

CCSD October 2019 Solicitation for Interest – Academy for Urban School Leadership
White Paper Response

Section 1

Contact Information:

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Academy for Urban School Leadership (AUSL)
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Group Type & Years of Experience Turning Around Schools:
Non-profit; 14 years in school turnaround

Proposed Team Member Bios:



CJ Rodgers: Director of Client Engagement, Advisory Services

- Former AUSL turnaround principal at Dewey School of Excellence, transformed one of the lowest performing public schools in Illinois to a Level 1+ in 3 years; also served in a network leadership role
- Manages AUSL Advisory Services' strategic client relationships including a number of current clients in Texas
- CJ's core belief is that all students deserve a rigorous, first class Pre-K to 12 educational experience designed to prepare them for college and career



Michael Whitmore: Managing Director, Teaching and Learning

- Michael is a former teacher with 14+ years in the classroom teaching English. Michael received a Golden Apple Award during his time teaching Senior AP English and Humanities
- As Managing Director of Teaching and Learning, Michael leads the Chicago Teacher Residency Program
- Michael is passionate about AUSL's creation and support of synergies in schools where teachers feel connected to their students, community, colleagues, and the work



Ashley Clark: Director of Recruitment, Chicago Teacher Residency

- Ashley has focused the majority of her career on recruiting high-quality talent to the education and non-profit space
- Leads the strategic vision and management of AUSL's Chicago Teacher Residency recruitment team
- Equity sits at the foundation of Ashley's work and her belief that high-quality education should be accessible for all has been her driving passion as she continues to recruit and manage high-quality teachers for the AUSL network



Scott Sullivan: Director, University Partnerships and Continuing Education

- Scott is a former educator with 13+ years of classroom experience
- After leaving the classroom, Scott transitioned to the postsecondary space where he manages partnerships for the Chicago Teacher Residency Program between AUSL and its university partners, National Louis University and DePaul University
- Scott's teaching background influences his approach to creating effective, media-rich classrooms that enhance student learning



LaShawn Whitney: Associate Director, Induction

- LaShawn began her work in the AUSL network as a resident in the Chicago Teacher Residency Program. After her residency, she served as a teacher and school principal with a demonstrated history of 10+ years in the AUSL network transforming educational outcomes for our most underserved students
- As AUSL's Associate Director of Induction, LaShawn manages induction and continued professional development and coaching for over 120 new teachers across the AUSL network
- LaShawn seeks to utilize her staff development,

strategic planning, and leadership skills to increase positive outcomes for underserved students

Summary of Education Philosophy:

Academy for Urban School Leadership (AUSL) is a school management organization that works tirelessly to deliver on the promise that all students have access to an excellent education, right in their own neighborhoods. We believe that the cultivation of high quality teachers and school leaders is paramount to ensuring high quality, equitable learning experiences for students. We build intentional systems throughout the network to ensure that this teacher cultivation process happens every day. Steady, positive improvements in academic achievement, student engagement, and parent satisfaction are hallmarks of all AUSL-managed Chicago Public Schools. We use “PASSAGE” as our core school management framework:



AUSL was founded in 2001 to transform educational outcomes in underperforming schools through a groundbreaking approach to teacher preparation. AUSL’s Chicago Teacher Residency (CTR) prepares diverse, mission-driven teacher candidates through an innovative approach characterized by a full-year apprenticeship program with a high quality mentor teacher. Upon completion of the program, graduates of the CTR become part of a powerful pipeline of specially trained teachers prepared to dramatically improve chronically underperforming schools. Since 2001, the CTR has graduated over 1,000 teachers, many of whom have gone on to become leaders in AUSL’s network of schools.

In addition to running the CTR, AUSL manages the largest in-district partnership network of public schools in the country and is one of the nation’s leading models for improving chronically underperforming urban schools. Annual AUSL student growth on Illinois state tests and national benchmark tests continues to outpace district averages. AUSL uses college and career ready aligned curriculum, EngageNY, and a variety of formative assessment methods across its schools.

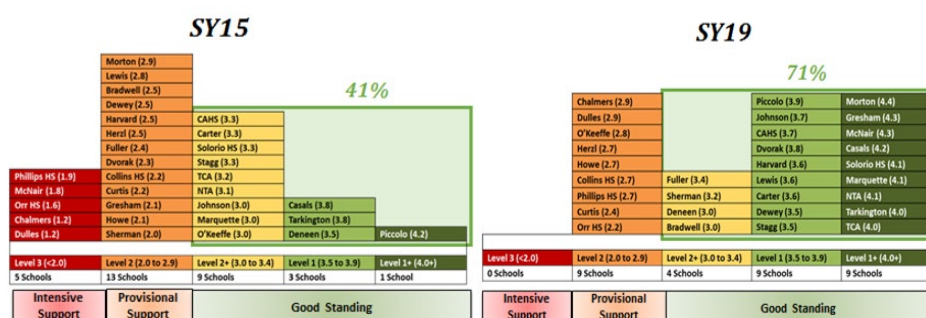
The third arm of AUSL’s organization is Advisory Services. Our Advisory team partners with

districts across the country who are committed to unlocking the potential of every student regardless of zip code. More information can be found on AUSL's website: <http://auslchicago.org/>.

Section 2

AUSL currently manages 31 schools (26 PK-8 elementary and 5 high schools) in Chicago, serving more than 16,000 students. Schools range from 400-1,200 students and are located predominantly on the south and west sides of Chicago and in the lowest income neighborhoods in the city.

Annual AUSL student growth on Illinois state tests and national benchmark tests continues to outpace district averages. Further, through our school turnaround and continuous improvement model, AUSL improved to 71% of its schools in good standing in 2019 as measured by Chicago Public Schools' School Quality Rating Policy (SQRP) framework; up from 41% in 2015. The SQRP measures include student attainment, growth, attendance, growth for English learners, and school culture and climate. Central to our success has been our ability to create a coherent learning trajectory for AUSL teachers by providing focused, personalized professional learning and coaching supports to teachers and the school leader training to help ensure those supports are consistently delivered across sites.



Other key outcomes:

- >75% 4-year teacher retention rate in Chicago Public Schools for Chicago Teacher Residency graduates
- Chicago Teacher Residency graduates continue to outperform peer teachers on average on student growth metrics
- Over 50% of 8th graders at once chronically underperforming schools are now on grade level

AUSL's CPS schools and AUSL as a whole are in good financial standing – please view the following reports below for additional information:

[AUSL's latest publicly available 990](#)

[AUSL 2018 Progress Report](#)

Proposed CCSD Engagement Focus and Approach

Our proposed approach with CCSD would involve building upon CCSD's Summer Teacher Residency program with the College of Charleston to design and implement a robust, customized CCSD year-long teacher residency program that will grow over a number of years to provide a high quality, diverse, and sustainable educator pipeline which works to tear down racial and socioeconomic inequities in CCSD schools.

AUSL’s approach to teacher residency program design and implementation is particularly geared toward helping to unlock the potential of CCSD schools and communities that are traditionally underserved, with an emphasis on ensuring highly prepared, mission-driven teachers are entering, growing, and remaining in schools with significant proportions of low income students and students of color. Driven by AUSL’s experience in Chicago and around the country supporting districts in this work, we intentionally interweave a focus on equity, exploring racial and socioeconomic bias, and high expectations for every student into all aspects of our programming. Further, a key differentiator in how AUSL Advisory Services approaches our work with our partners involves employing the knowledge, skills, and passion of current AUSL practitioners who are successfully providing high quality, equitable educational experiences for students in our 31 schools today.

In partnership with CCSD leadership, we propose a 4-year engagement starting in December 2019 to design and implement a CCSD teacher residency program in partnership with a university to be determined (likely College of Charleston). Through successful completion of coursework at the partnering university, residents will receive certification and a Master of Arts in teaching at the conclusion of their residency year. In exchange, residents will commit to working in a CCSD school for a period of years to be agreed upon. The winter and spring of school year 2019-20 will be dedicated to developing the residency program and recruiting the first class of ~10 residents who will train at an elementary and/or middle school in a CCSD feeder pattern where student opportunity gaps are particularly stark *and* there are a number of highly effective teachers as measured by student growth and observation data with the will to be strong resident mentors. School year 2020-21 and 2021-22 will be focused on ensuring high quality implementation, increasing the number of graduating residents each year, and building the capacity of the CCSD team to own program delivery. By school year 2022-23, the goal would be to expand the program to ~50 residents while fully transitioning leadership to CCSD and ensuring there is a robust financial sustainability plan in place.¹ The 2019-20 planning year will involve the following high-level workstreams and activities:

Workstream	Key Activities in Planning Year
Residency program development	<ul style="list-style-type: none"> ● Development of residency curriculum/scope and sequence informed by AUSL’s residency implementation experience, national best practices, and CCSD needs ● Collaboration with partner university on coherently aligned MAT program
Resident recruitment	<ul style="list-style-type: none"> ● Development of diverse residency recruitment / branding strategy ● Training and support with resident selection
Training campus and mentor selection / readiness	<ul style="list-style-type: none"> ● Definition of selection criteria for selection of training campus and mentors ● School visits, data analysis, and interviews to select training campuses ● Training campus school leader / mentor visit to selected AUSL schools in Chicago
Resident Orientation	<ul style="list-style-type: none"> ● Support with planning and facilitation of Resident Orientation

Expected outcomes of the residency program design and implementation include increased teacher diversity and retention, as well as increases in residency graduates’ value add scores relative to peer teachers as measured by student growth on nationally normed and/or state assessments.

¹ Number of residents in the program is flexible; subject to follow-up conversations with CCSD leadership.

Preliminary Cost Estimates – Subject to Refinement Pending CCSD Follow-up Conversations:



Residency Key Component	Year 0 (SY19-20)**	Year 1 (SY20-21)	Year 2 (SY21-22)	Year 3 (SY22-23)
Projected number of residents	0	10	30	50
Resident stipends (\$15,000 per resident)	\$0	\$150,000	\$450,000	\$750,000
Mentor cost (\$5,000 per mentor)*	\$0	\$50,000	\$150,000	\$250,000
Program Administration	\$0	\$50,000	\$100,000	\$200,000
AUSL Advisory Services Support Cost	\$150,000	\$150,000	\$125,000	\$125,000



*Ratio of 2 residents per mentor on average

**Includes support with summer program implementation

AUSL Experience and Demonstration of Results

AUSL (for the past 18 years) and AUSL Advisory Services (over the past 5 years) have leveraged our collective experience and skillsets to build the capacity of districts and schools to unlock opportunity for students at scale in Chicago and around the country. Below are a few key examples of our work with clients across the country that have meaningfully changed teacher practice and led to results for the students we are privileged to serve.

Client	Our Approach	Impact
Chicago Public Schools (AUSL Chicago) 	<ul style="list-style-type: none"> Established one of the first teacher residency programs in the country in 2001, serving as an exclusive talent pipeline to AUSL's 31 schools; 4-year commitment to AUSL for graduating residents Starting in 2006, began managing low performing schools through a model characterized by a strong climate and culture, community engagement, standards-aligned instruction, and data-driven, formative practices 	<ul style="list-style-type: none"> More than 1,000 residency graduates (50-100 graduates per year in recent years) ~75% 4-year retention rate for teacher residency graduates Teacher resident graduates continue to outperform peer teachers on average on student growth metrics Over 50% of 8th graders at once chronically underperforming schools are on grade level
District 189 – East St. Louis 	<ul style="list-style-type: none"> Established first teacher residency program in East St. Louis modeled after AUSL's Chicago Teacher Residency Implemented school improvement framework for two elementary schools including 3-year school improvement plan, creation of an Instructional Leadership Team, and job embedded professional development in the areas of classroom culture / management, data-driven collaborative planning 	<ul style="list-style-type: none"> 100% of the first class of residents placed in East St. Louis elementary schools Residency training academy showed growth on Illinois State Report card after first year Created a transition plan for two new principals to successfully transition into their new roles.

	<ul style="list-style-type: none"> • Provided instructional support for East St. Louis High School on the standards / college and career ready shifts 	
Transformation Waco 	<ul style="list-style-type: none"> • Engaged 15 first-year teachers in intensive week of induction followed by cycles of professional learning and coaching focused on strong procedures and routines and instructional rigor • Developing Arc for Teacher and School Leader development • Supporting development of 3-year academics strategy 	<ul style="list-style-type: none"> • All 15 first year teachers successfully placed in a Transformation Waco Innovation Zone School • Early signs of improved teacher practice and school environment after initial support
Clark County Public Schools 	<ul style="list-style-type: none"> • Worked with 9 different school leadership teams to develop a variety of professional learning community systems and structures to improve teacher practice • Conducted data literacy deep-dives to help build leadership and teacher capacity to leverage various formative assessment data to inform instruction 	<ul style="list-style-type: none"> • School leadership decisions driven by standards-aligned student data • Establishment of grade-level planning teams meeting on a regular basis • Student expectations, work, and data displayed prominently throughout school buildings

Note: Teacher residency design and implementation project pending with Jefferson County Public Schools (Louisville, KY)

Chicago Teacher Residency Program Overview:



CHICAGO TEACHER RESIDENCY

LEARN. TEACH. INSPIRE.

IN PARTNERSHIP WITH

Chicago Public Schools

DePaul University
COLLEGE OF EDUCATION

AUSL
BETTER SCHOOLS. BRIGHTER FUTURES.

NATIONAL UNIVERSITY



We are the nation's first teacher residency program. Earn your Master's degree and gain invaluable in-classroom experience through the Chicago Teacher Residency. CTR is a full-time, one-year urban teacher training program that provides you with the skills and support you need to become a highly effective educator. Hone your craft while you teach in a supportive, dynamic environment with experienced mentor teacher and inspire your students every day.

DURING THE RESIDENCY TRAINING YEAR

- **Receive a \$20,000 training scholarship** - paid directly to the resident
- **Earn a masters degree** to advance your skills and knowledge
- **Obtain practical classroom experience** with structured, results-driven coaching from a mentor teacher
- **Develop a built-in support system** by partnering with other residents in your cohort

SUCCESSFUL GRADUATES ACHIEVE

- **Job Placement** in an AUSL-managed Chicago Public School and will commit to teach for at least four years
- **Continued professional development** and support from expert coaches
- **A Network of over 1,500 committed educators** transforming outcomes in the lives of 16,000+ students
- **A Starting Salary around \$57,000** plus benefits by joining CPS as a Master's degree level teacher



Our admissions process supports you through the steps necessary to begin a successful training year. This is the first step in launching your career in urban education.

WHO WE LOOK FOR

The Chicago Teacher Residency seeks individuals with a variety of backgrounds and experiences who are passionate that all students deserve a quality education and are committed to working with students and transforming educational outcomes.

MINIMUM REQUIREMENTS TO APPLY

- Bachelor's Degree by June 2019
- Preferred GPA of 3.0 in last 60 hours of university coursework
- U.S. Citizen, national or permanent resident

LICENSED CANDIDATES ONLY

- Illinois Educator License by June 2019
- 2 or fewer years of full-time teaching experience

RESIDENCY OPPORTUNITIES

Non Licensed & Licensed Candidates	Licensed Candidates Only
<ul style="list-style-type: none"> • Early Childhood (PreK-2) • Intermediate (3-5) • Middle (6-8) Language Arts, Math and Science • Special Education (K-12) 	<ul style="list-style-type: none"> • Physical Education (K-12) • Art (K-12) • Music (K-12) • High School (9-12) Math and Science

www.ctrchicago.org | [ctr 773.534.0397](tel:773.534.0397) | [@ctrchicago](https://twitter.com/ctrchicago) [f](https://www.facebook.com/ctrchicago) [i](https://www.instagram.com/ctrchicago)



We are the nation's first teacher residency program. You will earn your Master's degree and gain in classroom experience with the Chicago Teacher Residency. This full-time, one-year urban teacher training program provides you with the skills and support you need to become a highly effective educator. Learn and teach in a supportive, dynamic environment with experienced mentor teachers and inspire your students every day.



Tuition

Our university partners offer heavily reduced tuition rates to our residents for the one year Master's degree.

DePaul University National Louis University	2019-2020	Approximately \$20,000
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Financial Support

Training Scholarship <i>(Paid directly to Resident)</i>	\$20,000
Americorps Education Award Stafford Loan Graduate PLUS Loan Other Financial Aid, Grants & Awards TEACH Grant Minority Teachers of Illinois Scholarship University Scholarships	TBD Up to \$20,500 Credit Based Varies Up to \$4,000 Up to \$5,000 Varies