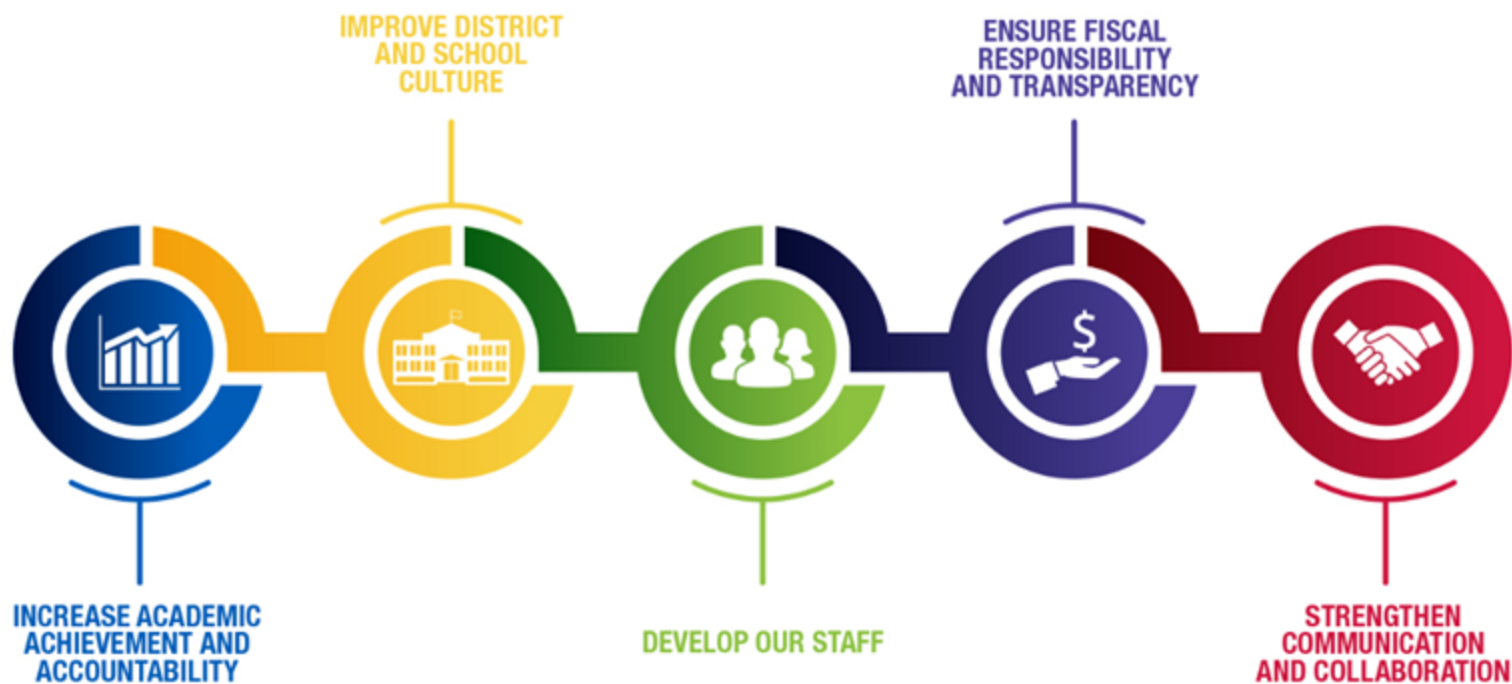




Transformational Partnership:
Milwaukee Public Schools & City Year Milwaukee

SCHOOL BOARD PRESENTATION – JANUARY 2019

5 Priorities for Success



Transformational Partnership

- Serving students
- School & District-wide improvement
- Convening networks
- Developing leaders & teachers
- Engaging private sector
- Return on investment



Holistic Student Supports

Attendance, Behavior, Coursework

CITY YEAR'S HOLISTIC APPROACH



**ADDITIONAL
CAPACITY IN THE
CLASSROOM**



**EXTENDED-DAY
ACTIVITIES**



**ONE-ON-ONE AND
SMALL GROUP
ACADEMIC AND SOCIAL-
EMOTIONAL SUPPORT**



**WHOLE SCHOOL
ACTIVITIES THAT IMPROVE
LEARNING, ENGAGE
FAMILIES AND INSPIRE
CIVIC ENGAGEMENT**



**USE OF DATA TO
MONITOR STUDENT
PROGRESS**

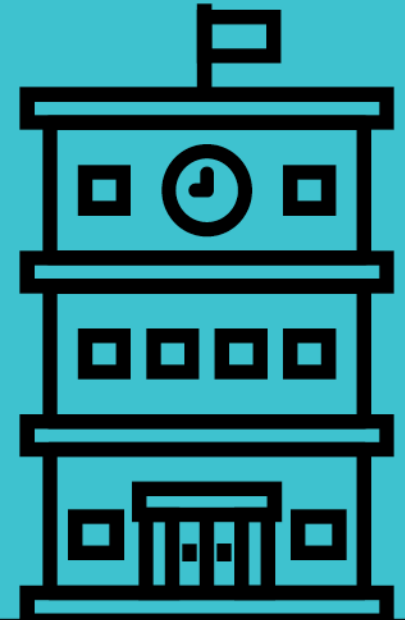


**SMALL GROUP SOCIAL-
EMOTIONAL SKILL
BUILDING SESSIONS**



HOW WE KNOW THIS WORKS:

OUR IMPACT



A national external evaluation demonstrates that there is a “City Year effect” in driving whole school improvement up to:

2X MORE LIKELY
to improve on
state English
assessments

3X MORE LIKELY
to improve
proficiency rates
in math



Schools partnering with City Year also gained the equivalent of ~
ONE MONTH OF ADDITIONAL ENGLISH AND MATH LEARNING,
compared with schools that did not partner with City Year.



School Improvement

District-Wide Gains

Milwaukee Public Schools

Serving exclusively in Milwaukee Public Schools since our founding year in 2010. We now have 100 City Year AmeriCorps members serve 13 schools, reaching more than 8,000 elementary, middle and high school students in the 2018-2019 school year.

MPS schools served:

- Bay View High School
- Casimir Pulaski High School
- James Madison Academic Campus
- South Division High School
- Vincent High School
- Obama SCTE
- Alexander Mitchell Integrated Arts Schools
- Carver Academy
- Clarke Street School
- Hopkins Lloyd Community School
- Rogers Street Academy
- Roosevelt Middle School of the Arts
- Rufus King International Middle School

Of the seven schools with which City Year has partnered for more than three years, four **improved their overall accountability score** from 2013 to 2016*

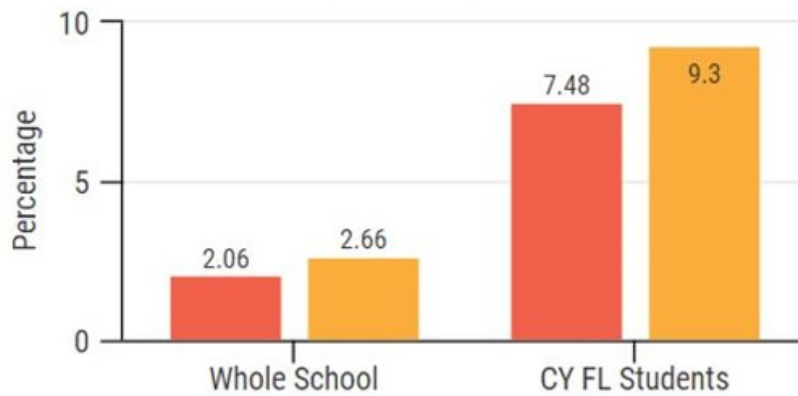
100% of principals said they were “satisfied or extremely satisfied” with City Year Milwaukee during the 2016-2017 school year**

*City Year analysis of publicly available school performance data;

**Based on results from “City Year Partner Survey” administered at the end of the 2016-2017 school year

MPS Student Gains

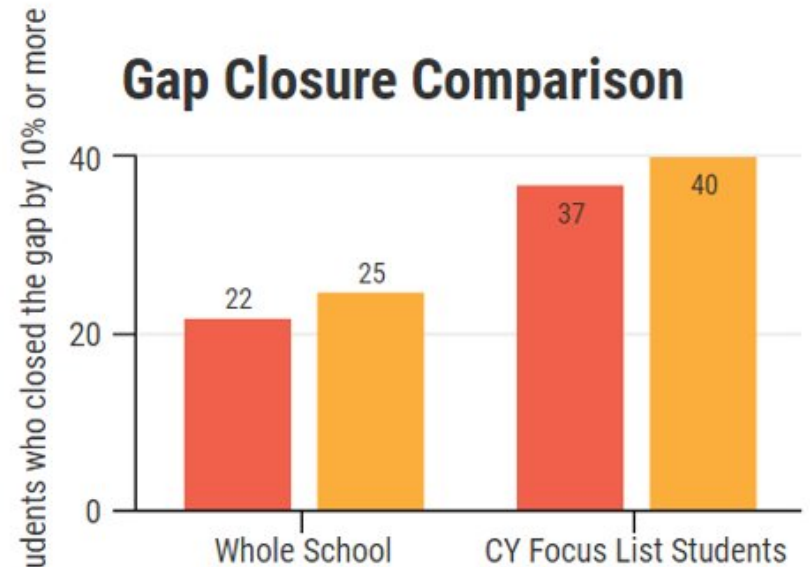
Recovery Comparison



*Goal is 10%

● ELA ● Math

Gap Closure Comparison



● ELA ● Math

*Goal is 50%



Convening Networks

Principals and District Leaders

City Year as Convener

Networks for School Improvement

- \$520,000 grant from the Bill & Melinda Gates Foundation
- Convene leadership teams from 4-6 MPS middle schools to develop their capacity for improvement
- Use of evidence-based continuous improvement cycle to boost eighth grade students' attendance, behavior and performance in English and math

District Learning Network

- Convene cohort of district leaders from across the country to engage with common problems of practice
- Engage with cutting edge research and emerging best practices
- MPS as part of the inaugural cohort



Developing Young Leaders

Teaching Pipeline

City Year as a Talent Pipeline for Milwaukee

1

UNIQUE ASSETS UPON ENTERING CITY YEAR:

Diverse
Competitive
Dedicated

2

860+ HOURS OF DIRECT EXPERIENCE

Classroom experience supporting diverse student learners

3

DEEPENED COMMITMENT TO URBAN EDUCATION



4

SKILL BUILDING THAT TRANSLATES TO CORE TEACHER COMPETENCIES

AMERICORPS MEMBER SKILLS

Analyze student data and track early-warning indicators to monitor student progress and develop targeted interventions and supports

Implement evidence-based instructional strategies to address students' academic and social-emotional needs

Participate in professional development cycles of observation and coaching

Coach students in areas of growth using an asset-based youth development approach

Support the development of a safe, positive school-wide learning environment

Work in highly diverse, collaborative teams

Engage in communication and relationship-building with students, teachers, families, and community partners

Partake in innovative leadership development training

COMPETENCIES OF EFFECTIVE TEACHERS*

Data-driven decision making

Instructional planning and practice

Reflective practices

Learning environment and school culture

Leadership and collaboration



*As highlighted in multiple states' teacher evaluation criteria as well as recommendations from the National Board for Professional Teaching Standards

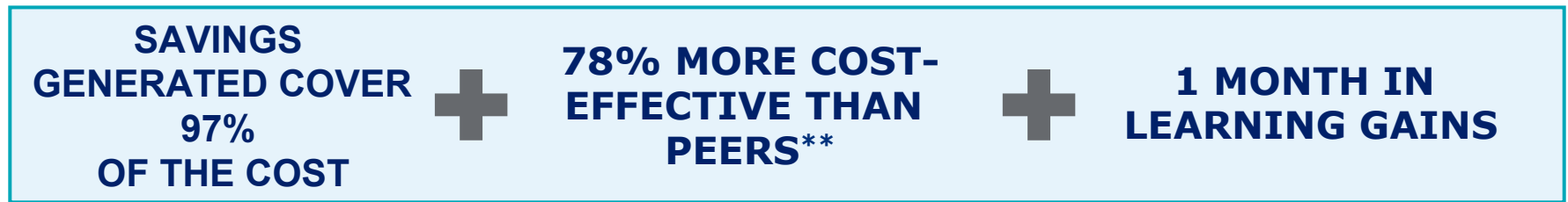


Return on Investment

Deloitte Analysis

Potential 1-Year Impact with City Year

A public education investment of **\$150,000** in City Year for **ONE YEAR** for **ONE SCHOOL** provides **MEASURABLE FINANCIAL BENEFITS...**



\$146,000 savings

due to decreased investment in *remediation* and *reduction in teacher turnover costs*



\$150,000

is the average price / school for City Year, which provides a *holistic, multi-point solution*

\$676,000

per school to hire a variety of similar individual providers that each only address one of the services provided by City Year



According to national research by Policy Study Associates comparing schools that did not partner with City Year, schools partnering with City Year gained the equivalent of **1 month** additional math and English learning²

City Year partner schools are up to **2-3x** more likely to improve on standardized English learning and math assessments than similar schools that don't partner with City Year²

NOTE: Assumes 10 AmeriCorps Members / school at 15K (future target) per AmeriCorps Member; Avg. school enrollment is n = 664 students;

¹Teacher turnover costs based on external research identifying causes of turnover and linking them to surveys of teachers in City Year partner schools asking how City Year affects these causes

²78% less than similar services provided by a combination of individual service providers

Source: In 2017, Deloitte Consulting LLP was engaged to aggregate and synthesize various external or independent evaluations, expert studies, research from leading universities nationally, input from leaders in education and internal documents and data. The analyses were used to help City Year management develop a formula and methodology to estimate and articulate the ROI for an investment in City Year.

Growth of Cost-Effectiveness Over Time

The holistic approach provided by City Year costs a school/district/state 78% less than similar services provided by a combination of individual providers

COST-EFFECTIVENESS

Individual Service Providers*	Avg. Annual Cost / SCHOOL	Avg. Cost / STUDENT	City Year
Academic Tutoring	\$174,500	\$806	\$150,000 Average Annual Cost / SCHOOL
Social-Emotional Support	\$57,800	\$123	
Attendance Interventions	\$47,550	\$951	
Student Progress Monitoring (Early Warning Systems)	\$50,000	\$75	\$226 Average Annual Cost / STUDENT
Teacher Pipeline / Residency Programs	\$65,510	\$100	
Afterschool Programming	\$280,800	\$4,230	
Total	\$676,000	\$6,275	



City Year's **holistic approach** addresses all of these school needs for **78% less** than what it would take to **hire individual providers** and to **address them individually**

* Assumes only 6% of student body (Enrollment = 664) attends ASP on daily basis; SOURCES: ROI Analysis. Average cost points of peer organizations across each category. May be small differences in averages vs total due to rounding.



**ROGERS
STREET
ACADEMY**

Project ADMH Heart Safe School Designation
Rogers Street Academy
2014-2015

Rogers Street Academy
2013-2016
School of Distinction

Rogers Street Academy
2013-2016
School of Most

What's Next for Our Partnership?

Milwaukee Public Schools & City Year Milwaukee

*In Milwaukee, 39% of students will not graduate from high school on time.
Half of those students come from just 8 MPS High Schools*

Current State

100 AmeriCorps Members

13 Schools

8,000+ Students

Future State

350+ AmeriCorps Members

37 Schools

20,000+ Students



MILWAUKEE

Join us for a School Visit

“City Year members are so involved in the lives of our young people. They go out of their way to make connections and engage students in the learning process.”

– MPS Principal

“City Year helps with so much-attendance, academics, behavior, differentiation, etc. I could not imagine running my classroom without an [Ameri]Corps member. They are an invaluable asset to my classroom.”

– MPS Teacher