SKY Partnership Compact

"If you want to go fast, go alone…if you want to go far, go together."
African Proverb

A collaborative partnership among Spring Branch ISD, KIPP Houston and YES Prep Public Schools to bridge educational opportunities for children in Houston, Texas

Because They Are ***ALL OUR*** Children

A Collaboration to Bridge Educational Opportunities for ALL Spring Branch ISD Families

Born from a desire to provide students from high poverty communities with the same educational opportunities as students from richly resourced communities, KIPP Houston (KIPP) and YES Prep Public Schools (YES Prep) believe a child's zip code is indeterminate of his or her ability to receive a strong academic foundation which can lead to the attainment of a college degree. Students at KIPP and YES Prep demonstrate high levels of achievement through posting 100% high school graduation rates and college completion rates that far exceed the state and national averages.

Spring Branch ISD (SBISD), a highly diverse and richly successful school district in mid-urban Houston, Texas serves 33,000 students; 57 percent of which are from poverty, has received national recognition for its record of achievement in academics and extracurricular activities. While national 2010 SAT Reading scores hit a 40-year low, SBISD students continue to outpace students across the nation by posting scores significantly higher than state and national averages.

2010 SAT Critical Reading Scores	U.S. Public Schools	Texas Public Schools	SBISD
	497	491	520

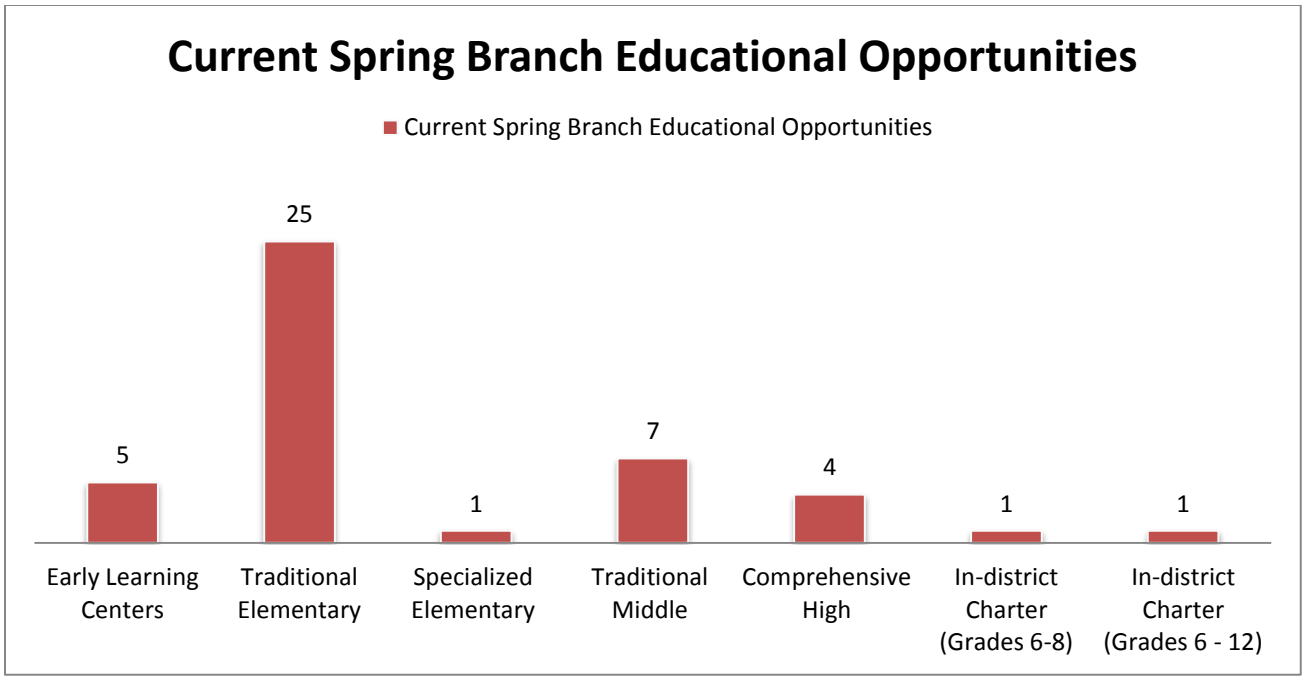
With such high levels of performance, one may ask what a local school district and two high performing charter organizations gain from the formulation of a partnership. The answer is simple. *Good enough isn't good enough for all children.* SBISD is successful compared to other traditional school systems and is ready to move beyond conversations about what can be done to actually doing what it takes to create conditions for significant improvements in college readiness, college matriculation rates, and ultimately college completion rates for all students; particularly those from high poverty communities.

The conversation began four years ago among the three leaders of SBISD, KIPP, and YES Prep to leverage the successes of the results-driven organizations around how best to move students from high poverty communities to high academic achievement. These conversations lead to a memorandum of understanding to formally explore the possibility of creating a three-way partnership, and the establishment of a steering committee made up of leaders from the three partnering organizations. The steering committee embodies the same commitments to the possibility of the partnership and has begun establishing the work around creating schools that would meet the needs of the high poverty communities in SBISD. The steering committee invited the collective strength of over 75 individuals from all three organizations to transfer learning, leadership and to pursue innovation in the form of working groups.

Our collective successes push us to do far more to reach all students. Furthermore, SBISD, KIPP, and YES Prep are open and excited about learning from each other and the opportunities presented by sharing best practices, cohabitating in the same school locations, and prioritizing relationship building and trust among all partners.

The Partners

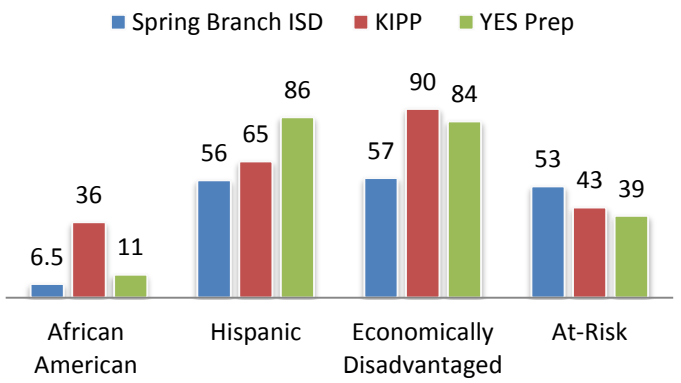
Since becoming a school district in the 1950's, Spring Branch Independent School district has been nationally recognized as a top performing school district. Under the direction of Dr. Duncan Klussmann, Superintendent of Schools, SBISD serves its 33,000 students by offering a variety of school options.



SBISD is pleased with the success of the district's two in-district charter programs, Cornerstone Academy and Westchester Academy for International Studies, both rated Exemplary, the highest rating a school can attain by the Texas Education Agency. More than 200 Spring Branch families have students on the waiting lists in hopes of attending either school. Cornerstone Academy, a 6th – 8th grade school currently serving 380 students embodies choice, community, commitment, and collaboration. Westchester Academy for International Studies, a 6th – 12th grade global studies and International Baccalaureate academy currently serving 1,000 students, provides a challenging, advanced level curriculum that helps students focus on international relations and problem solving.

KIPP (Knowledge Is Power Program) Houston's mission is to develop in underserved students the academic skills, intellectual habits, and qualities of character necessary to succeed at all levels of pre-kindergarten through 12th grade, college, and the competitive world beyond. Guiding the work of KIPP is a commitment established by its Co-Founder, Mike Feinberg to teach students to "Work Hard and Be Nice."

YES (Youth Engaged in Service) Prep's mission is to dramatically increase the number of low-income Houstonians who graduate from four-year colleges prepared to compete in the global marketplace and give back to their communities. The YES Prep program, under the direction of President, Jason Bernal, takes a comprehensive view of student development aimed at preparing students for college graduation, while simultaneously instilling values of community service and good citizenship.



Economically Disadvantaged (based on participation in the national free and reduced lunch program)
At-Risk (e.g. retained, pregnant, and /or parenting, junvenile delinquent, and/or homeless students)

The **S**pring Branch – **K**IPP – **Y**ES ***"SKY Partnership"*** binds district leaders in Spring Branch Independent School District ("SBISD"), KIPP Houston ("KIPP"), and YES Prep Public Schools ("YES Prep") together in order to develop a partnership for the benefit of all students in SBISD, especially those who may not be currently performing to their potential, to eliminate dropouts, and to shift the SBISD culture to "success for all." By leveraging the instructional technology, and extra-curricular and co-curricular tools of SBISD, with the college preparatory program, and leadership and teacher development tools of KIPP and YES Prep, this new programming provides access for 10% of SBISD students to access high-quality, college-preparatory charter options as part of the SBISD portfolio.

The union of these high performing organizations fundamentally changes how secondary education is delivered in SBISD and gives families increased access to school choice.

The SKY Partnership – A Union Among Spring Branch, KIPP, and YES

Not resting on SBISD's historical record of high achievement in instructional technology, and its robust, highly competitive and successful co-curricular and extra-curricular programs, Dr. Klussmann and other Spring Branch instructional leaders recognize choice, flexibility, and sustained high levels of student performance are necessary conditions for a college bound culture. SBISD's five year plan, known as ***The Spring Branch Plan, 2012-2017*** will focus on:

- improving academic performance of all students,
- graduating all high school students, and
- preparing all students with the qualifications and skills necessary to be successful in some form of higher education

In the next five years, SBISD is committed to doubling the number of graduates who enter and complete some form of higher education. The ***Spring Branch T-2-4 Plan*** asserts that every SBISD graduate will complete a technical certification program, a two-year associate's degree, or a Bachelor's degree from a four-year college or university.

The union of SBISD, KIPP, and YES Prep is an unparalleled demonstration of commitment to the reformation of Houston's public schools. Both KIPP and YES Prep offer comprehensive programs that align directly with SBISD's college- focus. Furthermore, these high–performing charter schools have a record of success in in getting kids from high poverty communities to *and* through their college experience. By combining the successes of all three of these organizations, the SKY Partnership will significantly increase the number of low-income, college bound students in SBISD and will create a college – going culture for students not previously reached in the traditional SBISD program of studies.

They're ALL Our Children

As noted in the district's 2009 focus group findings, "There are significant differences that exist between the parents and staff who live and work south of the I-10 freeway versus the ones north of the I-10 freeway. More than racial differences, significant economic and lifestyle differences exist between both groups and this has a direct impact in their perception of the district.[1]" One community member noted 'a new reality' on the north side will require innovation to ensure student success for all."

The ***SKY Partnership*** will focus on improving:

1. The academic performance of students; particularly SBISD students from high poverty communities.
2. Leadership development of all campus and instructional leaders.
3. The continuum of support for students after graduation to support the transition to and through college.

In doing so, the SKY Partnership establishes the inroads to creating the avenue for every adult to commit to every child's success in completing a higher education opportunity. Partners will transfer cultural and knowledge – based best practices to ensure all SBISD children are provided with strong opportunities to attain their higher educational goals.

Our Truth

- Every child in SBISD has the right and capability to be successful in some form of higher education; therefore, all schools should be held to the same high performance standards of student achievement.
- We have a collective obligation to ensure that ***all* students** graduate from high school prepared to succeed in college, work, and life. It is our collective responsibility to provide all children with a great public school choice.
- SBISD belongs to the community in which it is located and has the obligation to provide school options for families that address the diverse needs and interests of their students.
- The ***SKY Collaboration*** will accelerate the development of excellent education and student achievement for all SBISD students. In doing so, the SKY Collaboration will further community support and restore confidence to neighborhood schools for future change and improvements.
- Through modeling what a functional and productive compact can look like, our collaboration will be a model for other Texas and national school districts and charters.

[1] 2009 SBISD Focus Groups Findings; BQR Advertising and Public Relations

Together, We Will

Our union will leverage the collective strengths of each SKY Partner organization to maximize achievement for under-serviced students. Having the collective responsibility of student achievement our collaboration will:

1. Erase the school achievement gap between students from high poverty communities and those who do not represent high poverty communities by rapidly accelerating student achievement in the charter programs and improving the effectiveness of the traditional school instructional program:
    a. SBISD, KIPP, and YES Prep will openly share student performance data as a measure of progress and establish a common longitudinal data system.
    b. SBISD, KIPP and YES Prep will hold students and teachers accountable for achieving performance standards to ensure all students are equipped with the foundational knowledge and the critical thinking skills necessary to ensure college completion.
    c. SBISD, KIPP, and YES Prep will collaborate across campuses to share best practices and norm expectations for student performance. Accountability subsets include English Language Learners, students receiving Special Education services and students with high mobility rates.
    d. SBISD, KIPP, and YES Prep will explore the possibility of a common school report card as a means of evaluating school based results to ensure continuous improvement and to measure student's academic performance in core secondary courses. The report card will measure overall college readiness and the effectiveness of instructional programs including but not limited to:
        i. Instructional technology
        ii. Extra-curricular and co-curricular programs offerings
    e. KIPP and YES Prep will create a streamlined pathway for students participating in the KIPP middle school program to enroll in the YES Prep high school program.

2. Develop great teachers, school leaders, and schools:
    a. SBISD, KIPP, and YES Prep will professionally develop teachers using the YES Prep Teaching Excellence model which offers tailored support for the instructional needs of teachers, and provides alternative certification for teachers seeking state credentialing.
        i. Teaching Excellence participants receive individualized coaching on best instructional practices and frequent observations to emphasize excellence and develop stronger instruction. Participant groups will be determined upon the launch of the partnership.
    b. SBISD, KIPP, and YES Prep will develop avenues for a common leadership development system to ensure current and future school leaders embody key behaviors and are developed to ensure students are college ready, and schools succeed.
        i. The KIPP Leadership Competency Model focuses on critical role-specific competencies such as a leader's ability to manage people, build relationships and drive results.
        ii. Campus leaders will have the opportunity to participate in such development activities which include participating in such programs as the KIPP Leadership Program and the KIPP Fisher Fellowship Program.

c. SBISD, KIPP, and YES Prep will work collaboratively to develop streamlined instructional support and evaluative tools for teachers and campus leaders.
d. SBISD, KIPP, and YES SBISD will ensure campuses are successful. If the school leader or campus fails to meet defined measures of student success, partners will take the necessary steps to ensure the future success of the school. These actions may include personnel reassignment or campus closure.

3. Develop an equitable funding model for all public school students in SBISD.
    a. SBISD, KIPP, and YES Prep will develop a partnership contract agreeable to all parties that protects the lifeline of the partnership and each participating organization**.**
    b. SBISD, KIPP, and YES Prep will develop a transparent and equitable funding formula for contract charters that allows every child in SBISD to receive comparable levels of funding.
        i. SBISD will develop a menu of contract services for KIPP and YES Prep that are of equitable cost to standard district services. Such services will include transportation, child nutrition, maintenance, and procurement.
        ii. KIPP and YES Prep will be invited to contract with external service providers and negotiate variations to district services at a reasonable cost.
    c. KIPP and YES Prep will develop a common admissions system that aligns with the Spring Branch charter opportunities to ensure SBISD students attend their school of choice.
        i. SBISD, KIPP, and YES Prep will communicate admissions processes (i.e. lottery) in a variety of media including, but not limited to the SBISD, KIPP, and YES Prep websites, parent nights, and community forums.
        ii. SBISD families will be able to access the KIPP and YES Prep lotteries through the SBISD online portal and will be directed to the KIPP and YES Prep lottery systems, respectively.
        iii. KIPP and YES Prep will align their open lottery application windows to correlate with the SBISD district charter schools admissions plans.
        iv. KIPP and YES Prep will conduct their own lotteries and will communicate lottery results in a fashion equitable to the communication strategies used by the SBISD district charter schools.
    d. SBISD will provide access for KIPP and YES Prep to utilize space in underutilized campuses, will maintain responsibility for capital improvement expenses, and will allow KIPP and YES Prep to adapt the space to best fit educational needs.
        i. KIPP 5th – 8th grades will occupy space in Landrum Middle School.
        ii. YES Prep 6th – 8th grades will occupy space in Northbrook Middle School.
        iii. YES Prep 9th – 12th grades will occupy space in Northbrook High School.
    e. SBISD will provide access for KIPP and YES Prep students to the district's wide array of extracurricular and co-curricular classes and athletic programs.

4. Engage the SBISD community at large in creating a successful model of a portfolio school district which recognizes their obligation to provide a high quality education to every student in SBISD.
    a. SBISD, KIPP and YES Prep will engage parents in developing school options that best meet the needs of their children.
    b. SBISD, KIPP, and YES Prep will implement a community outreach campaign that explains parent options.
    c. SBISD, KIPP, and YES Prep will jointly promote the collaboration and highlight the equity of funding, resources, and achievement for all students.
    d. SBISD, KIPP, and YES Prep will place continued focus on ensuring collegiality and team building through every level of all partnership organizations.

Creating Opportunities for ***All*** of our children

We believe families in economically and socially challenged communities should have equitable access to high quality educational choices as communities with a wealth of resources. Though the SKY Partnership is a first for the three organizations, we are committed to learning from other high performing organizations with the same purpose in mind: ***To Serve All Our Children***. We unequivocally believe all students must learn to be successful and productive in a global and collaborative society, and further believe the SKY Partnership will change mindsets and provide an expanded portfolio of public school options for families in Spring Branch.

Inasmuch, we recognize our collaboration will become a national model for a successful marriage between traditional public schools and charter programs. SBISD will review its portfolio and will consider an expansion of charter options to create more high quality avenues for its students and families.

The SKY Partnership Steering Committee partners agree to the commitments of the compact on this 17th day of November 2011.

Duncan Klussmann, Ed.D, Superintendent of Schools, Spring Branch ISD	Jennifer Blaine, Ed.D, Associate Superintendent Spring Branch ISD
Pamela Butler, Executive Director Secondary Teaching and Learning, Spring Branch ISD	Catherine Robinson, Executive Director Elementary Teaching and Learning, Spring Branch ISD
Linda Buchman, Community Relations Officer Spring Branch ISD	Keith Haffey, Ed.D, Executive Director, Assessment, Spring Branch ISD
Valerie Johnson, Principal Northbrook Middle School, Spring Branch ISD	Randolph Adami, Principal Northbrook High School, Spring Branch ISD
Luis Pratts, Principal Landrum Middle Schools, Spring Branch ISD	Mike Feinberg, Co-Founder and Superintendent KIPP Houston
Tammi Wallace, Chief Growth Officer KIPP Houston	Ken Goeddeke, Head of Schools KIPP Houston
Eric Schmidt, KIPP Courage at Landrum School Leader KIPP Houston	Jason Bernal, President YES Prep Public Schools
Mark DiBella, Vice President, Operations YES Prep Public Schools	Bill Durbin, Head of Schools YES Prep Public Schools
Mandelé C. Davis, Growth and External Affairs Manager, YES Prep Public Schools	Cendie Stanford, YES Prep Northbrook Director YES Prep Public Schools

Appendix A:
SKY Partnership Relationship Work Outcomes and Timelines

A Start of a New Relationship

In January 2011, the Spring Branch ISD Board and Superintendent Duncan Klussmann, KIPP Houston Board and Co-Founder Mike Feinberg, and YES Prep Public Schools Board and Founder, Chris Barbic signed a resolution (below) to explore the possibility of expanding the charter offerings in Spring Branch ISD. This exploration was designed to lead to the establishment of a school within a school model focusing on two middle schools (Landrum and Northbrook) and one high school (Northbrook).

RESOLUTION OF PARTNERSHIP AMONG SPRING BRANCH INDEPENDENT SCHOOL DISTRICT, KIPP HOUSTON, AND YES PREP PUBLIC SCHOOLS

WHEREAS, Spring Branch Independent School District ("SBISD") is an independent school district of the State of Texas whose overarching focus is to graduate all SBISD students on time from high school, who go on to complete either a two-year technical degree, a two-year associate's degree, or a four-year bachelor's degree;

WHEREAS, KIPP Houston ("KIPP") is a free, open-enrollment public charter school system whose mission is to develop in underserved students the academic skills, intellectual habits, and qualities of character necessary to succeed at all levels of pre-kindergarten through 12th grade, college, and the competitive world beyond;

WHEREAS, YES Prep ("YES") is a free, open-enrollment public charter school system that exists to increase the number of low-income Houstonians who graduate from a four-year college prepared to compete in the global marketplace and committed to improving disadvantaged communities;

WHEREAS, SBISD, KIPP, and YES agree that they have a collective obligation to ensure that all students in the city graduate from high school prepared to succeed in college, work, and life and that they will work together in a cooperative and collaborative manner toward that goal;

WHEREAS, SBISD, KIPP, and YES desire to have KIPP and YES schools within and as a part of SBISD, whether as schools within existing SBISD schools or as independent SBISD campuses;

THEREFORE, BE IT RESOLVED that SBISD, KIPP, and YES fully intend to form a partnership and will create and appoint a team of representatives from each organization to explore the best manner in which to implement said partnership, initially focusing on middle schools and high schools, with a goal of opening the first KIPP and/or YES SBISD school in the summer of 2012.

Duncan Klussmann, Superintendent
Spring Branch Independent School District

Mike Feinberg, Co-Founder and Superintendent
KIPP Houston

Chris Barbic, Founder and Chief Executive Officer
YES Prep Public Schools

The SKY Partnership Steering Committee

The SKY Partnership Steering Committee began meeting in May 2011 and is committed to meeting weekly in order to:

- Establish a working relationship, trust, and transparency among participants.
- Investigate and create a shared understanding around the high level needs and desired outcomes of the partnership.
- Define areas of improvement for each participating organization and the shared benefits of the partnership.
- Determine deliverables and establish working groups of functional area experts to help drive the work of the partnership.
- Engage functional area experts from each participating organization in a partnership Kick-off event to begin the work of the partnership.
- Support the work of the working groups (defined below) to plan partnership schools within schools that will become a national model for a partnership among high performing charter organizations and a high performing school district.
- Create and distribute frequent communications to the working groups and updating a shared online resource (Basecamp ®) with all communications and documentation.
- Develop and negotiate the terms of the charter contract to ensure equity in funding for all three entities.
- Create a sustainable structure and process to ensure the partnership lives beyond any personnel changes in either of the three partnership organizations.
- Support the work of the working groups through the launch and implementation of the partnership schools.
- Document our work for future partnerships to glean best practices and lessons learned.

SKY Partnership Steering Committee Members represent leaders from each partner organization who are directly responsible for the growth and expansion of academic programs. Members of the SKY Partnership Steering Committee are listed below:

Dr. Jennifer Blaine, SBISD	Linda Buchman, SBISD
Pamela Butler, SBISD	Mandele' Davis, YES Prep
Mark DiBella, YES Prep	Bill Durbin, YES Prep
Ken Goeddeke, KIPP Houston	Dr. Keith Haffey, SBISD
Cathie Robinson, SBISD	Tammi Wallace, KIPP Houston

Timeline of 2012-2013 Steering Committee meetings and outcomes is provided below:

SKY Partnership Steering Committee 2012-2013 Calendar of Meetings and Outcomes	
January 2012	SKY Partnership contract signed and adopted by SBISD, KIPP Houston and YES Prep Board of Trustees
January 2012 - March 2012	Meet bi-monthly to monitor and support progress of Working Groups Finalize partnership contract and receive board approvals Engage parents and community in campus design Support new school leaders as needed in campus design and relationship building Recruit and admit student applicant through the lottery process
April 2012 - June 2012	Meet bi-monthly to monitor and support progress of Working Groups Manage communications to internal and external audiences Support the development of the campuses Ensure all campuses are fully enrolled Establish criteria to determine the number of teachers who will participate in the YES Prep Teaching Excellence Program Establish criteria to determine the number of leaders who will participate in the KIPP leadership training programs.
July 2012	KIPP Courage at Landrum Middle School 5th grade campus opens YES Prep Northbrook 6th grade campus opens
July 2012 – November 2012	Meet monthly to monitor the progress of KIPP Courage and YES Prep Northbrook. Engage Working Groups to monitor progress and support campus needs
December 2012	Engage Working Groups in recommendations for changes to contract terms
January 2013 – May 2013	Re-evaluate school year 2012-2013 contract terms and negotiate amendments for 2013-2014 contract Submit contract amendment(s) for board approvals (Spring Branch, KIPP Houston and YES Prep) Establish authorization process and criteria for potential new partnerships with charter management organizations.
June 2013	Evaluate campus academic performance Evaluate partnership effectiveness Submit recommendations for improvement.

SKY Partnership Working Groups

The SKY Partnership Steering Committee established Working Groups to lead, organize, recommend and implement the core areas necessary to achieve successful partnership schools. Members of the Working Groups are organizational experts in their field and will work collaboratively beginning October 2011 and throughout the duration of the partnership to advance the strategies defined below and to report findings and recommendations to the Steering Committee. Each Working group will report to the steering committee meeting at pre-determined intervals (Appendix B).

Working Group	Definition of Task
Academics & Program	The Academics & Program Working Group will ensure curricular alignment and will explore the opportunities to provide shared extracurricular programming.
Stakeholder Relations	The Stakeholder Relations Working Group will develop and implement Communications and Marketing plans that build strong stakeholder understanding of and support for the SKY Partnership and yield successful recruitment for and launch of KIPP and YES Prep programs in SBISD. Additionally, the group will explore and work together as appropriate relative current and future funding opportunities to benefit partner schools and programs. The group will also support government/policy relations as appropriate.
Finance	The Finance Working Group will ensure budgeting, funding, and economies of scale are equitably distributed among all partners.
Instructional Technology	The Instructional Technology Working Group will ensure infrastructure, interoperability, and instructional technology is successfully deployed.
Operations	The Operations Working Group will ensure efficient use of services necessary for successful school functions which include admissions, child nutrition, transportation, health and wellness, human capital, facilities, and student discipline.
Principal and Campus Relations	The Principal and Campus Working Group will design and implement a plan to develop and promote relationship-building among SKY Partner teams, principals, and schools. The team will problem-solve building cohabitation issues and work to ensure strong relationships. The team will also create opportunities to build and promote relationships with other key stakeholders in the organization including administration, board members, and others as identified.

SKY Partnership Working Groups				
Focus Area	**Timeline**		**Anticipated Outcomes**	**Working Group Leads**
	Start	**Completion**		
Academics & Program	October 2011	May 2012 for July 2012 campus launch. After the campus launch, the Academics Working Group will meet continually.	1. Re-evaluate curriculum and assessment to monitor student performance and college readiness. 2. Annually monitor student performance and accountability. 3. Research student success points annually to ensure college readiness.	Assistant Superintendent of Academics, SBISD Executive Director, Elementary and Secondary Schools, SBISD Vice President, People and Program, YES Prep Campus Leaders, KIPP and YES Prep Head of Schools, KIPP Houston
Operations	October 2011	July 2012 campus launch. Operations teams will provide ongoing support to staff and students throughout the academic school year. Working group will re-evaluate work and make recommendations annually.	1. Ensure the facilities are made ready; complete with all operational resources necessary to 2. Hire and staff highly qualified personnel with clear expectations for shared space. 3. Provide a transparent and successful lottery process to seat students in all charter programs.	Chief Operations Officer, SBISD Personnel Officer, SBISD Chief Operations Officer, KIPP Vice President, Operations, YES Prep Growth and External Affairs, YES Prep

Mandelé C. Davis, Author

SKY Partnership Working Groups				
Focus Area	**Timeline**		**Anticipated Outcomes**	**Working Group Leads**
	Start	**Completion**		
Stakeholder Relations	Weekly meetings beginning October 2011.	Interim deadlines between November 2011 and June 2012 for a July 2012 campus launch. Working groups will continue to monitor and support partnership needs throughout the partnership and will re-evaluate support annually.	1. Stakeholders of all three partnership groups will understand and support the need for SBISD, KIPP, and YES to partner together. 2. Parents and students (4th and 5th grades) will clearly understand the choice they have for the 2012 school year. 3. KIPP and YES will successfully recruit for fall 2012 program launch, and the existing district charter schools will also have successful recruitment. 4. Campus and district leaders of all three programs will have key messages, and other tools needed to communicate successfully about the partnership to build strong, sustainable and collaborative environments to maximize opportunities for children. 5. Develop and implement joint funding strategies to seek additional resources. 6. Develop partnership messaging for internal and external audiences.	Community Relations Officer, SBISD Growth Officer, KIPP Director of Marketing, KIPP Director of Advancement, KIPP Growth and External Affairs Manager, YES Prep
Finance	October 2011	Contract approved January 2012. Working group will re-evaluate agreements and make recommendations annually.	1. Establish sustainable, flexible contract with equitable compensation for all three partners. 2. Establish economies of scale that result in the cost per pupil at or below partner comparisons. 3. Service other working groups as needed.	Chief Finance Officer, SBISD Chief Finance Officer, KIPP Chief Growth Officer, KIPP Chief Finance Officer, YES Prep Budget Manager, YES Prep Growth and External Affairs Manager, YES Prep

SKY Partnership Working Groups				
Focus Area	**Timeline**		**Anticipated Outcomes**	**Working Group Leads**
	Start	**Completion**		
Instructional Technology	October 2011	July 2012 campus launch. Instructional technology teams will provide ongoing staff and student support throughout the academic year.	1. Establish infrastructures necessary to meet the needs for: *Instructional Program *Administrative Systems *Classroom Technology *Student Information Systems *Technology service and support	Chief Information Officer, SBISD Chief Information Officer, KIPP Senior Director of Technology, YES Prep
Campus and Principal Relationship Building	October 2011	Ongoing	1. Ensure all principals impacted by partnership are involved with the establishment of SKY Partnership schools. 2. Manage any concerns related to colocation and ensure collegiality of all partners.	Executive Director Secondary Teaching and Learning, SBISD Chief People Officer, KIPP Head of Schools, YES Prep

Appendix B

Working Group Expectations

"If you want to go fast, go alone. If you want to go far, go together."

Background Information for Working Groups

For the purposes of facilitating the key responsibilities of each partner organization in the SBISD-KIPP-YES partnership, Working Groups have been established based on core areas including academics, external relations, finance, information technology, and operations. Key staff from each organization has been assigned as Working Group Leads to lead and organize each group to identify key issues, concerns, and deliverables as it relates to the core areas as outlined.

Each Working Group has been assigned "focus areas" that fall under the purview of the larger Working Group. For example, under the Operations Working Group the focus area of transportation has been included. The Operations Working Group is tasked to determine how transportation will function within the partnership.

In our meeting today, you will have 35-45 minutes to discuss the key dates and deliverables (listed below), agree on a plan of action in terms of how to facilitate the work group towards identifying the following:

SCOPE OF WORK	MEASURES OF SUCCESS	EXPECTED OUTCOMES
SPECIFIC DELIVERABLES THAT NEED TO BE COMPLETED	DETERMINATION OF A PROJECT TIMELINE	AND SUBMISSION OF UPDATES AND FINAL RECOMMENDATIONS TO THE STEERING COMMITTEE BASED ON KEY DATES.

The specific Working Groups that will present on the outlined dates are Academics, Finance, IT, and Operations. External Relations and Principals/Schools Relationship and Team Building will present at other dates/times as determined by the Steering Committee.

You may choose the format you wish to present your information. But we do need something in writing since we are saving all of our work for historical and reference purposes.

KEY DATES and DELIVERABLES	
First update due to Steering Committee will include: • Scope of working group • Measures of success • Expected outcomes • Identified issues/concerns • Specific deliverables/action plan with timeline • Immediate next steps	**OCTOBER 27, 2011** 1:00 – 4:00 p.m. Location: SBISD, Room 275 955 Campbell Road, Houston, 77024 713-464-1511 *30 minutes allocated for each Working Group Presentation
Working Group update due to Steering Committee will include: • Update on deliverables/action plan and timeline • Identified issues/concerns • Immediate next steps	**November 17, 2011** 1:00 – 5:00 p.m. Location: SBISD, Room 236, 955 Campbell Road, Houston, 77024 *30 minutes allocated for each Working Group Presentation
Whole Group Working Group - Work Session and Update • Update on deliverables/action plan and timeline • Identified issues/concerns • Immediate next steps	**December 8, 2011** 1:00 – 5:00 p.m. Location: SBISD Board Room, 955 Campbell Road, Houston, Texas 77024 713-464-1511
Working Group update due to Steering Committee • Update on deliverables/action plan and timeline • Identified issues/concerns • Immediate next steps	**January 12, 2012** 1:00 – 5:00 p.m. Location: SBISD Board Room, 955 Campbell Road, Houston, Texas, 77024 713-464-1511
Final report and recommendations due to Steering Committee • Outstanding issues and concerns • Action plan and timeline for implementation • Immediate next steps	**February 2, 2012** 1:00 – 5:00 p.m. Location: SBISD Board Room, 955 Campbell Road, Houston, Texas, 77024 713-464-1511
Implementation Phase	Updates during implementation phase will be outlined by the Steering Committee. Additional dates – TBD

Each working group has been assigned a member(s) from the Steering Committee, who will help the group through the process, answer questions, and assist in facilitating the update presentations.

Working Group	***Steering Committee Member***	
Academics	Bill Durbin, YES Prep Catherine Robinson, SBISD Ken Goeddeke, KIPP	Bill.Durbin@yesprep.org Catherine.Robinson@springbranchisd.com KGoeddeke@kipphouston.org
External Relations	Linda Buchman, SBISD	Linda.Buchman@springbranchisd.com
Finance	Tammi Wallace, KIPP	TWallace@kipphouston.org
Information Technology	Keith Haffey, SBISD	Keith.Haffey@springbranchisd.com
Operations	Mandele Davis, YES Prep Mark DiBella, YES Prep	Mandele.Davis@yesprep.org Mark.DiBella@yesprep.org
Campus and Principals Relationship and Team Building	Pamela Butler, SBISD Tammi Wallace, KIPP Bill Durbin, YES Prep	Pamela.Butler@springbranchisd.com TWallace@kipphouston.org Bill.Durbin@yesprep.org

Mandelé C. Davis, Author