### Breaking Ground and Barriers: Building a Legacy of Excellence



Gloria Bonilla-Santiago Ph.D., Board of Governors Distinguished Service Professor of the Graduate Department of Public Policy and Administration at Rutgers, The State University of New Jersey. Director of The Community Leadership Center at Rutgers and is the overseer and Board Chair of the LEAP Academy University Charter School



- 1. Mapping my future -as a migrant child navigating the road helping my father to arrive at a destination for work twice a year to Florida and New Jersey.
- 2. Breaking the cycle of poverty through education- School became my way out of poverty so perseverance, resiliency and love for learning became a necessity to survival.





- 3. Vision with purpose: learn the unknown, build discipline, commitment and become an expert on the task at hand.
- 4. Manage my fears and Master confidence and savvy
- 5. Reinvented oneself by staying relevant, learning something new and meeting every challenge and opportunity





- 6. Choose battles carefully
- 7. Stayed focus, every step of the way on what matters
- 8. Maintenance your kitchen cabinet



9. Master financial, social, human and intellectual capital to support an agenda



- **10. Optimism and faith** when managing dangerous leadership
- **11.Build capacity from within**
- **12.Stay healthy** physically , spiritually and emotionally





- 13.Is not what you deserve but what one negotiates
- 14. Sustained healthy relationships
- 15. Have courage to stand for justice



Creating a comprehensive model for serving children and families from **Birth** through **College** and **Beyond** in a public school setting.



#### **The Collective Mission Statement**

The mission of the LEAP Academy is to enhance opportunities for the children and families of Camden through the collaborative design, implementation, and integration of education, health and human services, professional development, and community development.



RUTGERS

tay. May 1, 1095

## Che Inquirer COURTER-POST In the Schools By Manreen Fatzperald Dream of Camden charter school near

and mitting which work the best teachery and teachershy and perhapsiour straint, with involved persons or (thick however, and endanteers) with a mailtir climic, with doctors. correct and social socials to sorry

in column by done.

name land the monthly

stuling the faces of these methers and alphares who believed in new

In pay of the LEAP ADDRESS Charter School will open -- in 19 contraining transients only a parametrized law decad by incounty. Landers and Peor streams, reached from the after of Camdare for \$1.4 year, if it not period, but it's a start And the affert it tools to per charter is a further of the later women such deducation to had drawn.

She taked at minutes, - amount integer handship - prosting with integer and a state of particulation when the other and wringing Child to Start Canadics formation.

spin-story to pass a bill for charter a one have the freedom in study and Restary Post Athrest tion internet was advented

Garda Rawline Santiage. Wractive of the (A.M. Anameric Charter Solver) gots utilities who eventually mapping and providential of the surfaced on the statute of the sale. Survival day Surveyork, Landar and Passi Director The six Constant Density Collage the actived for Dir (199 year) multiply of Section and Linking . Be crossed in a constraint of per-sitive active in the person of the section of the se

and here its section to fix it up there it south to prove the second to prove the second to be proved on the prove of the second to be proved to Name and property first from the local division.

CALLS & REAL POST AT ALL PROPERTY AND ADDRESS OF TAXABLE POST OFFICE ADDRESS OFFICE AD dental Textedetony in wrink pair state lot froming work a narrow of after The summary and carriedow is said out on the state of the second second

THE COLUMN STREET, ST. AND

#### **LEAP Historical Milestones**







<u>1997 - 1999:</u> LEAP Academy opens its and grows Elementary School. A Pre-School Program under the umbrella of the Rutgers Centers of Excellence is added to serve 90 children.

2000 - 2003: LEAP

graduates its first 8<sup>th</sup>

grade class and begins

a high school program.

60 ninth graders are recruited to participate in a STEM High School Program that will eventually serve 240 students.

#### 2004 – 2010: LEAP

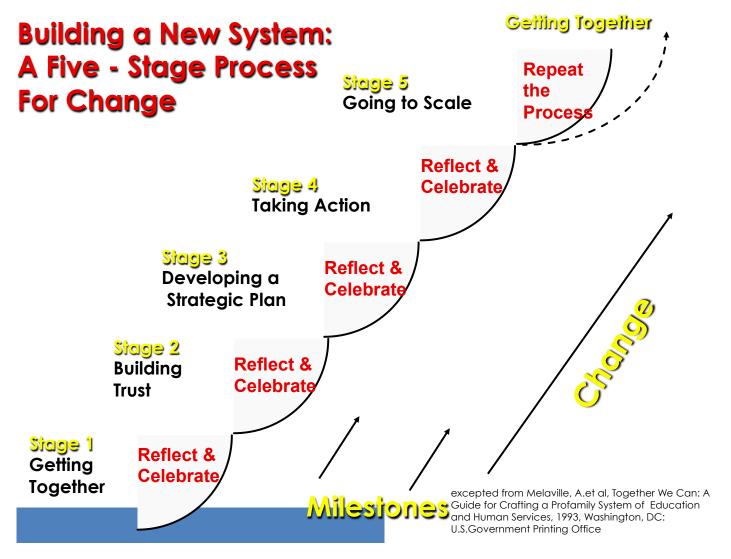
acquires a high school facility, and graduates its first 6 senior classes with 100% graduation and college placement.





# Strategic Planning

### **Five Stage Planning Process**



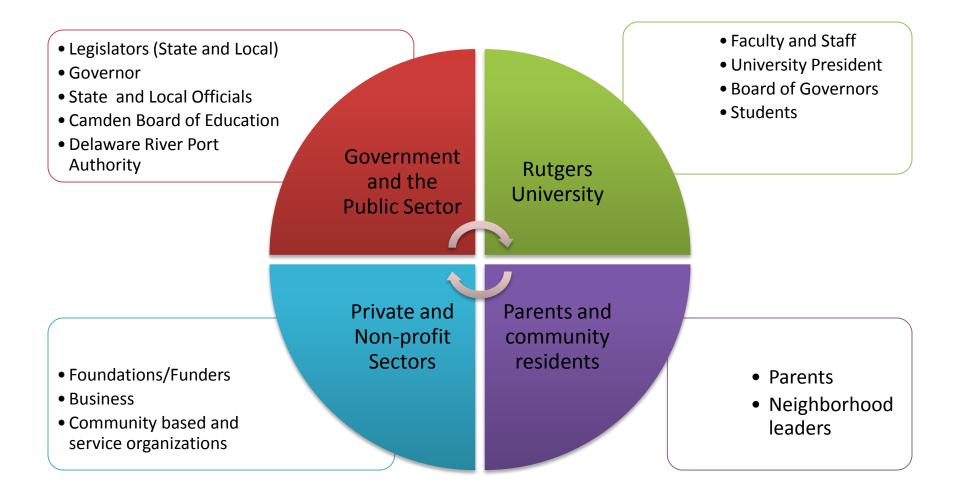
### **Core Planning Areas**

Research and Program Design	<ul> <li>understanding the needs of the community</li> <li>researching successful strategies and leveraging expertise</li> <li>involving residents in all aspects of planning and program design</li> </ul>	
Commitment Building	<ul> <li>promoting a transformative vision to local stakeholders and the community</li> <li>leveraging community leadership and participation through training and capacity building</li> <li>assembling competent and committed staff team</li> </ul>	
Planning	<ul> <li>collecting and analyzing baseline data about the community</li> <li>engaging diverse stakeholders in planning</li> <li>develop a collective guiding product that incorporates broad input and ownership</li> </ul>	
Resource Development	<ul> <li>secure funding for planning</li> <li>design multi-year resource development plan</li> <li>engage in partnerships that result in leveraged resources</li> </ul>	
Programming and Operations	<ul> <li>design of innovative management and governance structures</li> <li>design programs in direct response to community needs</li> <li>identify and cultivate opportunities for continued community participation</li> </ul>	
Documentation and Evaluation	<ul> <li>document the process through multiple and varied archives</li> <li>develop formative and outcome based evaluation mechanisms</li> <li>ongoing communications</li> </ul>	

### Structuring the Strategic Planning Effort

Coordination and	Curriculum and Instruction				
Oversight Communications and Public Relations Funding Quality Assurance Governance	Curriculum	Human Services			
	Development LEAP Academy/Camden School Relationships Time/Space Utilization	Health Promotion and Education Social Services Legal/Business Services Community Service Volunteers	Leadership and Pro	Community Outreach Celebrating Diversity Parent Involvement	

## Stakeholder Analysis/Engagement



## **LEAP** Values

- 1. Student Achievement Comes first
- 2. We do what ever It takes to get the job Done.
- 3. We take the High Road
- 4. We are a Family
- 5. Positive and Caring Culture
- 6. We are all Accountable
- 7. Transparency with each other
- 8. Improvement is ongoing
- Diversity is our Strength
   We are one Team



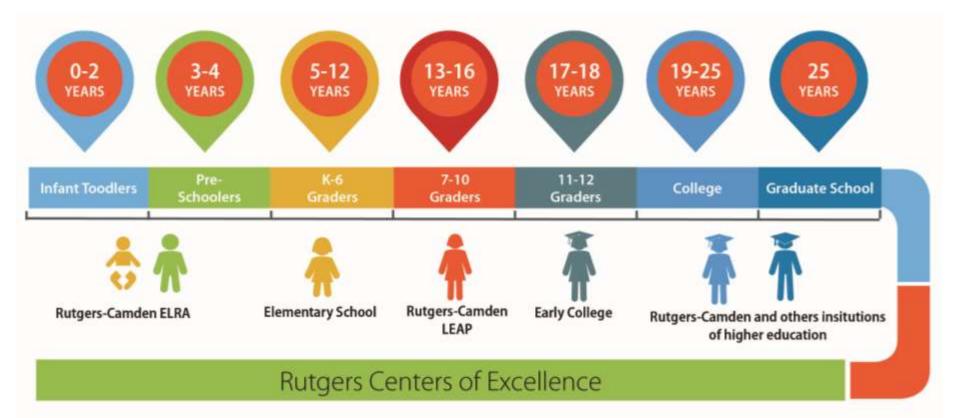


#### Five Core Elements of the LEAP Model

- Accountability for People, Time, Money and Programs
- 2. Pipeline of College Access for all students PreK-16
- Teacher Development and Support
- 4. Parental Engagement
- 5. Early Learning means later Earning



### A Focus on Pipeline Development The Rutgers/LEAP Pipeline to College



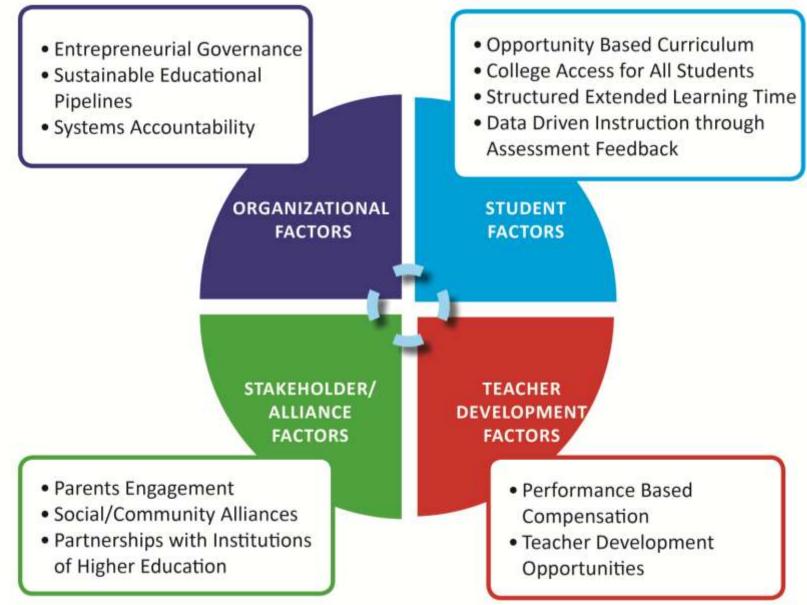


#### Enrollment Profile of the Birth-12th Pipeline

- 1,500 students Birth through 12th
- LEAP Academy
  - Lower Elementary Campus (K-3)
  - Upper Elementary (4-6)
  - Intermediate High School (7-9)
  - High School (10-12)
- Early Learning Research Academy
  - Infants (6 months 1 year)
  - Toddlers (age 1-3)
  - Preschoolers (ages 3-4)



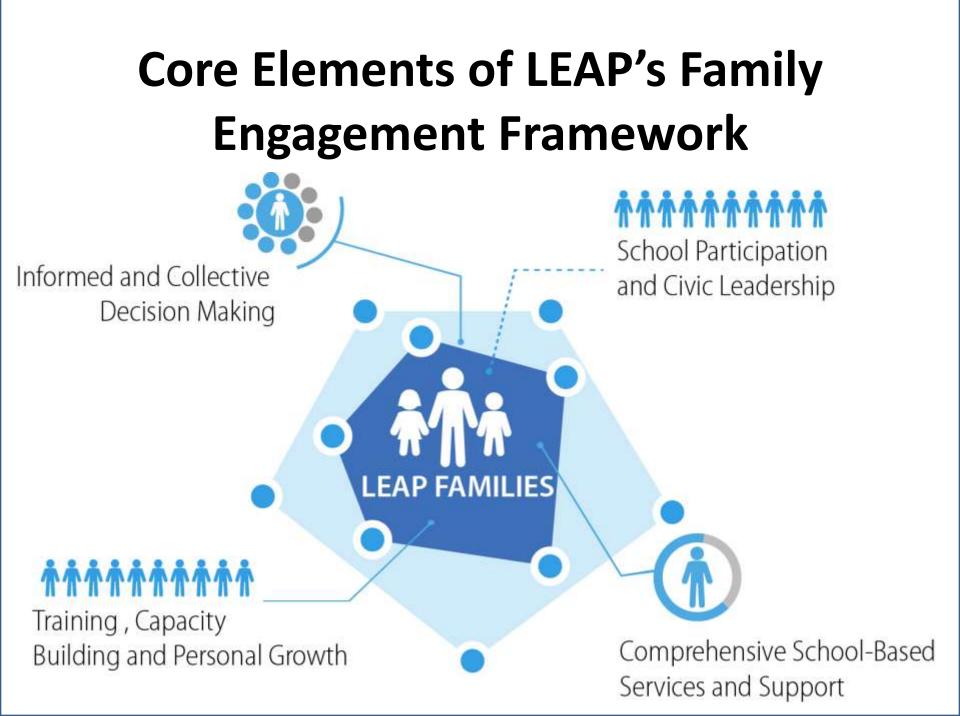
### Factors of LEAP Best Practices



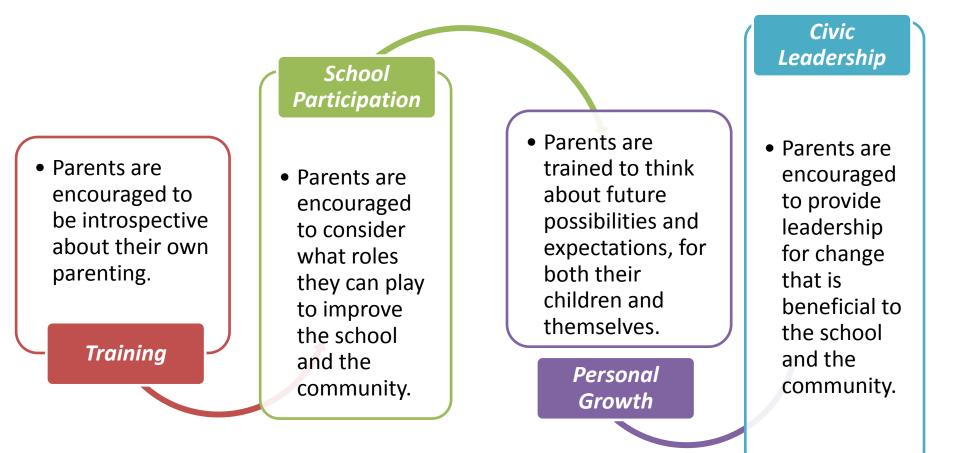


### Family Engagement





#### **LEAP Principles for Family Engagement**







RUTGERS

COMMENCEMEN

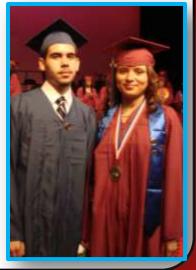
**B** 



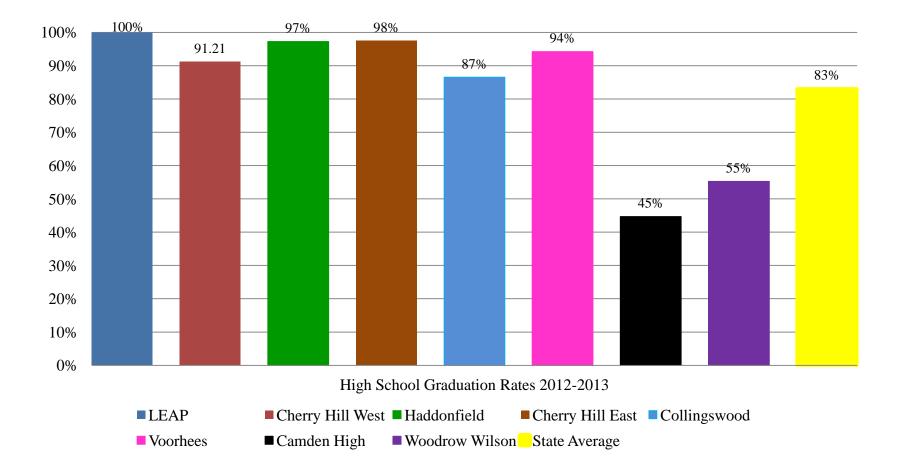
#### High school graduation and College placement rate

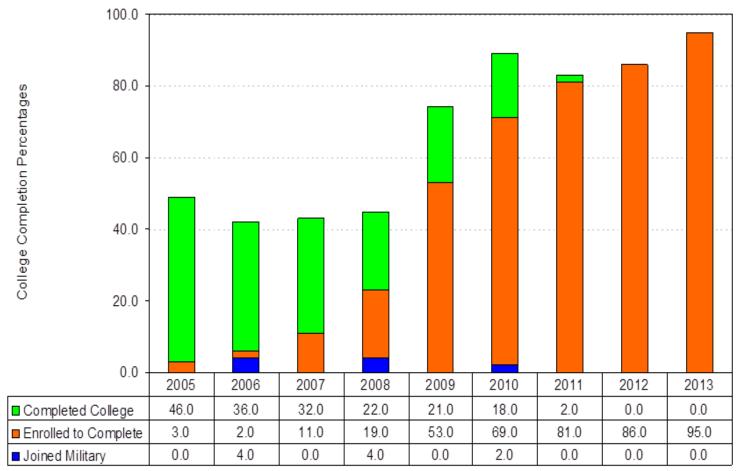
- 100% in 2005
- 100% in 2006
- 100% in 2007
- 100% in 2008
- 100% in 2009
- 100% in 2010

- 100% in 2011
- 100% in 2012
- 100% in 2013
- 100% in 2014



# Comparative High School Graduation Rates for LEAP and Surrounding High Schools (2012-2013)





Graduation Year



639 Cooper Street



High School Grades (7-12): 549 Cooper Street

#### LEAP ACADEMY STEM Campus 528 Cooper Street

11-11-11-1



501 Cooper Street



130 North Broadway, Camden



Structuring A Planning Effort For Puerto Rico SCHOOLS AS NEXUS FOR COMMUNITY DEVELOPMENT



<u>Better outcomes for</u> <u>children and youth</u>

**Strong Early Childhood Programs** 

**High Performing Schools** 

Effective K-12 programs

Higher high school graduation rates

Successful transitions from high school to college/career

Academic enrichment programs

Social, recreation and character building for children and youth

Families

<u>Better outcomes for</u> <u>families</u>

**Quality health services** 

Social service programs

Adult learning opportunities and Job readiness training

Neighborhood based employment opportunities

Legal services

#### Community

<u>Better outcomes</u> for the community

Safe schools and neighborhoods

**Business development** 

**Crime prevention** 

Local/community based leadership development

Better housing options and support for residents

Community Building and Ownership

**Interagency Collaboration** 

LEAP APPROACH TO COMMUNITY SCHOOL APPROACH: Serving the entire family