**DENVER PUBLIC SCHOOLS**
Thursday, January 11, 2007
900 Grant Street
4:30 PM

**WORK SESSION AGENDA**
1st Floor Board Room

4:30 p.m. – 5:00 p.m. Proposed Executive Session
- Discussions regarding personnel matters and receipt of legal advise from counsel as authorized by C.R.S. § 24-6-402 (4)(b)(f).
- Conference with attorney for the purpose of receiving legal advice on specific legal questions regarding charter school contract termination as authorized by CRS 24-6-402(4(b).

5:00 p.m. – 6:00 p.m. School Portfolio Project Presentation
- Executive Summary
- NE Denver Regional Update
- NW Denver Regional Update
- SW Denver Regional Update
- Other School Actions

6:00 p.m. – 8:30 p.m. Discussion

8:30 p.m. – 8:45 p.m. Review Board Meeting Agenda for January 18, 2007

8:45 p.m. – 9:00 p.m. Open Discussion/New Business
School Portfolio Presentation (Phase 1)

Board of Education
January 11, 2007
Table of Contents

• School Portfolio Project Objectives
• Community Process
• What the Community Expects
• What DPS is Delivering
  – Achievement and enrollment trends.
• Meeting Community Expectations
  – Schools slated for redesign
    • Garden Place Elementary School
    • Johnson Elementary School
    • North High School
    • Smith school improvement process
  – Rapidly declining schools
    • Del Pueblo
    • Horace Mann
  – Beacon Schools
  – College Board EXCELerator
  – Alternative Education Taskforce
  – Charter School Renewal Process
Table of Contents Continued

• Regional Actions
  – Northeast
  – Northwest
  – Southwest

• Other Beacon Proposals
School Portfolio Project Objectives

• Dramatically increase student achievement.
• Engage in extensive and meaningful community process.
• Respond to identified gaps in what DPS is providing and what the community is demanding.
• Address expectations within regional context.
• Create a comprehensive and cohesive strategy to serve at-risk, special needs and highly gifted students.
• Continue dialogue with the community as the District puts forth future recommendations.
Community Process: Near Northeast Community

• 32 neighborhood and community representatives participated in a four month Manual renewal process.
• Three at-large community meetings were held.
• Outreach workers interviewed over 1,000 community residents.
• Data was gathered from students and their parents during Superintendent-led walks.
• Input was gathered from the Northeast Community Congress for Education, Metropolitan Organizations for People (MOP), Northeast Parents for Quality Education, and Northeast Montessori K-8 Committee.
• December 19th meeting was convened to summarize expectations.
Community Process: The 19 Nights of North

• DPS hosted a series of community meetings to listen to community expectations.

• 600 participants, including students, parents, and business and community leaders participated.

• After all of the individual school meetings were completed, a small subcommittee of neighborhood participants gathered to summarize and prioritize the identified themes.

• Results were presented at a community-wide meeting on November 29th where community members affirmed the vision that had been created and urged the District to take immediate and decisive action.
What the Community Expects

• High Quality Teaching and Learning:
  – Rigorous and comprehensive instruction including AP, college-prep and honors classes.
  – Additional time for literacy and math instruction.
  – A wide variety of meaningful and relevant learning opportunities to engage students.
  – Staffed, after-school programming.
  – Internship opportunities.
  – Intervention and support to integrate non-English speaking students.

*Listed expectations are only a sample of feedback received through community processes.
What the Community Expects

• Intentional School Culture:
  – Focus on student achievement.
  – High expectations of meaningful work.
  – Signed agreement by teachers, students and parents: A Commitment to Excellence.
  – 9th Grade Academy / Community building.
  – Cultural competency and inclusiveness.
  – Parent and community engagement.
  – Safe and orderly learning environment.
  – Trust between parents, teachers, students and community.
  – Discipline is clear and consistent.

*Listed expectations are only a sample of feedback received through community processes
What the Community Expects

• Effective Academic Support and Services:
  – Summer bridge programs.
  – Extended day, extended year (Saturday Academies).
  – Peer-to-peer tutoring and mentors.
  – Teacher accessibility for students.
  – Effective and comprehensive college and career planning for ALL students.

*Listed expectations are only a sample of feedback received through community processes
We heard what the community expects, but what has the District been delivering?
A Record of Low Achievement

Manual Feeder Pattern CSAP Data:

– Only 14 students (5.67%) in 7th grade in the Manual feeder pattern scored proficient or better in CSAP math.

– Only 40 students (16.95%) in 8th grade in the Manual feeder pattern scored proficient or better in CSAP reading.

– Only 28 students (11.29%) in 7th grade in the Manual feeder pattern scored proficient or better in CSAP writing.

(2005-2006 CSAP data)

Falling Graduation Rates

– From the 03-04 school year to the 04-05 school year, graduation rates at two of the Manual small schools dropped. Millennium Quest dropped 14% and Leadership Academy dropped 8%.
A Record of Low Achievement

North Feeder Pattern CSAP Data:
- Only 14 students (6.17%) scored proficient or better in 10th grade CSAP math.
- Only 120 (20.94%) students proficient in 6th grade CSAP math.
- Only 163 students (28.75%) scored proficient or better in 5th grade CSAP writing.

(2005-2006 CSAP data)

Falling Graduation Rates
- 733 9th graders 01-02.
- Only 206 students graduated in 04-05.
A Record of Low Achievement

Lincoln / Kennedy Feeder Pattern Achievement:
- 320 students (30.3%) scored proficient or better in 5th grade CSAP writing.
- 53 students (8.3%) scored proficient or better in 10th grade CSAP math.
- Only 259 students (31.5%) scored proficient or better in 9th grade CSAP reading.

* (2005-2006 CSAP data)

Falling Graduation Rates
- Lincoln’s graduation rate fell from 78% in 03-04 to 43.5% in 04-05.
- Kennedy’s graduation rate fell from 93.4% in 03-04 to 89.3% in 04-05.
Choice and enrollment trends demonstrate families are looking for academic alternatives to their neighborhood schools.
Near Northeast Enrollment Trends

(2006 data)

- 4,399 DPS students (grades ECE-12) live in NNE Denver.

- 2,030 (46.15%) do not go to their assigned school.

- 1,607 (36.53%) leave NNE Denver to go to another traditional or DPS Charter School. *(This doesn’t account for students who do not attend DPS schools)*

- ECE-5 membership declined 815 students between 2000 and 2006
Northwest Denver Enrollment Trends
(2005-2006 data)

- 8,234 DPS students (grades ECE-12) live in NW Denver.
- 3,449 (41.89%) do not go to their assigned school.
- 1,455 (17.67%) leave NW Denver to go to another traditional or DPS Charter School. *(This doesn’t account for students who do not attend DPS schools.)*
- NW DPS schools have seen a decrease in total enrollment of 1,084 in five years.
- North High School has space for 976 more students.
- Valdez is below 70% full.
Southwest Denver Enrollment Trends
(2006 data)

- 15,912 DPS students (ECE-12) live in SW Denver.
- 5,833 (36.66%) do not go to their assigned school.
- 2,883 of the students living in the area (18.12%) leave SW Denver to go to another traditional or DPS Charter School.
- Enrollment has decreased by 475 students in SW Denver since 2000.
- Abraham Lincoln has space for 655 more students.
- JFK has space for 513 more students.
- 3 of 5 middle schools are operating below 70% capacity.
- 4 of 16 elementary schools are operating below 70% capacity.
Bottom line ...

There is a wide gap between what the community wants in its schools and what DPS is providing.
Meeting Community Expectations

- Redesign schools where the climate and academic program requires immediate and transformative reform to meet the needs of current and future students.
  - Implement school improvement plan at struggling schools.
  - Establish school accreditation policy
- Engage in community discussions around rapidly declining schools.
- Establish new District programs that offer rigorous and compelling academic choices.
  - Beacon Schools
  - College Board EXCELerator Program (pending)
- Renew high performing charter school options.
- Establish an Alternative Education Taskforce.
Schools Slated for Redesign (07-08)

- Garden Place Academy Elementary School
- Johnson Elementary School
- North High School

(Implement school improvement plan at Smith Elementary School.)
A redesign offers a school the unique opportunity to introduce a new instructional program and a set of expectations which administrators, teachers, parents, students and community members are tightly aligned.
Case for Redesigning Garden Place

Concerns:

• Poor academic performance.
  – AYP targets for reading not met for three consecutive years
  – Current School Improvement Status: Restructure Year 1

• Weak instructional program design.

• Strained school climate and culture for teachers and students.

• University of Colorado at Denver and Heath Science Center severed their professional development partnership. (copy of letter behind tab)
Case for Redesigning
Johnson Elementary School

Concerns:

- Poor academic performance.
  - AYP targets for math not met for two consecutive years
  - AYP targets for reading not met for three consecutive years
  - Current School Improvement Status: School Improvement Year 1 (math), School Improvement Year 2 (reading)
  - Two consecutive “Unsatisfactory” ratings.

- Stagnant enrollment.

- Increasing “choice-out” by students in the attendance area.

- Current culture and climate will inhibit significant strides in student achievement in the next year.
Case for Redesigning
North High School

Concerns:

- Poor academic performance.
  - AYP targets for math and reading not met for four consecutive years
  - Current School Improvement Status: School Improvement Year 2 (reading and math)

- Area families want a fresh, bold start.

- Climate and academic program require immediate and transformative reform.

- Increased enrollment is necessary to provide programs and services that meet the diverse needs of current and future students.

- Create a Valdez/North campus to strengthen the ECE-12 continuum.
Implement School Improvement Plan at Smith Elementary School.

- Poor academic performance.
  - Prior to '05-'06 AYP targets for math not met for two consecutive years
  - AYP targets for reading not met for three consecutive years
  - Current School Improvement Status: Corrective Action Year 1 (math), Restructure Year 1 (reading)
  - Smith Elementary School has been rated “Unsatisfactory” for three consecutive years.

- Interventions currently being implemented include:
  - CDE SIP grant with 4 SMART Goals.
  - Change in administration.
  - Addition of bilingual Assistant Principal position
  - Bilingual secretary added to office staff.
  - Professional Development for teachers.
  - Creation of intervention groups.
Engage in Community Discussions Around Rapidly Declining Schools

• Del Pueblo Elementary School
• Horace Mann Middle School
Del Pueblo Elementary School

Concerns:

• 2006 data shows that Del Pueblo is the smallest traditional elementary school in the District with 154 students.

• Membership declined 123 students (44%) in the last six years and is expected to continue to decline.

• The school currently operates at approximately 45% of program capacity.

• 60.7% of students who live in the attendance area choose to attend other schools.

• The school was rated “Unsatisfactory” and “Significantly Declining” according to 2005-06 CSAP data and received a “Low” SAR rating the five previous years.
Concerns:

- October 2006 data shows that Horace Mann is the smallest traditional middle school in the District with 292 students.
- 63% of the students who live in Horace Mann’s attendance area choose to attend other schools.
- Projections suggest enrollment will decline to less than 200 students in 07-08.
- Enrollment decline has adversely effected the middle school program.
- Student performance on CSAP has failed to improve.
  - Mann has remained a “Low” school for five consecutive years and was rated “Declining” during the 2005-06 school year according to SAR.
Beacon School Characteristics

- Joint effort between DPS and the DCTA.
- Coherent and consistent instructional practice that leads to high academic performance for all students.
- Promote school innovation and reform.
- Meet or exceed expectations of the Denver Plan.
- Administrators and teachers must affirm a commitment to execute faithfully the new instructional plan for the school.
Beacon School Overview

The Beacon School Committee recommends approval of seven Beacon School proposals for the 2007-2008 school year:

• Brown International Academy ECE-5 (NW)
• Bruce Randolph 6-12 (Near NE)
• Columbine Elementary School ECE-6 (Near NE)
• El “DIA”de Fairmont Dual Immersion Academy ECE-8 (Central)
• Greenwood ECE-8 (Far NE)
• Harrington Elementary School ECE-6 (Near NE)
• Montclair Elementary School ECE-5 (East)
4 DPS high schools have applied to house the EXCELerator Program.

- North High School
- Abraham Lincoln High School
- South High School
- Thomas Jefferson High School

Funded through a public/private partnership with the Bill & Melinda Gates Foundation.
EXCELerator = High School Excellence

(Pending)

- EXCELerator implements a set of research based interventions aimed at dramatically increasing enrollment and success in advanced courses—especially Advanced Placement (AP) courses.
- It creates new opportunities for college enrollment and success for underrepresented students, and prepares students who enter college to succeed.
- Rigor & High Expectations
- Access & Opportunity
- Inspiration for Hearts & Minds
Offer High Performing Charter School Options

Charters up for renewal:
- Colorado High School
- Highline Academy
- KIPP Sunshine Peak Academy
- Omar D. Blair Charter School
- Southwest Early College

Probationary Renewals:
- Connections Academy (Contract School)
- Life Skills of Denver
- Skyland Community High School

Restructuring Schools:
- Denver Arts and Technology Academy (DATA)
- P.S.1

Timeline
- Feb. 1: Staff recommendations to BOE
- Feb. 15: BOE action
Create Alternative Education Taskforce

• Create a comprehensive and cohesive strategy to serve at-risk students.

• Identify adequate resources and educational alternatives for struggling students.

• Identify at-risk students consistently.

• Provide appropriate services and interventions.
Addressing Expectations within a Regional Context
Near Northeast

A New Day in Near Northeast Denver
Class of 2011 Arrives at Manual

- Reopen Manual, August 2007 for 9th grade class.


- Establish 9th Grade Academy.

- Consider extending the academic day and year.
Reclaim Cole

- Open a new ECE-8 school in 2008.
- Work with the community to establish an academic program.
- Invest time and resources in developing a successful, sustainable ECE-8.
- Build a culture of articulation and collaboration between Cole and Manual.
- Consider extending the academic day and year.
Why would DPS open another ECE-8 when enrollment is down in area schools?

• DPS is currently exploring the best way to serve 6th, 7th and 8th grade students.
• Satisfy the current need for middle school seats and compelling options.
• Attract kids who are attending private or parochial schools and kids who are going outside of the District for middle school.
• A+ Denver Committee will look at aligning District’s fixed assets to the instructional plan.
Parents and Students Will Choose from a Compelling Array of Middle School Options (2008-2009)

• Instead of being assigned to one school, students and parents will have a compelling array of middle grades options to choose from, including, but not limited to:
  – Bruce Randolph
  – Cole
  – Columbine
  – Gilpin
  – Harrington
  – Morey
  – Mitchell
  – Smiley
  – Whittier
  – Merrill
  – Wyatt-Edison K-8 Charter school
  – Pioneer K-6 Charter school
  – KIPP College Prep 5-8 Charter school

• Explore establishing an enrollment center at Manual High School in 2008.
Montessori Returns to Near N.E. Denver

• In 1996, the DPS school board made a controversial decision to move the successful Mitchell Montessori program out of the near northeast neighborhood.

• For years the community has asked for this program to be brought back to the near northeast.

• Proposed Montessori would serve students in the 08-09 school year.

• The Administration will work with the community and the schools to determine the best location.
Add a Highly Gifted Magnet Program in Central Northeast Denver

• Polaris at Ebert is one of the top ten highest performing schools in Colorado.

• Open a second school under the Polaris model in central northeast Denver in 2008.

• A second campus will expand capacity to serve highly gifted students and recruit aggressively students of color and those from low income families.
Bruce Randolph 6-12

- The *Challenge 2010 Plan* provides students with a coherent and consistent academic program that aligns with The Denver Plan.

- *Challenge 2010* supports school-based best practice, including common vision; clear and universal expectations; rigorous curriculum; careful planning and evaluation of teaching goals; and a supportive professional development environment.
NNE Beacon School Proposals

Columbine Elementary School ECE-6

– K-6 program in which teachers are experts in their content area, teach in teams and pledge to carry out the Denver Plan.

– Every student sets personal goals for academic excellence.
NNE Beacon School Proposals

Harrington Elementary School ECE-6

– Harrington Elementary School will serve students in grades ECE-6 with a rigorous standards-based curriculum as defined in the Denver Plan and enriched by the AVID program.

– Students will experience more experiential, cooperative learning than traditional programs provide.

– The teaching arrangement will feature looping, platooning and advising to allow faculty members to build stronger relationships with students.
Recommended Board Action

• Consider interim 7th- 8th grade Manual Prep Academy, serving students in 2007-2009. (Location to be determined.)

• Open a ECE-8 school at the Cole campus 2008-2009.

• Create a choice-in model in place of middle school attendance boundaries in 2008.

• Reintroduce Montessori in 2008-2009. (Location to be determined.)

• Add a Highly Gifted Magnet in central northeast Denver in 2008.

• Approve Beacon proposals for Bruce Randolph, Columbine and Harrington.
Exceeding Expectations
in Northwest Denver
A Fresh Start for North High School

• Increase student achievement.
• Create an intentional culture and climate with high expectations for everyone.
• Reverse enrollment trends.
• Provide opportunities for students to succeed in high school and beyond.
  – World Languages
  – AP Classes
  – EXCELerator \((pending)\)
Adding Capacity in Dual Language Immersion ECE-12

• Demand exceeds capacity in current NW dual language programs.

Existing programs:
  • Academia Ana Marie Sandoval Dual Language Montessori
  • Bryant-Webster
  • Fairmont

• Establish a Valdez / North campus.
  – Montessori (ECE-K, M3, M4, MK)
  – Dual language immersion (ECE-5)

• Explore implementing middle school and high school dual language immersion programs.
Phase-in a “Choice-in” Model for Success of Dual Language Schools

• Effective dual language immersion programs require an enrollment split of 60% native English speaking students and 40% native Spanish students.

• Phase-out attendance boundaries for:
  – Bryant-Webster (07-08)
  – Fairmont (07-08)
  – Valdez (08-09)
Smedley Elementary (ECE-6)

• The community wishes to serve its current 5th grade class for another year.

• Begin serving students, ECE-6, in 07-08.

• Explore the possibility of expanding to a full ECE-8 model in the near future.
Brown International Academy ECE-5
– ECE-5 International Baccalaureate Primary Years Program that combines core curriculum in literacy, math and social sciences with increased knowledge of the world.
Recommended Board Action

- Create ECE-12 North/Valdez campus.
- Introduce dual language immersion Montessori at Valdez.
- Create “choice-in” model for success of dual language schools.
- Formalize an International Baccalaureate authorized Middle Years Programme at Lake.
- Convert Smedley Elementary School to an ECE-6.
- Approve Brown Beacon proposal.
Increasing Rigor in Southwest Denver
International Baccalaureate
Education in the Southwest

• 2003 mill levy resources are being used to implement IB programs at Sabin Elementary School and Henry Middle School.

• Create a feeder pattern of IB schools in the southwest by extending the Middle Years (9-10) Programme and adding Diploma Programme (11-12) at John F. Kennedy High School.
Abraham Lincoln High School

• Potential EXCELerator School. (*pending*)
• Pilot School for the Denver Scholarship Foundation.
Southwest Denver
Recommended Board Action

• Extend the International Baccalaureate Middle Years Programme and add the International Baccalaureate Diploma Programme at Kennedy High School.
Additional School Beacon Proposals

- El “DIA” de Fairmont Dual Immersion Academy K-8 (Central)
- Greenwood K-8 (Far NE)
- Montclair Elementary School K-5 (East)
Other Beacon School Proposals

El “DIA” de Fairmont Dual Immersion Academy K-8 (Central)

– A choice-based K-8 dual language program with a population of 50% native English speakers and 50% native Spanish speakers.

– All participants will receive 50% of their instruction in their native language and 50% of instruction in their second language.

– The stated mission is to graduate students who are bi-lingual, bi-literate and bi-cultural.
Greenwood K-8 (Far NE)

– Greenwood will serve grades K-8 through an experiential technology-based learning environment.

– Curriculum, instruction and assessment will be consistent with or exceed the Denver Plan.

– Greenwood will follow the instructional model of the 90/90/90 schools.
Montclair Elementary School K-5 (East)

- Montclair School of Academics & Enrichment will serve students in grades K-5 with an education program that is directly aligned with the Denver Plan and that is centered around a School-wide Enrichment Model (SEM).

- SEM allows for students to become actively engaged in an enriched curriculum and encourages talent development for all students.
Next Steps

• Future community meetings
• January 18th BOE meeting
  – Public comment
  – Additional work session
• January 25th BOE meeting
  – Budget retreat
  – Public comment
  – Work session
• February 1st BOE meeting
  – Work session
  – Review charter school renewals (Action Feb. 15)
  – Review accreditation
  – Board action