budget adjustments that could be made in 2015-2016 to EHS
<b>Dec 2014</b>	Finalize budgetary model in EHS for 2015-2016
<b>Mar 2015</b>	Receive Board Approval for budgetary model for college counseling at EHS
<b>May 2015</b>	Begin developing a joint college and career center at EHS
<b>Dec 2015</b>	Finalize model for college and career center for EHS
<b>Aug 2016</b>	Begin first cohort of students at YPEHS/EHS with dedicated college counseling services
<b>Sept 2016</b>	Open college and career center
<b>Sept 2017</b>	Begins second cohort of students at YPEHS/EHS with dedicated college counseling services

<b>Sept 2018</b>	Begin third cohort of students at YPEHS/EHS with dedicated college counseling services
<b>Sept 2019</b>	The counseling services program is fully grown out (grades 9-12) and available to all EHS students in the program and all YPEHS students.

## Extended Learning Time: Summer Opportunities Program: Action Plan

### Objective

Demonstrate how a large urban school district and/or large feeder pattern within an urban school district can provide extended learning time for students by means of structured summer internships and opportunities. As stated in the compact, key strategies to accomplish this objective include:

1. Develop a set of standards and requirements for students to participate in a Summer Opportunities Program in Aldine ISD and YES Prep.
2. Share resources, contacts, and information regarding Summer Opportunities
3. Provide shared information sessions for parents.
4. Look for opportunities to apply for shared grants for summer opportunities.
5. Shared meetings and professional development opportunities for summer opportunities coordinators.

### Overview

Students participate in rigorous academic summer programming such as Duke Tip, Breakthrough Houston, study abroad options, and a variety of other opportunities. These programs currently actively recruit YES Prep students, and we are seeking to expand this program to include students from EHS.

Implementation Timeline (subject to revision):

Date	Action Step
<b>Dec 2015</b>	Develop a set of standards and requirements for students to participate in a Summer Opportunities Program in Aldine ISD and YES Prep.
<b>Jan 2016</b>	Share resources, contacts, and information regarding Summer Opportunities Shared meetings and professional development opportunities for summer opportunities coordinators.
<b>August 2016</b>	Hire a shared summer opportunities coordinator
<b>August 2017</b>	Hire a second shared summer opportunities coordinator
<b>May 2018</b>	Finalized report on summer opportunities for Cohort 1
<b>May 2019</b>	Finalized report on summer opportunities for Cohort 2

## Data Tracking and Alumni Support to increase college graduation rates: Action Plan

**Objective.** Increase the graduation rate of Aldine ISD and YES Prep students from 4-year colleges. As stated in the compact, key strategies to accomplish this objective include:

1. Look for opportunities to apply for shared grants to support the purchase of a common data tracking system.
2. Conduct joint meetings between alumni support personnel in order to share information, best practices, and problem solve.
3. Co-develop an online portal that tracks and houses post-secondary/alumni persistence and graduation data.

### **Overview**

The primary strength of an alumni support program is its ability to foster and facilitate personal relationships. The availability of a network and accompanying emotional support will be instrumental in helping to ensure success for Aldine and YES Prep alumni. Additionally, collective efforts and support services will include:

- Organized alumni events throughout the year;
- Mentorship pairing within the community or college campus;
- Email blasts, phone calls, site visits, monthly gatherings, and periodic mailings to maintain communication with alumni and families;
- Providing incentive awards for college persistence and performance.

Implementation Timeline (subject to revision):

Date	Action Step
<b>Aug 2017</b>	Begin developing an alumni support model based upon the model at YES Prep Public Schools
<b>Jan 2018</b>	Finalize the alumni support model
<b>Aug 2018</b>	Hire alumni support team to plan an alumni support online center Work towards securing additional funds to pay for the alumni support model
<b>Aug 2019</b>	Implement the alumni support for AISD students at YPEHS and EHS
<b>July 2020</b>	First Report on Cohort 1: College Acceptance and Matriculation
<b>July 2021</b>	Second Report on Cohort 1 (End of Year One at College) and first report on Cohort 2
<b>July 2022</b>	Third Report on Cohort 1 (End of Year Two at College), second report on Cohort 2 (End of Year 1 at College) and first report on Cohort 3 (Continue until 2026)





## ORGANIZATION OVERVIEWS

### YES Prep Public Schools: Redefine Possible

***YES Prep's mission is to dramatically increase the number of economically disadvantaged students who graduate from four-year colleges prepared to compete in the global marketplace and give back to their communities.***

YES Prep is a model for what is possible within the public education system: *high-performance, sustainable, and replicable* schools that provide a college preparatory education for ALL students. **YES Prep was founded in 1995 on a simple premise: Students in low-income communities can achieve at the same academic levels as their peers in more affluent communities when given access to similar opportunities and resources.** In 1998, YES Prep received its state charter and became the first system in the country to make college acceptance a high school graduation requirement. YES Prep ensures that its students are *accepted* to college, *matriculate* to college, and *graduate* from college:

- ❖ 100% of graduating seniors are accepted to college
- ❖ 99% of alumni matriculate to college within one year of high school graduation
- ❖ 72% of alumni are currently enrolled in college or have already earned their degree
- ❖ Less than 10% of alumni require remedial classes at college, compared to 60% nationwide

**YES Prep operates 13 schools in Houston and serves over 7,000 students in an integrated 6th-12th grade educational model – and the system continues to grow.** All schools are strategically located in under-resourced, low-income communities where the school district feeder pattern is underperforming. Students are admitted using a lottery; and YES Prep maintains a wait list of more than 4,000 students.

YES Prep's 2012-13 system-wide student demographics are as follows:

- ❖ 97% Hispanic and African American

- ❖ 86% economically disadvantaged
- ❖ 5% special education
- ❖ 25% limited English proficient
- ❖ 33% at-risk (e.g., retained, pregnant and/or parenting, juvenile delinquent, homeless)
- ❖ 90% first-generation college-goers
- ❖ Majority of students enter at least one grade level behind in reading and/or mathematics

YES Prep has received numerous awards and national recognition for its results. **In 2012, the Broad Foundation honored YES Prep as the “most outstanding charter system in the country”<sup>1</sup>; and, in 2013, every eligible YES Prep school has appeared on at least one “Best Of” list released by U.S. News & World Report, Newsweek, New Leaders, and Children At Risk.** Furthermore, the U.S. Department of Education has awarded *National Blue Ribbon School* status to two YES Prep schools.

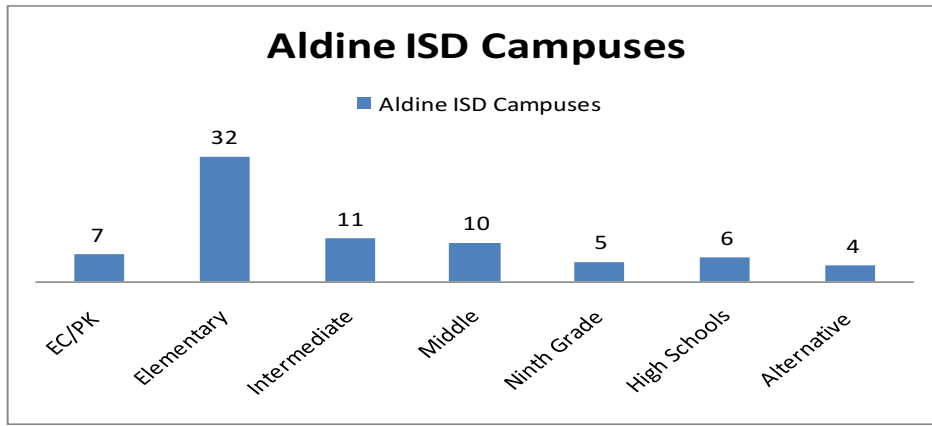
<sup>1</sup> The Broad Foundation’s *2012 Broad Prize for Public Charter Schools*, which honors one CMO that has demonstrated the most outstanding student performance and reduced achievement gaps for poor and minority students. This is one of the most prestigious awards in public education.

## ALDINE INDEPENDENT SCHOOL DISTRICT

Aldine’s mission is to prepare each student academically and socially to be a:

- critical thinker
- problem solver; and
- responsible and productive citizen.

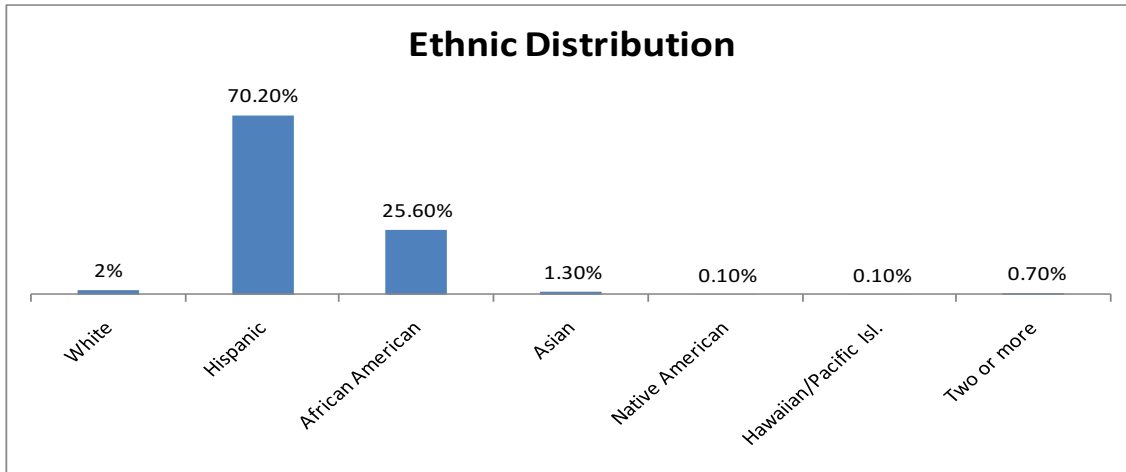
Founded in 1910, Aldine ISD is an urban district located north of downtown Houston covering 111 square miles. Aldine ISD serves 65,684 students with 84.7% economically disadvantaged. AISD has 75 campuses including 17 Magnet schools and Victory Early College High School. Victory Early College provides students the opportunity to graduate from high school and earn two years of college credit at the same time. Aldine ISD is one of a select number of Texas school districts that have the International Baccalaureate (IB) program offered at one high school and one elementary school. Aldine ISD offers alternative settings of Night High School and Credit Recovery Campus to help meet the needs of all students.



Aldine ISD has a large population of Spanish speakers, 31% of students are Limited English Proficiency. The average household income is \$25,713 with 29% living below the poverty level ([www.citi-data.com](http://www.citi-data.com)). Only 4.5% of the population, living in the Aldine area, has a bachelor's degree or higher ([www.usa.com](http://www.usa.com)). The graduation rate for Aldine ISD in 2011-2012 was 77.8% for students graduating in four (4) years.

Aldine ISD breakdown for the Special Needs Programs for 2012-2013:

- Special Education 4,664 students 7.1%
- Career/Technology 14,648 students 22.3%
- Bilingual Education 14,056 students 21.4%
- ESL Education 5,386 students 8.2%
- Gifted/Talented 2,824 students 4.3%



The Graduation Rate for 2011-2012

- Completion Rate 80.0%
- Continuing HS 6.3%
- Graduated in 4 Years 77.8%

According to the National Student Clearinghouse, Nov. 2012, 49% graduating seniors of Aldine ISD in 2012 enrolled in college immediately after graduating high school. 27% enrolled in 2-year institutions and 22% enrolled into 4-year institutions. As of 2012 13% of Aldine ISD students graduated from a 4-year institution, and 6% graduated from a 2-year degree.

SAT Critical Reading Scores for 2012 Aldine ISD compared to the National and State scores:

SAT Critical Reading Scores for 2012	U.S. Public Schools	Texas Public Schools	Aldine ISD
	496	474	413

The SAT Composite score for Aldine ISD seniors testing in 2011-2012 was 889.

Aldine ISD ranks among the state’s high performing school districts according to the Texas Education Agency. Five campuses from Aldine ISD were honored for being named Excellence in Education Award winners from the National Center for Urban Transformation (NCUST) in 2013. In 2009, Aldine ISD won the Broad Prize for Urban Education. The district won the Texas Quality Award in 2006 and in 2008 H-E-B Excellence in Education Award. Aldine is the second best large school district in Texas for educating African American students and is ranked third among large school districts in Texas in educating Latino students, according to studies conducted by Texas A&M University, Texas A&M University-Prairie View, and Beloit College. Aldine continues the journey towards excellence to “Produce the Nation’s Best”.