

2015 – 2016
SCHOOL IMPROVEMENT GRANT APPLICATION



**ALGIERS TECHNOLOGY
ACADEMY**

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**Louisiana Department of Education
FY14 1003(g) School Improvement Grant
LEA Application Narrative**

SUBMISSION INSTRUCTIONS

LEAs must submit a PDF application narrative and an excel budget form for each school for which the LEA is applying for a grant to David.Shepard@la.gov by Wednesday, September 2, 2015 at 3:00pm CT. The budget form and resources, including a sample evaluation rubric, can be found on the Department's website at [this link](#). Please contact David.Shepard@la.gov with questions.

APPLICANT CONTACT INFORMATION

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A. SCHOOL TO BE SERVED: Provide information about the school to be served with a School Improvement Grant					
Official Name of School	Site Code (6 digits)	NCES ID (12 digits)	Priority or Focus School	Intervention Model*	Amount Requested
Algiers Technology Academy	395007	220005 302057	Priority	Transformation/ CTE Emphasis	\$2,121,761

* Select one of the following: Turnaround, Restart, Closure, Transformation, Evidence-Based Whole School Reform Model or Early Learning Model.

School Profile

Rurality (Rural, Suburban, Urban)	% Free/Reduced Lunch or % Educationally Disadvantaged	Current SY14-15 Enrollment	Anticipated Enrollment*				
			SY15-16	SY16-17	SY17-18	SY18-19	SY19-20
Urban	93%	264	325	325	400	450	450

*Complete for all years for which funding is requested.

Has the LEA been awarded a SIG grant prior to SY14-15?	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

If the LEA was awarded a SIG grant prior to SY14-15, state the intervention model(s) implemented and describe the impact of the grant in terms of meeting performance goals. Support findings with data.

A transformation grant was awarded to Algiers Technology Academy (ATA) in the 2010 - 2011 school year. The results were mixed with an initial jump in SPS followed by a decline. The numbers look more dramatic than the reality due to a change in how the score was calculated between 2011 - 2013.

Year	SPS Score
2011	76.1
2012	85.5
2013	52.1

Nevertheless the desired result was not achieved.

This application is submitted with a more comprehensive approach to the work that is being pursued. For starters, new leadership has been instituted at all levels of the organization including the board, CMO CEO and executive team and the school principal.

During the past year that the current school principal has been in place academic achievement showed double digit increases in four out six EOC subject areas and only one area had a decrease due to an exceptional issue with transitions in instructors for biology.

EOC Test	SY 14-15 SPS Credit	SY 13-14 SPS Credit	% Change
Algebra	29%	18%	+11%
Geometry	55%	33%	+22%
English II	47%	37%	+10%
English III	38%	38%	No change

Biology	19%	35%	-16%
US History	63%	38%	+25%

Algiers Charter is approaching this SIG investment with a renewed focus on holistically improving the way that Algiers Technology Academy consistently drives student achievement. To this end, a number of structural supports are being implemented at the school level and organization wide. In addition, ATA is also making significant investments in its digital media technology program to ensure that it has the ability to provide students an education that will prepare them for high-wage, high-growth opportunities in the media industry.

Optional: Additional contact information or information about the school to be served:

SECTION 1: SCHOOL NEEDS

Needs Assessment. Describe how the LEA has analyzed the needs of the school (e.g., instructional programs, school leadership and school infrastructure) based on a needs analysis that, among other things, analyzes the needs identified by families and the community, and how the selected intervention(s) aligns to the needs of the school.

Describe the identified need and explain the process that the LEA used to determine the intervention model selected to meet those needs. Describe the LEA’s comprehensive theory of change for addressing the needs of identified persistently low-achieving schools and how SIG funds will be part of a comprehensive approach to addressing these needs. Include in the description a high-level summary of how the LEA will use SIG funds to support the implementation of proven strategies that result in increased student achievement.

INTRODUCTION

Algiers Technology Academy (ATA) is operated by Algiers Charter School Association (Algiers Charter). The mission of Algiers Charter School Association is to deliver and to support education excellence in Algiers. Founded in 2005 by a nonprofit board comprised of members from the Orleans Parish School Board and neighborhood representatives, Algiers Charter School Association was, and is, a community-based solution which provided the first educational options for families returning to Algiers and the wider New Orleans community following Hurricane Katrina. Today, Algiers Charter serves over 4,500 Pre-K through 12th grade students on six campuses. At Algiers Charter we believe that Great Experiences should be the reality for every aspect of interface with the organization and, most importantly, create opportunities for every student.

Algiers Charter and ATA strive to prepare students to be college ready, career ready, community-ready and citizenship ready. These outcomes are referred to as The 4C's and capture Algiers Charter's paradigm for a Contributing Citizen. Achieving the 4C's requires much effort from staff and students because Algiers Charter and ATA serve a high-risk student population with over 92% of families qualifying for free or reduced price lunch, 17% of students classified as special needs learners, and 7% of students struggling with homelessness. Despite this, Algiers Charter and ATA are dedicated to providing great experiences for all students, no matter their background.

Algiers Charter has successfully operated ATA for the past decade, including earning two charter renewals. However, it has been difficult establishing a culture of achievement and developing a school structure that ensures every student is on the pathway to success when they leave ATA to begin post-secondary studies or start a career. During the past few years, Algiers Charter has made a number of changes within the organization that will allow each of the six schools operated by Algiers Charter to establish the infrastructure needed to provide a strong foundation for learning for all students on an ongoing basis.

New leadership at the board and CMO level during the past few years, combined with ATA’s renewed focus on a comprehensive CTE strategy is allowing a vision to be shared that is not limited to short term student achievement gains. Instead, the focus is on immersing students in an environment where the expectation is every single student is being developed into a citizen who will contribute positively to society. Systems are being implemented that prevent students from being overlooked in their specific educational and developmental needs, and a culture of high expectations is permeating students, staff, parents and community members.

It is the combination of all of these factors that has led to a rigorous review of the data to determine what challenges exist and are most pressing. After careful consideration and analysis, it has become abundantly clear that Algiers Charter will be best be able to serve the students of ATA by seeking to invest School Improvement Grant (SIG) funds into two key focus areas: career technical education and school transformation.

INTERNAL ANALYSIS

Instructional Programs

During the past three years, Algiers Charter has undertaken a comprehensive internal assessment of what is and is not working - both for the organization as a whole, and for each of its individual high schools. One of the biggest issues facing Algiers Charter High Schools is the absence of a comprehensive CTE strategy. Specifically, a more aligned plan to better leverage ATA’s position as the only digital media high school in New Orleans and a realistic look at the human and resource support structures required to deliver a highly effective program. A program that goes beyond offering students the minimum qualifications for an entry level position and insteads positions students to be highly prepared for a leadership role in any industries supported by the graduation pathways that ATA will offer.

The absence of a comprehensive CTE vision has resulted in students at best earning certifications in low-demand, low-wage industries, or at worse, enrolling in classes across too many fields to earn a certification. These outcomes, combined with the need to leverage the state’s Jumpstart program made it clear that a common, comprehensive CTE strategy was needed.

As a result, ATA is restructuring its entire CTE program and adding additional support staff to take full advantage of the opportunities that Jumpstart provides. This restructuring is focused on a backwards planning process that begins with the question: What is the student doing the day after graduation?

School Leadership

Actual SPS		Projected School Performance Score				
2013 SPS	2014 SPS	2015 SPS	2016 SPS	2017 SPS	2018 SPS	2019 SPS
52.1	51.7	55.1	60.14	70.1	73.13	78.18
D	D	D	D	C	C	B

ATA benefits from a strong school leader in Nia Mitchell who has led the school's renaissance since 2014. Despite ATA's academic gains in the 2014-15 school year, Algiers Charter decided to increase school leader support to ensure that ATA remained on a successful trajectory. Beginning the 2015-16 school year, ATA and other Algiers Charter principals will receive high quality coaching in instructional leadership by a new Chief of Schools position whose primary responsibility is to provide coaching and support for school leaders. This person serves as both a mentor to school leaders and as their accountability partner to ensure that each school remains on the pathway to progress for student achievement and overall school performance.

School Infrastructure

EOC % Excellent or Good by Subject

Subject	2012	2013	2014	2015	1-Yr Growth
Algebra I	31%	20%	18%	29%	12.0%
Geometry	41%	31%	33%	55%	21.8%
English II	40%	56%	37%	47%	10.4%
English III		23%	38%	38%	0.5%
Biology	22%	22%	35%	19%	-16.5%
US History		32%	38%	63%	25.4%

Instructional support structures are not currently serving all students. While intervention and remediation strategies were in place, ATA did not have the appropriate assessments or aligned vision for excellent instruction necessary to diagnose when a teachers may be off track

In addition to benefiting from the new Chief of Schools position, ATA will use Algiers Charter created diagnostic assessments across all core subjects and the new 4-Core instructional rubric to align on what quality instruction looks like.

Identified Need

Through community discussions, teacher dialogue, and supporting data (see above), a common conclusion was drawn - preparing students for high-wage, high growth careers requires a comprehensive and aligned CTE strategy aimed at helping students navigate complex CTE certification requirements. ATA school performance and EOC results also highlight a need for a strong focus on core-class instructional improvements. ATA is committed to developing students with the option to attend college or begin a career upon graduation.

Additional CTE support staff and an aligned teaching rubric and diagnostic assessments will help ATA raise expectations for, and better align, instructional and CTE support structures across grade-levels, content areas and the school.

Alignment of Intervention to Identified Need

Need: School Leader Coaching

Algiers Charter hired a Chief of Schools whose primary responsibility is to provide coaching and support for school leaders. This person serves as both a mentor to school leaders and as their accountability partner to ensure that each school remains on the pathway to progress for student achievement and overall school performance.

Need: CTE offerings that ensure students are able to transition from ATA prepared to enter into a high-wage high growth career

Jumpstart provides an opportunity for ATA to focus its resources - human, equipment, and course offerings - into a highly effective program that goes beyond offering students the minimum qualifications for an entry level position and insteads positions students to be highly prepared for a leadership role in any industries supported by the graduation pathways that ATA will offer.

ATA will hire the following roles to support the development of an aligned CTE strategy.

- Director of CTE Integration - Coordinates CTE course offerings both in-house and with external higher education partners. Provides professional development to CTE instructors
- Career Counselor - conduct outreach to 7th and 8th grade students and their parents about the opportunities that exist through career graduation pathways and the steps students can take in their middle school years to be fully prepared to take advantage of these opportunities when they enter high school.
- Post Graduation Counselor - 100% focused on student's post-graduation outcomes and identifying factors that increase the likelihood of success

Need: Greater Instructional Quality

ATA is implementing a new four core rubric in partnership with TNTP to ensure greater instructional quality at all levels, as well as to ensure primary activities measured are the activities of each individual student.

The 4-Core rubric, introduced to Algiers Charter by TNTP, is based on four essential questions:

- Student Engagement - Are all students engaged of the work of the lesson from start to finish?
- Essential Content - Are all students working with content aligned to the appropriate standards for their subject and grade?
- Academic Ownership - Are all students responsible for doing the thinking in the classroom?
- Demonstration of Learning - Do all students demonstrate that they are learning?

By focusing on these key areas of Demonstration of Learning, Academic Ownership, Essential Content and most importantly Student Engagement, teachers now have a common framework that is reinforced through their professional development, the teacher's evaluation and the assessments that will be used to evaluate the student and the school.

This four core rubric is being implemented across all of Algiers Charter and is believed to be a sea shift in how Algiers Charter will approach teaching and learning in a way that prepares all students in the next grade and in the next venue as students prepare for their ultimate test: to be successful citizens in society.

INTERVENTION MODEL SELECTION PROCESS

CURRENT NEED FOR EMPHASIS ON CTE PROGRAM DEVELOPMENT

It is clear from the data provided below that the current CTE program at ATA is not serving students. As the table indicates below Many students are entering the programs but few are completing the program with an actual industry certification. And for those students who do graduate with a certification there is no guarantee that they will be placed in a paying position that utilizes the skill sets they have developed. Further too many students are still seeking to earn certifications in low-wage, low-opportunity career fields.

ATA Graduation Analysis	2014	2015	1-Yr Growth
Graduation Rate	64.5	52.5	-12.0
Diploma Quality ¹	72.4	61.6	-10.8

¹ Diploma Quality is an index on a 150 point scale. A score of 100 or higher indicates minimal college or career readiness (i.e. just a high school diploma). A score below 100 implies that a school is on average not meeting minimal college or career readiness for all of its students.

ATA 2014 CTE Analysis	Enrolled	Complete	Rate
Adobe Certification	37	0	0%
IC3 Certification ²	70	34	49%

² IC3 Certification does not prepare students for High wage, High growth job opportunities

The grim reality that this data points out is troubling in two ways. First the obvious shortcoming that the students are not gaining employment in the fields of the career or technical training and second many of the students who have chosen an industry certification have done so while neglecting the requirements needed to be prepared to enter college so now students are essentially left out of the two most viable post-secondary options. Interviews with recent alumni provide anecdotal evidence of this disappointing reality.

THEORY OF CHANGE

Methodical evaluation of each school in Algiers Charter, longitudinal academic data, perceptual surveys, observations of high performing programs around the country and consultation with national education experts have informed Algiers Charter's theory of change. In its essence, it can be described in four key components:

- 1) A foundation of great experiences for all
- 2) Core values that establish high expectations and focus the efforts of all
- 3) Customized academic interventions for each school based on quantitative and qualitative data
- 4) Clear goals that align efforts toward a common outcome

This concept is explained in more detail in the paragraphs that follow below:

COMPONENT 1: The Foundation

Algiers Charter's foundation is grounded in providing great experiences for all:

- Students
 - At Algiers Charter, the belief is that when students have great experiences at school, they have a stronger interest in performing well academically and using school to prepare for life after school. Great experiences may come in the form of a high quality educator, a field trip that exposes students to a new career path, a leadership role in student government, or any one of the myriad of experiences that make up a typical student's K-12 career. At Algiers Charter, we are deliberate about ensuring that every student has a great experience.
- Organization Experience
 - Algiers Charter also believes that the organization needs to ensure a great experience for every employee, every parent, every vendor, and every other external party that comes into contact with the organization. This can be as simple as prompt payment for invoices and as complex as the need for an extended meeting with a parent and the CEO to ensure that their concerns have been completely addressed. From the moment an individual walks in an Algiers Charter facility or reaches an Algiers Charter staff member by phone, the goal is to ensure that the experience is so great that it is truly remarkable and that positive remarks are made.
- Structure for Success
 - Culture built on data, high expectations, and systems that serve. Consistently delivering on great experiences for 4,500 students, 500 employees and countless vendors and others does not happen by accident. In order to ensure this vision becomes reality on a daily basis, systems have been established and the expectation that is that everyone is working towards creating more systems whenever the need presents itself increase efficiency and effectiveness and avoid recreating the proverbial wheel. Similarly, this level of success is reinforced by a culture of high expectations where everyone hold everyone accountable to a high expectation for results. And finally, results are measured with real data. To the greatest extent possible, quantitative data is combined with available qualitative data to continuously review what is and is not working and to make adjustments as needed so that everything is always getting better.

COMPONENT 2: Core Values

Algiers Charter's core values are captured in the organization's LEIC Paradigm (pronounced "like"). The LEIC Paradigm is a dynamic framework that focuses the work of everyone at Algiers Charter.. Each component – leadership, excellence, inquiry and community – stands alone as an essential element of Algiers Charter's approach to education while simultaneously reinforcing and supporting each of the other elements. Below is a detailed explanation of each component of Algiers Charter's LEIC paradigm.

● Leadership

Algiers Charter believes that leadership is the essential function for any type of positive outcome in any situation. For this reason, Algiers Charter views every individual employed by the organization and every student attending an Algiers Charter school as a leader. Not a student leader, not an employee leader, not a future leader, not an instructional leader but just a leader. The standard is the same for all and can be boiled down into six words: see something, say something, do something.

Obviously the actual leadership required is very specific to the individual and their particular function. No one is expecting third grade students to conduct faculty meetings. But everyone is expecting that everyone else embraces the idea of being a risk-taker and a mistake maker with the understanding that everyone - student, teacher, parent, janitor, other - is focused on making the world a better place, starting with right here and right now.

For Algiers Charter students, this means that the goal is to develop leadership competencies beginning in pre-kindergarten and culminating in 12th grade. What is funny is that most pre- k programs do an excellent job of teaching key leadership qualities – sharing, forgiveness, taking turns, etc. It is only as students progress through school that intentional instruction in leadership gets pushed aside for math and ELA with the assumption that some students are meant to be leaders and others are not. To paraphrase Invictus, Algiers Charter believes that every student is the captain of their destiny and should be developed in a way that they can be maximize this opportunity.

A similar view is held for employees and the work that they do. At Algiers Charter it is expected that each employee from the front desk receptionist to the members of the executive team do their part to lead the way in making things better.

As part of its commitment to the community, Algiers Charter also believes that it has a responsibility to make locals into leaders. To the extent that parents, local vendors, small business owners, and other community members seek to engage with Algiers Charter, but lack the skills to be able to do so effectively, Algiers Charter is committed to working with individuals to help them develop so long as they are willing to commit to working with Algiers Charter. Algiers Charter calls this turning "locals into leaders" and believes that it is one of the unique value propositions that Algiers Charter offers as a community-oriented education organization.

In short, Algiers Charter believes that creating graduates who are leaders, supporting community members in their quest to become leaders in their chosen fields, and requiring school administrators to serve as instructional leaders has the greatest potential for positive long-term benefit and impact to each and every student and to the entire community. For this reason Algiers Charter is committed to developing leadership programs at every level of the organization, and for key constituencies, to ensure that the opportunity for on-site leadership is maximized in every aspect of the Algiers Charter experience.

● Excellence

Excellence – in the classroom this means high quality instruction at the appropriate level of difficulty. In other words, rigor. Outside of the classroom this is performing work at a level that demonstrates conscientious effort, a true focus on quality execution. When these things happen consistently, expectations are consistently exceeded and great experiences happen for all.

Algiers Charter believes that setting the expectation of excellence is just the beginning. It must be defined in a way that is obtainable so that it does not become a platitude. This is the reason that Algiers Charter maintains the focus on rigor and execution. Teachers know when they have delivered a rigorous lesson for their students. Staff know when they have executed with the professional equivalent of military precision. And everyone knows when this standard is not being maintained by their colleagues.

The pervasiveness of this expectation creates a virtuous cycle that drives continuous improvement at all levels of the organization on an ongoing basis. This is the ideal that every organization seeks. Algiers Charter achieves it because we are relentless about staying focused on it.

For students, excellence is a direct result of teachers pushing them to do their best. At Algiers Charter we insist on excellence from our teachers because we know it is the only way we will get it from our students. But we also encourage our students and our parents to push on us. If Algiers Charter teachers, principals or others are not delivering the excellence that's needed, we want that feedback so that we can make the necessary changes.

- Inquiry – dedication to constant inquiry and effective use of data, evaluation, and reflection

Algiers Charter is committed to delivering on the promise of a high quality education to its students and their families and on the promise of a well-run organization to the citizens and community. In order to honor these commitments Algiers Charter believes in utilizing qualitative and quantitative data to the greatest extent possible to track progress and to report on results.

Algiers Charter believes that inquiry encompasses three key parts 1) a quest to understand why something works or why it does not, 2) an ongoing pursuit of how could things be better and 3) extensive use of qualitative and quantitative data to support "decision-making and action-taking."

Data-driven decision making and data-driven instruction are only basic elements of how data is part of an inquiry focused environment. Hewlett Packard never stopped asking "What If?" and neither does Algiers Charter. But we do it in a way that is structured and requires supporting evidence so that when a decision is made to act it can be supported by everyone involved in the specific situation.

- Community – engagement to promote a culture of achievement

As one of the largest geo-centric CMOs in the nation, Algiers Charter has a unique perspective on the role that the community can play in supporting K-12 education. As such, Algiers Charter welcomes and embraces the community and supports efforts to develop locals into leaders and to utilize community programming that is both effective and efficient.

COMPONENT 3: The Process

Algiers Charter recognizes that the process for successful outcomes needs to be customized for each situation and ideally for each student. While Algiers Charter is still developing a full complement of tools and resources that will allow each student to have a personalized education plan, there are steps that are being taken now to support school leaders and their staff in the customization of their work to meet the needs of each student.

Below are the common tools that are being used for every Algiers Charter school. In the section on Intervention Design, ATA specific interventions are explained in more detail. However, it is important to remember that this is not a theory of change for the sake of one time improvement. Instead, this is a process that is never ending in the same way that improvement is never ending. The specific interventions may change over time but the fundamentals below provide the consistent cornerstones for the foundation of these efforts.

Leadership

Chief of Schools - Algiers Charter has established a new Chief of Schools position whose primary responsibility is to provide coaching and support for school leaders. This person serves as both a mentor to school leaders and as their accountability partner to ensure that each school remains on the pathway to progress for student achievement and overall school performance. Part of this role is weekly meetings with each school leader where school level data is reviewed and school leaders partner with the Chief of Schools to address any deficiencies identified by the data as well as to celebrate successes where progress is occurring.

Site Based Instructional Leadership - Algiers Charter believes that the leadership for instruction must come from the leader of the school and be primarily supported and reinforced by staff based at the school. At the School Support Center (Algiers Charter's central office) the Chief of Schools and other members of the academic team serve to provide expertise in content areas, assessment, best practices and updates on education reforms but the implementation and execution of pedagogy and instruction are the primary responsibility of the school leader and other staff on site whom the school leader may identify to support this effort. At times this will result in leadership changes for those leaders proven to be ineffective. It will also accelerate expanded responsibilities for those junior leaders who are clearly capable of more responsibility.

Ongoing Professional Development - Teachers participate in weekly meetings, led by site-based instructional staff, where they examine student data, engage in collaborative planning and learn instructional strategies. Teachers benefit from best practices from across the nation as presented by school support center staff as well as instructional strategies developed by their own colleagues' experiences and feedback. Professional development continues into each classroom as site-based instructional staff members observe classroom instruction, model lessons and provide ongoing feedback to support teachers in their lesson design and educational delivery. One example of how Algiers Charter has institutionalized this work, is the organization's requirement that all schools have an early release each Wednesday in order to provide additional time for professional development that is both grounded in the day-to-day work of teachers and is happening in real time.

Excellence

Rigor – A process of substance is nothing unless it requires a product of substance. This is why Algiers Charter envisions rigor as an essential component of excellence. It is not good enough for Algiers Charter students to know the fundamentals, but rather they can apply the fundamentals in the most challenging environments. Lesson plans that set a high standard, lesson delivery that requires students to reach that high standard without excessive teacher assistance and lesson assessment that demonstrates a high standard has been met are the building blocks of every education experience at Algiers Charter.

Contributing Citizens - The concept of the 4C's - students being ready for college, career, citizenship, and community - provides a very tangible framework easily understood by staff, students AND parents. This framework also provides an ongoing opportunity to reinforce the importance of maintaining a standard that will ensure students reach the ultimate goal of becoming Contributing Citizens. This concept permeates all of the work that occurs at Algiers Charter.

Data

Data Driven Instruction - Benchmark assessments using LinkIt, DIBELS for early learners and the standard combination of teacher developed formative and summative assessments are reviewed regularly by school leadership and collaboratively amongst staff to ensure appropriate attention is given to the greatest instructional areas of need. Assessments are aligned with Common Core State Standards and used as a developmental tool. Data review follows a format that is consistent throughout Algiers Charter. School leaders and teachers all know the key questions to ask and the priority areas for focus as they obtain and review the data. Data is produced on a regular schedule and is provided in standard formats to enable maximum utility of the information with minimal unnecessary effort. Academic data is also regularly correlated to non-instructional data (i.e., behavior, student and teacher attendance, etc.) to provide as comprehensive a view as possible.

To ensure instruction is moving student achievement, teachers are formally observed in classroom instruction several times a year by trained observers, including principals and other site based instructional leaders using rubrics for multiple dimensions of instructional quality. These classroom evaluations are complemented by value-added analysis of student achievement growth, rounding out a system of teacher evaluation with multiple measures. Evaluation results are used as formative feedback in one-on-one mentoring sessions, and guide planning for team meetings.

Staff understand that while data does have a role in evaluative purposes, its primary function is to drive improvement. As such there is a real emphasis on making the data available for public review as much as reasonable,, including posting on the walls in the building and sharing with staff at other schools. Algiers Charter emphasizes a collegial environment that encourages teachers and other staff, to collaborate to identify common problems and to develop solutions.

COMPONENT 4: Outcomes

Contributing Citizens – College-Ready, Career-Ready, Citizenship-Ready, Community-Ready

Algiers Charter undertakes its work to ensure that students graduate from an Algiers Charter school prepared to contribute to society. It is the expectation of Algiers Charter that every student graduates: college-ready, career-ready, citizenship-ready,, and community-ready. These outcomes are referred to as The 4C's and capture Algiers Charter's paradigm for a Contributing Citizen.

College-Ready

A college ready student is someone who is capable of obtaining admittance to an institution of higher learning and is able to successfully graduate. All Algiers Charter students are required to pursue some type of postsecondary education. For students who do not choose a career track, there is a requirement that the student apply to at least two four-year postsecondary institutions. Student also take the ACT as part of their high school experience and are strongly encouraged to take at least one AP course or dual enrollment college course prior to graduation.

Career-Ready

Algiers Charter recognizes that there are a number of high paying occupations that require skills that are not obtained in traditional 4-year college programs. Algiers Charter has been able to provide students in its high schools access to some of these programs, including welding, healthcare and technology training. Algiers Charter has also partnerships with several local institutions of higher education to provide access to these resources to students while still enrolled in high school in New Orleans.

Citizenship-Ready

Algiers Charter defines citizenship as being prepared to participate in society in a positive way. This includes basic civic duties such as voting and paying taxes and less obvious actions such as not littering and participating in a local civic organization such as Kiwanis or a faith based institution. Algiers Charter expects that everyone will graduate committed to do their part to maintain the great society in which we live.

Community-Ready

Going beyond citizenship is the responsibility to make a positive impact on the community by taking a leadership role in some form or fashion. In an ideal world, each of our students would achieve the financial success necessary to make them eligible to be philanthropists, but it is understood that this is not the reality for most.. Students are reminded that they can serve in other ways, from leading volunteer projects to running for public office to launching a new business. Students who graduate from Algiers Charter are instilled with a commitment to go beyond being a member of the community to actually making a contribution that will make a positive difference.

- 1) **Family and Community Input.** Describe how the LEA has taken into consideration family and community input in selecting the intervention.

Reaction to the new principal at Algiers Technology Academy has been overwhelmingly positive. This leadership change was the beginning of a transformation for the school that included holding staff to higher levels of performance and driving greater levels of academic achievement. Alumni, parents and the community are excited about the changes and want to see more efforts in this direction.

Former students and community members have also spoken about the need for students to have options and opportunities beyond the college track. ATA has always met this need to an extent but is now preparing to deliver on this promise of a technology career at a higher level. ATA seeks to leverage the Jumpstart program in combination with a school structure that will ensure students not only have access to CTE programs but access to the programs they want and the supports they need to finish the program and go on to a career in a high wage industry. Every community wants this type of experience for their youth.



SECTION 2: INTERVENTION DESIGN

- 2) **SIG Requirements.** Describe the actions that the LEA has taken, or will take, to design and implement a plan consistent with the final requirements of the turnaround model, restart model, school closure, transformation model, evidence-based whole school reform model, early learning model, or state-determined model.

A whole-school reform model is a model that is designed to:

- a) Improve student academic achievement or attainment;
- b) Be implemented for all students in a school; and
- c) Address, at a minimum and in a comprehensive and coordinated manner, each of the following:
 - i. School leadership

- ii. Teaching and learning in at least one full academic content area (including professional learning for educators).
- iii. Student non-academic support.
- iv. Family and community engagement.

If implementing either the turnaround or transformation model, describe how Increased Learning Time will be provided for:

- a) Core academic subjects (including English, reading or language arts, mathematics, science, foreign languages, civics and government, economics, arts, history, and geography);
- b) Other subjects and enrichment activities that contribute to a well-rounded education, such as physical education, service learning, and experiential and work-based learning opportunities; and,
- c) Teachers to collaborate, plan and engage in professional development within and across grades and subjects.

Describe the services the school will receive and/or what activities the school will implement using SIG funds.

ATA's plan for investing its SIG funding is consistent with the Transformation model with an emphasis on Career and Technical Education.

ATA's plan has five key components. These are 1) a renewed focus on retention 2) Algiers Charter Instructional Shifts 3) CTE program investments 4) Instructional quality investments including a new teacher rubric for teacher evaluation and 5) new school leadership.

New School Leadership - Mixed results for ATA for the past few years, combined with multiple years of low performance scores on the Val-Ed principal evaluation tool by the previous leader, led to an identified need to secure a new school leader for ATA. ATA was fortunate to retain the services of Nia Mitchell, a Louisiana native, who formerly led a high school in Baton Rouge. Mitchell has thrived at Algiers Charter. In her second year as leader of ATA, Mitchell has instituted a Mentor Teacher program for all educators, overseen a large student enrollment increase and built out ATA's digital media CTE pathway and encouraged teachers to pilot personalized learning initiatives in their classroom..

Instructional Quality Investments - In addition to benefiting from the new Chief of Schools, and the new diagnostic assessments that are being utilized across Algiers Charter to measure academic growth for each student, and the new instructional rubric to measure impact of each teacher, ATA will also work directly with The New Teacher Project (TNTP) for intensive instructional coaching of the school leader and the school coaches. This coaching will focus on ensuring evaluators are normed on instructional excellence and have a clear understanding of what is required for a teacher to receive a specific performance rating on the four core rubric. While the obvious objective is for all staff to have a common scale for measuring instructional quality, the unstated objective is for there to be a realization of how much work remains to be done for the overwhelming majority of staff to reach high levels of proficiency, with the ultimate goal of moving towards excellence within a reasonable time frame.

CTE Program Investments - ATA will take advantage of the state's Jumpstart program to refine its Career Technology Education offerings into a powerful experience that ensures students are able to transition from ATA prepared to enter into a high-wage high growth career. What Jumpstart provides is an opportunity for ATA to focus its resources - human, equipment, and course offerings - into a highly effective program that goes beyond offering students the minimum qualifications for an entry level position and insteads positions students to be highly prepared for a leadership role in any industries supported by the graduation pathways that ATA will offer.

ATA is restructuring its entire CTE program to take full advantage of the opportunities that Jumpstart provides. This restructuring is focused on a backwards planning process that begins with the question: What is the student doing the day after graduation?

This question: What is the student doing the day after graduation? is a metaphor for developing a system that is designed to have a student in a high-wage, high-growth occupation that the student will pursue as a primary career.

In order to accomplish this goal, the school is seeking to use SIG funds to develop a system that will allow for a continuous feedback loop that the school will use to

- 1) collect data on student career interests
- 2) track individual student course enrollments (and dis-enrollments) and ultimate career placement
- 3) use individual data to create aggregate trend data for student pathway selection and ultimate job placement
- 4) evaluate the success of specific graduation pathways in preparing students for careers and adjust accordingly

In addition to building database systems to capture this data and tools that can provide in-depth analysis, ATA will also use SIG funding to invest in human capital to support these efforts. Specifically, a post-graduation counselor position is being created to provide an individual who is 100% focused on student's post-graduation outcomes and identifying factors that increase the likelihood of success. A Director of CTE Integration will coordinate CTE course offerings both in-house and with external higher education partners. The Director of CTE Integration will also provide professional development to CTE instructors. To complete the loop, ATA will also invest in a career counselor who will conduct outreach to 7th and 8th grade students and their parents about the opportunities that exist through career graduation pathways and the steps students can take in their middle school years to be fully prepared to take advantage of these opportunities when they enter high school.

ATA understands that it is not enough to simply create programs. It is important to create the right programs that are right for the students who are seeking to take advantage of them. As such, part of this work will involve eliminating programs that are not successful in order to provide more resources for programs that are producing positive student outcomes. At the end of the day, ATA believes that students need to be led to these programs, through these programs and to the next phase of their life - ideally a high wage position in a high-growth industry - if they are truly to become Contributing Citizens.

Algiers Charter Instructional Shifts - As mentioned above in the Theory of Change section, Algiers Charter is making major changes throughout the organization to better support academic achievement at every campus for each student. In addition to the new teacher evaluation rubric mentioned above, and the new chief of schools position identified in the theory of change section, ATA will also benefit from increased access to school specific data and academic interventions. ATA will work with the Algiers Charter School Support Center staff under the guidance of the chief of schools to customize its professional development plan with reviews and revisions to occur every six weeks. In addition, ATA will review its school specific scorecard weekly with the chief of schools that will measure Key Performance Indicators such as truancy, student discipline incidents, student matriculation, teacher attendance, enrollment and other similar items, to ensure the school is maintaining a viable operation and the proper supports are in place to drive student achievement.

Retention - A common theme throughout the three key areas listed above is a focus on retention - of staff and students. As Algiers Charter supports ATA in its pursuit of these ambitious goals, the plan for sustaining these powerful impacts is wholly based in the work that will be done to increase year-to-year student retention and to increase the number of highly effective staff that are retained each year. ATA will bring new energy to focusing on this metric to build a critical mass for its new direction so that the improvements funded by this grant are not just permanent but are continuous.

- 3) **Evidence-Based Strategies.** Describe how it will implement, to the extent practicable, in accordance with its selected SIG intervention model(s), one or more evidence-based strategies.
- 4) The LEA should at least include one strategy that relates to quality curriculum development that aligns with the State's academic standards. For Priority schools, the State has identified two additional priorities for which LEA's may choose to align evidence-base strategies: 1) Early Childhood Education; and, 2) Career and Technical Education.

Transformation Model	Strategy	Action Plan Aligned with Strategy/Intervention
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Developing and increasing teacher and school leader effectiveness	Use evaluations that are based in significant measure on student growth to improve teachers' and school leaders' performance	<ul style="list-style-type: none"> ● Set SLTs and use Compass reporting ● Use of 4-Core instructional rubric ● Develop enhanced observation rubrics with TNTP consultants ● Develop Whetstone data platform to hold all evaluation data
	Identify and reward school leaders, teachers, and staff who improve student achievement outcomes and identify and remove those who do not	<ul style="list-style-type: none"> ● Provide leadership development opportunities to staff who improve student achievement ● Use continuous evaluations to inform staffing plans ● Provide performance bonuses for qualifying staff
	Replace the principal (within past two years)	<ul style="list-style-type: none"> ● New school leader brought on for the 14-15 academic year.
	Provide staff ongoing high quality, job embedded professional development that is aligned with the school's comprehensive instructional program and designed to ensure staff are equipped to facilitate effective teaching and learning and have the capacity to successfully implement school reform strategies	<ul style="list-style-type: none"> ● Provide weekly Wednesday early dismissal to allow for whole-staff professional learning ● Provide TNTP leader and teacher development ● Provide ongoing ACSA Academic Team PD ● Provide CTE staff with opportunities to participate in CTE certification courses through Jump Start led online and summer institute programs
	Implement strategies designed to recruit, place, and retain effective staff	<ul style="list-style-type: none"> ● Engage ACSA human capital team school support ● Engage TNTP school leader development training ● Host hiring events earlier in the hiring season (February and May, instead of April and June) ● Provide incentive funds for hard to staff CTE Teacher roles
Comprehensive instructional reform strategies	Use data to identify and implement comprehensive, research-based, instructional programs that are vertically aligned from one grade to the next as well as aligned with State academic standards	<ul style="list-style-type: none"> ● Use comprehensive needs assessments to measure progress towards goals ● Use Common Core-aligned interim assessments ● Use data-informed horizontal and vertical planning through professional learning communities ● Ensure CTE Pathway selection is informed by GNO Regional Jump Start Focus Areas
	Promote the continuous use of individualized student data to inform and differentiate instruction to meet the needs of individual students	<ul style="list-style-type: none"> ● Dual Enrollment Manager, Career Counselor and Post Graduation Counselor will collect individualized data on student interests, ability and motivation in order to pair them with CTE pathways, dual-enrollment opportunities or post-secondary educational options. ● Provide ongoing Link-It Assessment training so that teachers can access individualized student data by Common Core State Standard.
	Increasing rigor by offering opportunities for students to enroll in advanced coursework, early-college high schools, dual enrollment programs	<ul style="list-style-type: none"> ● Dual Enrollment Manager, Career Counselor and Post Graduation Counselor will collect individualized data on student interests, ability and motivation in order to pair them with CTE pathways, dual-enrollment opportunities or aligned post-secondary educational options.
	Improving student transition from middle to high school through summer transition programs or freshman academies	<ul style="list-style-type: none"> ● Career Counselor meets with all Algiers Charter 7th and 8th graders to discuss the importance of CTE and give students to high-wage, high-growth fields

Extending learning time and creating community oriented schools	Provide more time for students to learn core academic context by expanding the school day the school week, or the school year, or increasing instructional time for core aca	<ul style="list-style-type: none"> ● Use a 90 minute block schedule to increase content area learning time ● Add open technology lab time before, during, and after school for student self learning
	Provide more time for teachers to collaborate, including time for horizontal and vertical planning to improve instruction	<ul style="list-style-type: none"> ● Provide data-informed horizontal and vertical planning through professional learning communities ● Weekly Weds PD allows for 3 hours of full staff PD each week
	Provide more time or opportunities for enrichment activities for students by partnering, as appropriate, with other organizations such as universities, businesses, and museums	<ul style="list-style-type: none"> ● Continue to engage community professionals as mentors ● Align field trip experiences to enhance learning about CTE pathway professions ● Host Semi-Annually Industry Partner Luncheon to gain CTE aligned partnerships
	Provide ongoing mechanisms for family and community engagement	<ul style="list-style-type: none"> ● Provide monthly parent and community events facilitated by the Parent/Community Liaison (school and community based) ● Provide leader and teacher coaching and development to address family and community engagement ● Use of character education programming to build positive relationships between all members of the school community
Providing operating flexibility and sustained support	Give the school sufficient operational flexibility to implement fully a comprehensive approach to substantially improve student achievement outcomes	<ul style="list-style-type: none"> ● Continue to use model of school leader autonomy with ongoing operational, academic, financial, and development support
	Ensure that the school receives ongoing, intensive technical assistance and related support from ACSA	<ul style="list-style-type: none"> ● Continue to use model of school leader autonomy with ongoing operational, academic, financial, and development support

- 5) **External Providers.** *(If applicable)* The LEA must describe actions it has taken, or will take, to recruit, screen, and select external providers to ensure their quality, and regularly review and hold accountable such providers for their performance.

Algiers Charter is committed to investing in a transformation model of school intervention that empowers and trains school leadership to be effective instructional leaders, provides teachers with the real-time coaching needed for immediate improvement, ensures academic data is strategically captured and informs instruction and teacher development and that a culture of achievement and self-directed learning is present throughout the school community.

The New Teacher Project

TNTP is the first teacher preparation provider in the country to recommend certification only to teachers who demonstrate their effectiveness in the classroom based on multiple measures of performance and has trained over 30,000 teachers for urban districts. In Louisiana, for five straight years, TNTP has produced some of the most effective teachers in the entire state, with graduates outperforming even experienced teachers in raising student achievement in core content areas including math, science, and English language arts.

TNTP Selection and Historical Partnership with Algiers Charter

TNTP was chosen to partner with Algiers Charter in spring 2014, after Algiers Charter surveyed the local education support landscape in New Orleans to identify partners with the ability to support Algiers Charter in its quest for academic improvement. TNTP was chosen due to their extensive experience on a national and local level and on its deep commitment to Louisiana evidenced by the number of schools that have partnered with the organization and the depth of talent available locally. During the 2014-2015 school year, Algiers Charter worked with TNTP to develop many of the plans included in this grant proposal, including the transition to the 4-Core observation rubric for the

entire organization. With the transition to the 4-Core rubric, a flexible, responsive, and user-friendly observation software was needed. Highly recommended by TNTP and area institutions, Whetstone was chosen. Similarly, TNTP was helpful in providing tools and resources to help Algiers Charter strengthen its evaluations and and retention practices for school staff and more closely connecting the retention decisions to effectiveness in the classroom.

TNTP Review and Accountability

Algiers Charter receives monthly reports from TNTP on the progress of its work and meets weekly with TNTP's New Orleans based executive director. In addition, Algiers Charter also has quarterly check-ins with the TNTP national vice-president to review this work. Algiers Charter also participates in the annual evaluation survey process conducted by TNTP and seeks survey data from Algiers Charter staff on TNTP's performance in the semi-annual surveys conducted by Algiers Charter.

CTE Partnerships

In regards to its Jumpstart efforts, ATA will also proceed to partner with industry partners who will provide real world career experiences for students at worksites across the region. It is also hoped that many of these industry partners will provide individuals who will present to students and may even teach part time.

- 6) **Planning/Pre-Implementation.** *(For an LEA that intends to use the first year of its School Improvement Grants award for planning and other pre-implementation activities for an eligible school)* Describe planning and other pre-implementation activities, provide a timeline for implementing those activities, and describe how those activities will lead to successful implementation of the selected intervention.

A number of activities were undertaken in preparation for implementation of the JumpStart program and the instructional shifts discussed in this grant.

Career Technical Education Development

Algiers Charter, Landry-Walker and NSNO leadership teams visited model CTE High School programs in Washington DC. Through school-visits and school leader conversations, the Landry-Walker team learned best practices of developing a CTE program.

Algiers Charter has also been an integral member of the Greater New Orleans regional Jump Start consortium and has served on industry partner working groups through the Greater New Orleans Foundation.

Partner Selection

As mentioned above in question 4, significant effort was invested in finding partners who could support Algiers Charter in this work. Algiers is very pleased with its partnership with TNTP and is engaged in several preliminary conversations with potential industry partners. During the 2015-2016 school year, ATA began hosting a pilot program for Rooted Schools, a new charter school that is focused exclusively on CTE programming for the students it serves. Algiers Charter sees this as phenomenal learning opportunity to work closely with a colleague who is seeking to deliver on similar objectives so that new ideas and lessons learned can be shared on an ongoing basis in real-time since both programs are operating in the ATA facility.

Internal Capacity Development

In addition to the work done by school leaders and the individual educators, Algiers Charter developed competency to support these individuals. Specifically, Algiers Charter created a Chief of Schools position to provide more targeted support for school leaders in the implementation of new programs including CTE and new evaluation rubrics.

New Instructional Rubric

Steps were taken to introduce school staff to the 4-core instructional rubric during 2014-2015 school year so that it would not be entirely new when it was being officially implemented. Teachers and school administration were introduced to the basic concepts of student engagement and student demonstration of learning as they began to think about how to drive academic achievement for 2015-2016 and beyond.

- 7) **Family and Community Engagement.** Describe how the LEA will meaningfully engage families and the community in the implementation of the selected intervention on an ongoing basis.

Community is one of the four core values for Algiers Charter as embodied in the organization’s LEIC (pronounced “like”) Paradigm. As ATA seeks to undertake its interventions it will engage its families and the community overall by ensuring that school leaders and teachers have the resources they need to explain the new programs and practices and the benefits that they will provide. In addition to discussing this work at PTO (parent teacher organization) meetings, this will occur through a number of activities including

- Monthly parent and community events facilitated by the Parent/Community Liaison (school and community based)
- Provision and maintenance of ongoing leader and teacher coaching and development to address family and community engagement
- Newsletters, intranet, and other information materials that are taken home to ensure that families are informed about the new programs and have contact information for any questions they may have

SECTION 3: GOALS

- 8) **Monitoring.** Describe how the LEA will monitor each Tier I and Tier II school, or each priority and focus school, that receives school improvement funds, including by:
- a) Establishing annual goals for student achievement on the State’s assessments in both reading/language arts and mathematics

SPS Performance Goals. Complete the table below by entering the actual and projected School Performance Score(s) for each year in which the LEA is requested School Improvement funds.

Actual SPS		Projected School Performance Score				
2013 SPS	2014 SPS	2015 SPS	2016 SPS	2017 SPS	2018 SPS	2019 SPS
52.1	51.7	55.1	60.14	70.1	73.13	78.18
D	D	D	D	C	C	B

Percent Proficient Performance Goals. Complete a table below by entering the actual and projected reading/language arts and mathematics percent proficient data for each year in which the LEA is requested School Improvement funds. Example – if the LEA is requesting funds for a school that serves grades K-8, an application may include tables for 4th grade math, 4th grade reading/language arts, 8th grade math, and 8th grade reading/language arts.

Grade: 1st Time Test Takers	Subject: English II
Actual % Proficient	Projected % Proficient

SY2013-14	SY2014-15	SY2015-16	SY2016-17	SY2017-18	SY2018-19	SY2019-20
37%	47%	52%	60%	68%	76%	80%

Grade: 1st Time Test Takers		Subject: English III				
Actual % Proficient		Projected % Proficient				
SY2013-14	SY2014-15	SY2015-16	SY2016-17	SY2017-18	SY2018-19	SY2019-20
38%	38%	46%	56%	66%	74%	79%

Grade: 1st Time Test Takers Subject: Algebra I

Actual % Proficient			Projected % Proficient			
SY2013-14	SY2014-15	SY2015-16	SY2016-17	SY2017-18	SY2018-19	SY2019-20
18%	29%	41%	56%	71%	79%	83%

Grade: 1st Time Test Takers Subject: Geometry

Actual % Proficient			Projected % Proficient			
SY2013-14	SY2014-15	SY2015-16	SY2016-17	SY2017-18	SY2018-19	SY2019-20
33%	55%	66%	74%	80%	85%	87%

- b) Establishing and measuring progress of annual goals beyond State assessments that the LEA will use to measure the success of the selected interventions that, if met, will result in the school meeting the annual student achievement goals on State assessments.

[Applicants may insert additional tables]

- c) Measuring progress on the leading indicators as defined in the final requirements (viz., number of minutes within the school year; student participation rate on State assessments in reading/language arts and in mathematics, by student subgroup; dropout rate; student attendance rate; number and percentage of students completing advanced coursework [e.g., AP/IB], early-college high schools, or dual enrollment classes; discipline incidents; truants; distribution of teachers by performance level on an LEA's teacher evaluation system; and teacher attendance rate).

GOALS

Goals for high stakes grade levels and subject areas have been provided above. These goals have been developed in partnership with school leadership and Algiers Charter's CEO and Executive Director of Data & Strategy. These goals use historical data to extrapolate reasonable outcomes while also taking into consideration the transition to more rigorous common core aligned assessments and other factors such as staff turnover, developmental time for implementation of new curriculum and student retention. This careful review has produced school specific goals that are both realistic and ambitious.

MONITORING - Algiers Charter's School Support Center (SSC) provides comprehensive assistance to school leaders to ensure compliance with applicable local, state, and federal regulations. Members of the SSC team will continue to provide this support for the duration of SIG funding. Specific monitoring will include the following:

1. Algiers Charter's Chief of Schools works with school leaders to set ambitious annual goals (SLTs) for student achievement on state assessments and oversees the monitoring of progress and reporting of student academic data, advancement in coursework, and teacher evaluations. The Chief of Schools also has the primary responsibility for ensuring that school leadership teams are using this data to drive decision-making and program implementation at their site.
2. Algiers Charter's Director of Revenue monitors, reports, and maintains compliance for all federal funding allocations and adherence to federal and state requirements including SIG.
3. Algiers Charter's Executive Director of Exceptional Student Services oversees compliance and provision of services for students with special needs.
4. Algiers Charter's Executive Director of Data and Strategy oversees the regular collection and reporting of data related to student and teacher attendance and discipline as well as academic performance data.

- 9) **Oversight and Support.** Describe how it will provide effective oversight and support for implementation of the selected intervention for the school the LEA proposes to serve (for example, by creating an LEA turnaround office).

PRACTICES AND POLICIES

Algiers Charter has implemented three significant practices to support intervention efforts:

1. Algiers Charter has established a new Chief of Schools position whose primary responsibility is to provide coaching and support for school leaders. This person serves as both a mentor to school leaders and as their accountability partner to ensure that each school remains on the pathway to progress for student achievement and overall school performance. Part of this role is weekly meetings with each school leader

where school level data is reviewed and school leaders partner with the Chief of Schools to address any deficiencies identified by the data as well as to celebrate successes where progress is occurring.

2. Algiers Charter is requiring all schools to develop written school specific professional development plans that will be revised every six weeks after review by appropriate SSC staff including the Director of Instruction and the Chief of Schools among others, depending on the specific needs of the school. This process will ensure that adequate time is set aside to plan high quality professional development sessions that respond to the needs of each school and that the appropriate resources will be made available. A key part of this requirement is that all schools have early release Wednesdays allowing for staff to have school wide PD sessions each Wednesday as well as organization wide PDs for various job-alike responsibilities (e.g., all high school math teachers or all 2nd grade teachers)
3. Algiers Charter has established a School Improvement Task Force. The task force consists of the Chief of Schools, Chief Operating Officer, Director of Instruction, TNTF leadership and other staff as needed, such as the Executive Director of Data and Strategy. The Chief Executive Officer is also an ad-hoc member of this task force and is provided all agendas and minutes. This task force meets weekly and reviews the implementation of the various interventions and identifies opportunities for adjustments or improvements as necessary. The task force is also responsible for ensuring that school activities are aligned with the data collected from various indicators about the school's current performance.

- 10) **Accountability.** *(If applicable)* Describe how the LEA will hold the charter school operator, CMO, EMO or other external provider accountable for meeting grant requirements.

N/A

SECTION 4: LEA STRATEGY

- 11) **Capacity.** Describe the actions that the LEA has taken, or will take, to determine its capacity to provide adequate resources and related support to each Tier I and Tier II school, or each priority and focus school, identified in the LEA's application(s) in order to implement, fully and effectively, the required activities of the school intervention model it has selected on the first day of the first school year of full implementation.

CAPACITY

Algiers Charter has taken several steps to ensure organizational capacity to support the school's transformation.

New Algiers Charter COS

Algiers Charter has established a new Chief of Schools position whose primary responsibility is to provide coaching and support for school leaders. This person serves as both a mentor to school leaders and as their accountability partner to ensure that each school remains on the pathway to progress for student achievement and overall school performance. Part of this role is weekly meetings with each school leader where school level data is reviewed and school leaders partner with the Chief of Schools to address any deficiencies identified by the data as well as to celebrate successes where progress is occurring.

New Organizational Structure

Algiers Charter has reorganized to ensure each school has the supports it needs to be successful.

1. For the 2015-2016 school year, CEO Adrian Morgan appointed veteran educator, Faydra Alexander as Director of Instruction. Prior to serving in this capacity Faydra has held roles of Chief Academic Officer, Executive Director of Leadership Development and Director of TAP Implementation. Faydra has been with Algiers Charter since its founding in 2005 and will leverage her excellent relationships with school leaders and her knowledge of pedagogy to provide ongoing support to school principals and their leadership teams.
2. Executive Director of Data and Strategy, Jane Patton, a former data specialist for the Louisiana Department of Education, heads the data and strategy team for Algiers Charter. In this capacity, Jane drives the data utilization across the organization and is instrumental in ensuring coordinated data usage so that schools do not extrapolate from one particular data point or performance indicator. Among her many initiatives is the rollout of a school specific scorecard for each campus that automatically populates with key performance indicators for continuous monitoring of each school by its leadership and by the leadership of Algiers charter.

EXTERNAL PROVIDERS

The New Teacher Project

TNTP is the first teacher preparation provider in the country to recommend certification only to teachers who demonstrate their effectiveness in the classroom based on multiple measures of performance and has trained over 30,000 teachers for urban districts. In Louisiana, for five straight years, TNTP has produced some of the most effective teachers in the entire state, with graduates outperforming even experienced teachers in raising student achievement in core content areas including math, science, and English language arts.

- 12) **Resource Alignment.** The LEA must describe actions it has taken, or will take, to align other resources (for example, Title I funding) with the selected intervention.

Consider, for example, such resources as local, state or federal funds (including 1003[a]; Title I, Part A; Title II; Title III; and IDEA funds), community resources and wraparound services that may address the academic, physical health and mental health needs of students. Describe how the LEA will coordinate or integrate programs and activities at the school that the LEA commits to serve.

RESOURCES ALIGNED WITH INTERVENTIONS

Funds that are outside of the Minimum Foundation Program (MFP) are designed to provide specific supports to students with specific needs. Algiers Charter will continue to use these funds to support those students with the greatest needs in the manner that is both most effective and efficient.

One of the primary responsibilities of Algiers Charter's Director of Revenue is to ensure that the additional resources provided by SIG will allow for schoolwide investments that greatly improve the performance of the school in a holistic way in addition to the funding that is set aside or meet the needs of specific children or to provide for the day-to-day operations of the school. During the past few years, Algiers Charter has established processes that ensure maximum utilization of community resources, wraparound services and other funding that can benefit the non-core academic needs of students as well as their physical and mental health needs. Even as the school pursues the schoolwide initiatives described in this grant, Algiers Charter will ensure that the resources and funding for current programs are not diminished or negatively impacted.

- 13) **Practices and Policies.** The LEA must describe actions it has taken, or will take, to modify its practices or policies, if necessary, to enable it to implement the selected intervention fully and effectively.

Practices and policies may include, but are not limited to, those relating to staffing, Union issues, school board issues, increased learning time, etc.

PRACTICES AND POLICIES

Algiers Charter has implemented three significant practices to support intervention efforts which are all focused on increasing student retention and high performing staff retention:

1. Algiers Charter is requiring all schools utilize its four core new rubric as part of retention decisions for various staff members. Teacher evaluations ensure instruction is moving student achievement, identify and reward teachers, and other staff who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so.
2. Algiers Charter is emphasizing retention at the student and staff level. Retention at the student level is driven by the school providing frequent opportunities for the families to engage with the school and from perceptual data gained from student and guardian surveys. TNTP and the Human Capital team will work with School Leaders to identify staff retention targets and develop a plan to proactively engage in retention-related activities such as providing additional leadership and professional development opportunities and consistent and specific praise.
3. Retention is being built into the compensation system. Upon receiving results from utilization of the Four-Core Rubric, teachers will be offered a retention bonus if growth was shown as well as an additional bonus for students whose standardized test scores meet or exceed the goals set.

- 14) **Sustainability.** Describe how the LEA will sustain the reforms after the funding period ends.

Algiers Charter purposefully selected interventions that build school leader and teacher leader capacity so that the schools, not consultants, are responsible for making these learned best practices the norm. After this funding period, schools will continue to invest in personnel dedicated to individualized student intervention through MFP funding.

In addition, Algiers Charter is also placing a significant emphasis on retention - both students, and high performing staff - to create a greater level of institutional memory thereby further embedding the new reforms and making them the everyday norm.

SECTION 5: MODEL SPECIFIC QUESTIONS (IF APPLICABLE)

- 15) **REAP.** *(For an LEA eligible for services under subpart 1 or 2 of part B of Title VI of the ESEA [Rural Education Assistance Program] that chooses to modify one element of the turnaround or transformation model)*
Describe how the LEA will meet the intent and purpose of an element of the turnaround or transformation model that the LEA chooses to modify.

16) **Whole-School Model.** *(For an LEA that applies to implement an evidence-based, whole-school reform model in one or more eligible schools)* Describe how the LEA will:

- d) Implement a model with evidence of effectiveness that includes a sample population or setting similar to the population or setting of the school to be served; and
- e) Partner with a whole school reform model developer, as defined in the SIG requirements.

17) **Restart Model.** *(For an LEA that applies to implement the restart model in one or more eligible schools)* Describe the rigorous review process (as described in the final requirements) the LEA has conducted or will conduct of the charter school operator, CMO, or EMO that it has selected or will select to operate or manage the school or schools.

18) **Timeline.** The LEA must include a timeline delineating the steps the LEA will take to implement the selected intervention at the identified school.

See Section E.

C. BUDGET: Include the FY14 LEA Application Budget form with this LEA Application Narrative. The LEA budget must indicate an amount of the school improvement grant the LEA will use each year in the school it commits to serve.

In the FY14 LEA Application Budget form, provide a budget that indicates an amount of the school improvement grant the LEA will use each year to:

- Implement the selected model in the school the LEA commits to serve;
- Conduct LEA-level activities designed to support implementation of the selected school intervention models in the LEA’s schools; and
- Support school improvement activities, at the school or LEA level,

LEA Application Budget Form included with this application:	
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Budget Summary

The LEA must provide a budget that indicates the amount of school improvement funds the LEA will use in the school it proposes to serve and the funds it will use to conduct LEA-level activities designed to support implementation of the selected school intervention models in the LEA’s Tier I and Tier II schools, or priority and focus schools.

If SIG funds will be used by the LEA/CMO, describe how the funds will be used to support SIG activities.

The overwhelming majority of implementation funds are for school based positions, school specific resources and distributed costs that are shared by all the schools within the Algiers Charter network, (i.e., organization wide computerized assessment system). Costs that are CMO specific include the Chief of Schools position, and a small amount of funding for graphic design/website development to support parent communications.

The funds for sustainability continue support for the Chief of Schools position, along with funds for consultants/CMO staff to support development of IT systems and other low-tech support systems that can sustain the work being done in instruction, pre-K and CTE. A heavy emphasis is placed on creating documentation that provides reference material and serves as a resource for protocols, processes and procedures as well developing IT systems that can accomplish the work more efficiently with the anticipation that technology advances will provide opportunities at the end of the decade that are not currently available in the present.

Note: An LEA’s budget should cover three years of full implementation and be of sufficient size and scope to implement the selected school intervention model in each Tier I, Tier II, priority, or focus school the LEA commits to serve. Any funding for activities during the pre-implementation period must be included in the first year of the LEA’s budget plan. Additionally, an LEA’s budget may include up to one full academic year for planning activities and up to two years to support sustainability activities. An LEA may not receive more than five years of SIG funding to serve a single school. An LEA’s budget for each year may not exceed the number of Tier I, Tier II, and Tier III schools, or the number of priority and focus schools, it commits to serve multiplied by \$2,000,000

2. LEA/CMO Proposing to Implement a Model at a School on the First Day of the Upcoming School Year

	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
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	Pre-Implementation	Full Implementation					
School-Level Activities	\$	\$495,165	\$495,165	\$485,165	\$104,760	\$104,760	\$1,685,015
LEA/CMO-Level Activities	\$40,192		\$40,192	\$40,192	\$158,085	\$158,085	\$436,746
Total Budget	\$535,357		\$535,357	\$525,357	\$262,845	\$262,845	\$2,121,761

Year 1 Budget: Pre-Implementation / Full Implementation

Year 2 Budget: Full Implementation

Year 3 Budget: Full Implementation

Year 4 Budget: Sustainability Activities (optional)

Year 5 Budget: Sustainability Activities (optional)

D. ASSURANCES: Provide the following assurances as part of the application for a School Improvement Grant.

The LEA must assure that it will:

- 1) Use its School Improvement Grant to implement, fully and effectively, an intervention in each school that the LEA commits to serve consistent with the final requirements;
- 2) Establish annual goals for student achievement on the State’s assessments in both reading/language arts and mathematics and measure progress on the leading indicators in section III of the final requirements in order to monitor each school that it serves with the school improvement grant, and establish goals (approved by the SEA) to hold accountable its schools that receive school improvement funds;
- 3) If it implements a restart model in a school, include in its contract or agreement terms the authority to hold the charter operator, charter management organization, or education management organization accountable for complying with the final requirements;
- 4) Monitor and evaluate the actions a school has taken, as outlined in the approved SIG application, to recruit, select and provide oversight to external providers to ensure their quality;
- 5) Monitor and evaluate the actions schools have taken, as outlined in the approved SIG application, to sustain the reforms after the funding period ends and provide technical assistance to schools on how they can sustain progress in the absence of SIG funding; and,
- 6) Report to the SEA the school-level data required under section III of the final requirements.

LEA agrees to Assurances:

Yes

No

E. TIMELINE: Use the charts below to provide a brief timeline for implementation of the SIG intervention model at the school the LEA commits to serve. Include significant grant activities, budget items, deliverables, etc. Where applicable, specify any SIG-funded activities to be provided by the LEA.

Year 1: 2015 - 2016 School Year Intervention Activities <input type="checkbox"/> Check here if Year 1 is for Planning <input type="checkbox"/> Check here if Year 1 is for Pre-Implementation <input checked="" type="checkbox"/> Check here if Year 1 is for Full Implementation		
Activities	Timeline	Deliverables <i>*Highlighted Items will be supported with SIG funding</i>
Career and Technical Education		
Jump Start Convention	January	CTE teachers, program administrators and career counselors and post graduation counselors will convene to review new LDOE CTE related legislation and learn best practices for starting, funding and developing a best-in-class CTE program.
Jump Start Summer Institute	Summer	CTE teachers receive hands-on instruction in best-practices for delivering CTE content to students. Attendance at summer institute helps CTE teachers gain Industry Based Certifications.
Teacher Credentialing	Ongoing	CTE Teachers leverage the Jump Start 2015-16 Industry Based Certification Teacher Trainings schedule to take the courses required to become a certified instructor. Classes are offered over the summer (Emergency Medical Responder) and online (Web Design and Foundations)
Counselor Training at Future Building Fridays	Ongoing	Career Counselor and Post Graduation Counselor will participate in the Greater New Orleans, Inc. Regional Economic Development workshop series aimed at connecting industry partners with schools.
Industry Partner Luncheon	Fall / Spring	Algiers Charter hosts a Fall and Spring Industry Partner luncheon where local businesses can learn about how they can partner with CTE students/teachers.
CTE Student Career Visits	Fall / Spring	High School CTE participants visit at least one career site in the field of their study.
Pre-CTE Student Readiness	Spring	High School CTE Teachers visit Algiers Charter 8th grade classrooms and High School 9th grade classrooms to discuss CTE and the benefits of participating in the program as a high school student.
Professional Development		

4-Core Rubric	Pre-School Opening (7/21 - 8/17)	Introduction & Alignment on criterias for success
	Weekly	Classroom Observations & Feedback
	Quarterly/Se mi-Annually	Formal Teacher Evaluation
School Leader Capacity Building	Weekly	Chief of Schools led. Review academic dashboard
	Weekly	Chief of Schools led. 4-Core Rubric alignment
	Weekly	Chief of Schools led. Monitor implementation and execution of pedagogy and instruction
Instructional Coach Capacity Building	Pre-School Opening (7/21 - 8/17)	Dir of PD led. 4-Core Rubric Training and Instructional Coach Modelling
	Weekly	Dir of PD led. Instructional Coach Modelling, Co-Coaching and Instructional Coach Feedback
Teacher Capacity Building	Weekly	Instructional Coach led. Examine student data, engage in collaborative planning and learn instructional strategies.
	Daily	Instructional Coach led. Use 4-Core Rubric to observe teachers and capture data for academic dashboards.
Data Driven Instruction		
Assessments	Weekly	Teacher-created diagnostic and summative assessments ensure weekly lessons remain data-driven. Allows teachers to tier students and create intervention schedules
	Quarterly	CMO-created benchmark assessments to ensure classroom lessons are developmentally appropriate, and vertically aligned for students within Algiers Charter. Data is to drive decision-making and program implementation at the school site.
	Annually	End-of-Course (EOC) - State assessment to obtain data for driving decision-making and program implementation at the school site
	Annually	ACT - College entrance exam covering English, reading, math, and science.

Data Analysis	8/1 - 10/1	Development of Teacher, School and CMO-level academic and culture data dashboards
	8/1 - 9/15	Development of Algiers Charter Intranet site that houses all data dashboards
	September	Chief of School/School Leader set meeting norms for data dashboard meetings Data Analysis Meetings
	Quarterly	Data-Dive meetings held to review benchmark assessment data, set re-teach plan and reflect on the success of instructional strategies
Human Capital		
Evaluations	Bi-Annually	Teacher evaluations ensure instruction is moving student achievement. Identify and reward teachers, and other staff who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so.
	Bi-Annually	Principal evaluations to identify and reward school leaders, who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so;
Wellness Wednesday	4th Wednesday Monthly	Staff receive afternoon for any activities they deem necessary to stay healthy, ie doctor appointment, read, or relax.
4-Core Rubric aligned hiring workshops	January	TNTP and Human Capital Team work with school leadership teams to identify the core competencies and non-negotiable skill sets all new teachers must have. Staff also review hiring team roles and responsibilities.
New Staff Hiring Events	February, May	School hiring teams interview new hires throughout the spring. The Hiring fairs have proven helpful the past two years for hiring teams.

Year 2: 2016 - 2017 School Year Intervention Activities X Check here if Year 2 is for Full Implementation (Optional) <input type="checkbox"/> Check here if Year 2 is for Sustainability Activities (Optional)		
Activities	Timeline	Deliverables <i>*Highlighted Items will be supported with SIG funding</i>
Career and Technical Education		
Jump Start Convention	January	CTE teachers, program administrators and career counselors and post graduation counselors will convene to review new LDOE CTE related legislation and learn best practices for starting, funding and developing a best-in-class CTE program.

Jump Start Summer Institute	Summer	CTE teachers receive hands-on instruction in best-practices for delivering CTE content to students. Attendance at summer institute helps CTE teachers gain Industry Based Certifications.
Teacher Credentialing	Ongoing	CTE Teachers leverage the Jump Start 2015-16 Industry Based Certification Teacher Trainings schedule to take the courses required to become a certified instructor. Classes are offered over the summer (Emergency Medical Responder) and online (Web Design and Foundations)
Counselor Training at Future Building Fridays	Ongoing	Career Counselor and Post Graduation Counselor will participate in the Greater New Orleans, Inc. Regional Economic Development workshop series aimed at connecting industry partners with schools.
Industry Partner Luncheon	Fall / Spring	Algiers Charter hosts a Fall and Spring Industry Partner luncheon where local businesses can learn about how they can partner with CTE students/teachers.
CTE Student Career Visits	Fall / Spring	High School CTE participants visit at least one career site in the field of their study.
Pre-CTE Student Readiness	Spring	High School CTE Teachers visit Algiers Charter 8th grade classrooms and High School 9th grade classrooms to discuss CTE and the benefits of participating in the program as a high school student.
Professional Development		
4-Core Rubric	Pre-School Opening (7/21 - 8/17)	Introduction & Alignment on criterias for success
	Weekly	Classroom Observations & Feedback
	Quarterly/Se mi-Annually	Formal Teacher Evaluation
School Leader Capacity Building	Weekly	Chief of Schools led. Review academic dashboard
	Weekly	Chief of Schools led. 4-Core Rubric alignment
	Weekly	Chief of Schools led. Monitor implementation and execution of pedagogy and instruction
Instructional Coach Capacity Building	Pre-School Opening (7/21 - 8/17)	Dir of PD led. 4-Core Rubric Training and Instructional Coach Modelling
	Weekly	Dir of PD led. Instructional Coach Modelling, Co-Coaching and Instructional Coach Feedback
Teacher Capacity Building	Weekly	Instructional Coach led. Examine student data, engage in collaborative planning and learn instructional strategies.
	Daily	Instructional Coach led. Use 4-Core Rubric to observe teachers and capture data for academic dashboards.
Data Driven Instruction		
Assessments	Weekly	Teacher-created diagnostic and summative assessments ensure weekly lessons remain data-driven. Allows teachers to tier students and create intervention schedules
	Quarterly	CMO-created benchmark assessments to ensure classroom lessons are developmentally appropriate, and vertically aligned for students

		within Algiers Charter. Data is to drive decision-making and program implementation at the school site.
	Annually	End-of-Course (EOC) - State assessment to obtain data for driving decision-making and program implementation at the school site
	Annually	ACT - College entrance exam covering English, reading, math, and science.
Data Analysis	8/1 - 10/1	Development of Teacher, School and CMO-level academic and culture data dashboards
	8/1 - 9/15	Development of Algiers Charter Intranet site that houses all data dashboards
	September	Chief of School/School Leader set meeting norms for data dashboard meetings Data Analysis Meetings
	Quarterly	Data-Dive meetings held to review benchmark assessment data, set re-teach plan and reflect on the success of instructional strategies
Human Capital		
Evaluations	Bi-Annually	Teacher evaluations ensure instruction is moving student achievement. Identify and reward teachers, and other staff who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so.
	Bi-Annually	Principal evaluations to identify and reward school leaders, who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so;
Wellness Wednesday	4th Wednesday Monthly	Staff receive afternoon for any activities they deem necessary to stay healthy, ie doctor appointment, read, or relax.
4-Core Rubric aligned hiring workshops	January	TNTP and Human Capital Team work with school leadership teams to identify the core competencies and non-negotiable skill sets all new teachers must have. Staff also review hiring team roles and responsibilities.
New Staff Hiring Events	February, May	School hiring teams interview new hires throughout the spring. The Hiring fairs have proven helpful the past two years for hiring teams.

<p>Year 3: 2017 - 2018 School Year Intervention Activities <input checked="" type="checkbox"/> Check here if Year 3 is for Full Implementation (Optional) <input type="checkbox"/> Check here if Year 3 is for Sustainability Activities (Optional)</p>		
<i>Activities</i>	<i>Timeline</i>	<i>Deliverables</i> <i>*Highlighted Items will be supported with SIG funding</i>

Career and Technical Education		
Jump Start Convention	January	CTE teachers, program administrators and career counselors and post graduation counselors will convene to review new LDOE CTE related legislation and learn best practices for starting, funding and developing a best-in-class CTE program.
Jump Start Summer Institute	Summer	CTE teachers receive hands-on instruction in best-practices for delivering CTE content to students. Attendance at summer institute helps CTE teachers gain Industry Based Certifications.
Teacher Credentialing	Ongoing	CTE Teachers leverage the Jump Start 2015-16 Industry Based Certification Teacher Trainings schedule to take the courses required to become a certified instructor. Classes are offered over the summer (Emergency Medical Responder) and online (Web Design and Foundations)
Counselor Training at Future Building Fridays	Ongoing	Career Counselor and Post Graduation Counselor will participate in the Greater New Orleans, Inc. Regional Economic Development workshop series aimed at connecting industry partners with schools.
Industry Partner Luncheon	Fall / Spring	Algiers Charter hosts a Fall and Spring Industry Partner luncheon where local businesses can learn about how they can partner with CTE students/teachers.
CTE Student Career Visits	Fall / Spring	High School CTE participants visit at least one career site in the field of their study.
Pre-CTE Student Readiness	Spring	High School CTE Teachers visit Algiers Charter 8th grade classrooms and High School 9th grade classrooms to discuss CTE and the benefits of participating in the program as a high school student.
Professional Development		
4-Core Rubric	Pre-School Opening (7/21 - 8/17)	Introduction & Alignment on criterias for success
	Weekly	Classroom Observations & Feedback
	Quarterly/Semi-Annually	Formal Teacher Evaluation
School Leader Capacity Building	Weekly	Chief of Schools led. Review academic dashboard
	Weekly	Chief of Schools led. 4-Core Rubric alignment
	Weekly	Chief of Schools led. Monitor implementation and execution of pedagogy and instruction

Instructional Coach Capacity Building	Pre-School Opening (7/21 - 8/17)	Dir of PD led. 4-Core Rubric Training and Instructional Coach Modelling
	Weekly	Dir of PD led. Instructional Coach Modelling, Co-Coaching and Instructional Coach Feedback
Teacher Capacity Building	Weekly	Instructional Coach led. Examine student data, engage in collaborative planning and learn instructional strategies.
	Daily	Instructional Coach led. Use 4-Core Rubric to observe teachers and capture data for academic dashboards.
Data Driven Instruction		
Assessments	Weekly	Teacher-created diagnostic and summative assessments ensure weekly lessons remain data-driven. Allows teachers to tier students and create intervention schedules
	Quarterly	CMO-created benchmark assessments to ensure classroom lessons are developmentally appropriate, and vertically aligned for students within Algiers Charter. Data is to drive decision-making and program implementation at the school site.
	Annually	End-of-Course (EOC) - State assessment to obtain data for driving decision-making and program implementation at the school site
	Annually	ACT - College entrance exam covering English, reading, math, and science.
Data Analysis	8/1 - 10/1	Development of Teacher, School and CMO-level academic and culture data dashboards
	8/1 - 9/15	Development of Algiers Charter Intranet site that houses all data dashboards
	September	Chief of School/School Leader set meeting norms for data dashboard meetings Data Analysis Meetings
	Quarterly	Data-Dive meetings held to review benchmark assessment data, set re-teach plan and reflect on the success of instructional strategies
Human Capital		
Evaluations	Bi-Annually	Teacher evaluations ensure instruction is moving student achievement. Identify and reward teachers, and other staff who have increased student achievement and identify and remove those who, after ample

		opportunities, have been provided for them to improve their professional practice, have not done so.
	Bi-Annually	Principal evaluations to identify and reward school leaders, who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so;
Wellness Wednesday	4th Wednesday Monthly	Staff receive afternoon for any activities they deem necessary to stay healthy, ie doctor appointment, read, or relax.
4-Core Rubric aligned hiring workshops	January	TNTP and Human Capital Team work with school leadership teams to identify the core competencies and non-negotiable skill sets all new teachers must have. Staff also review hiring team roles and responsibilities.
New Staff Hiring Events	February, May	School hiring teams interview new hires throughout the spring. The Hiring fairs have proven helpful the past two years for hiring teams.

Year 4: 2018 - 2019 School Year

Intervention Activities

- Check here if Year 4 is for Full Implementation (Optional)
 Check here if Year 4 is for Sustainability Activities (Optional)

<i>Activities</i>	<i>Timeline</i>	<i>Deliverables</i> <i>*Highlighted items will be supported with SIG funding</i>
Career and Technical Education		
Jump Start Summer Institute	Summer	Algiers Charter CTE Program Director is onboarded (may be internal promotion) and updated on latest JumpStart Developments
Teacher/Instructor Compensation Planning	Ongoing	CTE teacher compensation models reviewed and aligned with program need and demand for specific CTE expertise
Consultant RFP developed and released	Summer	Consultants identified to support development of following key items: student alumni database, online tutorials and other information for parents and students, program utilization and success rate tracking
Industry Partner Luncheon	Fall / Spring	Algiers Charter hosts a Fall and Spring Industry Partner luncheon where local businesses can learn about how they can partner with CTE students/teachers.
CTE Student Career Visits	Fall / Spring	High School CTE participants visit at least one career site in the field of their study.
		Profiles of each industry partner and internship opportunities offered are created and added to the partner database
Pre-CTE Student Readiness	Spring	High School CTE Teachers visit Algiers Charter 8th grade classrooms and High School 9th grade classrooms to discuss CTE and the benefits of participating in the program as a high school student.

		Students are entered into tracking system - work begins to develop onboarding system for new students.
Student Equipment Upgrades	November	Inventory of existing equipment and survey of the marketplace to identify equipment needs for the next three years including hardware, software and training proper product utilization
Professional Development		
4-Core Rubric	Pre-School Opening (7/21 - 8/17)	Introduction & Alignment on criterias for success
	Weekly	Classroom Observations & Feedback
	Quarterly/ Semi-Annually	Formal Teacher Evaluation
School Leader Capacity Building	Weekly	Chief of Schools led meetings Review school performance dashboard Meetings used to develop other SSC staff who will support Chief of Schools in coaching work and to support principals in development of their leadership team
	Weekly	Chief of Schools led meetings 4-Core Rubric utilization Meetings used to develop other SSC staff who will support Chief of Schools in coaching work and to support principals in development of their leadership team

Data Analysis		
Evaluations	Bi-Annually	Teacher evaluations ensure instruction is moving student achievement. Identify and reward teachers, and other staff who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so
	Annually	Principal evaluation to identify and reward school leaders, who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so;
Surveys	Annually	Parent surveys will provide data points on parent satisfaction, leadership evaluation, perception of school progress, and community involvement.
	Annually	Student surveys will provide data on school culture, overall satisfaction, and needs assessment.
		Special student surveys correlated to CTE opportunities. Special surveys designed for alumni tracking and future program development/modifications

Analytical Tools Development	Ongoing	New tools developed to evaluate survey data collected and analyze for current school year and longitudinal data set
	Ongoing	Special student surveys correlated to CTE opportunities. Special surveys designed for alumni tracking and future program development/modifications
	Ongoing	Compensation analysis initiated with correlations to academic performance and other metrics measured in human capital surveys

<p align="center">Year 5: 2019 - 2020 School Year Intervention Activities <input type="checkbox"/> Check here if Year 5 is for Full Implementation (Optional) <input checked="" type="checkbox"/> Check here if Year 5 is for Sustainability Activities (Optional)</p>		
Activities	Timeline	Deliverables <i>*Highlighted items will be supported with SIG funding</i>
Career and Technical Education		
Jump Start Summer Institute	Summer	Algiers Charter CTE Program Director is onboarded (may be internal promotion) and updated on latest JumpStart Developments
Teacher/Instructor Compensation Planning	Ongoing	CTE teacher compensation models reviewed and aligned with program need and demand for specific CTE expertise
Consultant RFP developed and released	Summer	Consultants identified to support development of following key items: student alumni database, online tutorials and other information for parents and students, program utilization and success rate tracking
Industry Partner Luncheon	Fall / Spring	Algiers Charter hosts a Fall and Spring Industry Partner luncheon where local businesses can learn about how they can partner with CTE students/teachers.
CTE Student Career Visits	Fall / Spring	High School CTE participants visit at least one career site in the field of their study.
		Profiles of each industry partner and internship opportunities offered are created and added to the partner database

Pre-CTE Student Readiness	Spring	High School CTE Teachers visit Algiers Charter 8th grade classrooms and High School 9th grade classrooms to discuss CTE and the benefits of participating in the program as a high school student.
		Students are entered into tracking system - work begins to develop onboarding system for new students.
Student Equipment Upgrades	November	Inventory of existing equipment and survey of the marketplace to identify equipment needs for the next three years including hardware, software and training proper product utilization

Professional Development

4-Core Rubric	Pre-School Opening (7/21 - 8/17)	Introduction & Alignment on criterias for success
	Weekly	Classroom Observations & Feedback
	Quarterly/Semi-Annually	Formal Teacher Evaluation
School Leader Capacity Building	Weekly	Chief of Schools led meetings Review school performance dashboard Meetings used to develop other SSC staff who will support Chief of Schools in coaching work and to support principals in development of their leadership team
	Weekly	Chief of Schools led meetings 4-Core Rubric utilization Meetings used to develop other SSC staff who will support Chief of Schools in coaching work and to support principals in development of their leadership team

Data Analysis

Evaluations	Bi-Annually	Teacher evaluations ensure instruction is moving student achievement. Identify and reward teachers, and other staff who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so
	Annually	Principal evaluation to identify and reward school leaders, who have increased student achievement and identify and remove those who, after ample opportunities, have been provided for them to improve their professional practice, have not done so;

Surveys	Annually	Parent surveys will provide data points on parent satisfaction, leadership evaluation, perception of school progress, and community involvement.
	Annually	<p>Student surveys will provide data on school culture, overall satisfaction, and needs assessment.</p> <p>Special student surveys correlated to CTE opportunities.</p> <p>Special surveys designed for alumni tracking and future program development/modifications</p>

Analytical Tools Development	Ongoing	New tools developed to evaluate survey data collected and analyze for current school year and longitudinal data set
	Ongoing	<p>Special student surveys correlated to CTE opportunities.</p> <p>Special surveys designed for alumni tracking and future program development/modifications</p>
	Ongoing	Compensation analysis initiated with correlations to academic performance and other metrics measured in human capital surveys