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Breaking Ground and Barriers: Building a Legacy for Latino Leadership

PRESENTED TO HARVARD KENNEDY SCHOOL
Office for Student Diversity and Inclusion
October 1, 2015
Points to Ponder in my trajectory of Success

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.
Points to Ponder in my trajectory of Success

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
Points to Ponder in my trajectory of Success

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
Points to Ponder in my trajectory of Success

10. Optimism and faith when managing dangerous leadership
11. Build capacity from within
12. Stay healthy physically, spiritually and emotionally
Points to Ponder in my trajectory of Success

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.
Case study of community transformation through a combination of elements:

- Quality Education
- Visionary Leadership
- Community Engagement
- University Partnership
VIDEO PRESENTATION
LEAP in Context

• Public charter schools drive neighborhood revitalization, merging the urban education and community development fields

• Public charter schools foster stronger relationships with communities by de-centralizing operations
• Schools have the ability to foster relationships between various power structures of communities and elites, creating a path to economic security.

• Schools that partner with anchor institutions have a major impact in neighborhood development efforts.
• Schools connect youth to adult conventional norms and adapting them to mainstream societal and economic structures.
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.
LEAP Historical Milestones

A dream about to come true

The Inquirer

Dream of Camden charter school nears

By Maria Beatty-Santos

Editorial Staff

Camden Education College

Schools

By Maurice Fitzpatrick

The Courier-Post

Monday, August 16, 1997

A dream about to come true

By Art Boardman, Courier-Post

2000 - 2003: LEAP graduates its first 8th grade class and begins a high school program.

A Pre-School Program under the umbrella of the Rutgers Centers of Excellence is added to serve 90 children.

2004 – 2010: LEAP acquires a high school facility, and graduates its first 6 senior classes with 100% graduation and college placement.

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

2011-2015: LEAP acquires a STEM Facility and plans for new school facility in at the Wilson Building.
Core Planning Areas
Research and Program Design
- understanding the needs of the community
- researching successful strategies and leveraging expertise
- involving residents in all aspects of planning and program design

Commitment Building
- promoting a transformative vision to local stakeholders and the community
- leveraging community leadership and participation through training and capacity building
- assembling competent and committed staff team

Strategic Planning
- collecting and analyzing baseline data about the community
- engaging diverse stakeholders in planning
- develop a collective guiding product that incorporates broad input and ownership
Resource Development
- secure funding for planning
- design multi-year resource development plan
- engage in partnerships that result in leveraged resources

Programming and Operations
- design of innovative management and governance structures
- design programs in direct response to community needs
- identify and cultivate opportunities for continued community participation

Documentation and Evaluation
- document the process through multiple and varied archives
- develop formative and outcome based evaluation mechanisms
- ongoing communications
Stakeholder Analysis/Engagement

- Parents
- Neighborhood leaders
- Foundations/Funders
- Business
- Community-based and service organizations
- Faculty and Staff
- University President
- Board of Governors
- Students
- Legislators (State and Local)
- Governor
- State and Local Officials
- Camden Board of Education
- Delaware River Port Authority
- Rutgers University
- Parents and community residents
- Faculty and Staff
- University President
- Board of Governors
- Students
- Parents
- Neighborhood leaders
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
9. Diversity is our Strength
10. We are one Team
Five Core Elements of the LEAP Model
1. Accountability for People, Time, Money and Programs
2. Pipeline of College Access for all students PreK-16
3. Teacher Development and Support
4. Parental Engagement
5. Early Learning means Later Earning
LEAP Academy
University Charter School

- Performance Based Compensation & Professional Development
- Strong Family Engagement
- Extended Learning
- Partnerships with Higher Education Institutions & Community Stakeholders
- Entrepreneurial Governance/Leadership
- Ongoing Assessment & Evaluation
- Rigorous Academic Program from PreK - College “Educational Pipeline”
- LEAP’s Mission aligned with Local Community Needs & Vision
A Focus on Pipeline Development
The Rutgers/LEAP Pipeline to College

- Infant Toodlers
- Pre-Schoolers
- K-6 Graders
- 7-10 Graders
- 11-12 Graders
- College
- Graduate School

- Rutgers-Camden ELRA
- Elementary School
- Rutgers-Camden LEAP
- Early College
- Rutgers-Camden and others insitutions of higher education

Rutgers Centers of Excellence
BIRTH – 16 EDUCATIONAL INVESTMENTS AND INNOVATIONS
• School based centers to channel university support for the school.
  – **Health and Human Services**, offering primary health and social work services to families and children
  – **Early Childhood Program** offering pre-school services
– **Health and Wellness Center**, in partnership with the Graduate School of Nursing – Rutgers-Camden

– **Parents Academy** providing programs to strengthen the skills of families;
- **Center for College Access** working with students, teachers and families in ensuring college preparedness

- **Legal Enrichment Center** offering free legal services and educational programming to families; applied research, academic training, and experiential learning for law school and LEAP students
Enrollment Profile of the Birth-12th Pipeline

• **1,700 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 Model

**Organizational Factors**
- Entrepreneurial Governance
- Sustainable Educational Pipelines
- Systems Accountability

**Student Factors**
- Opportunity Based Curriculum
- College Access for All Students
- Structured Extended Learning Time
- Data Driven Instruction through Assessment Feedback

**Stakeholder/Alliance Factors**
- Parents Engagement
- Social/Community Alliances
- Partnerships with Institutions of Higher Education

**Teacher Development Factors**
- Performance Based Compensation
- Teacher Development Opportunities
Family Engagement
Core Elements of LEAP’s Family Engagement Framework

- Informed and Collective Decision Making
- School Participation and Civic Leadership
- Training, Capacity Building and Personal Growth
- Comprehensive School-Based Services and Support
LEAP Principles for Family Engagement

**TRAINING**
Parents are encouraged to be introspective about their own parenting.

**SCHOOL PARTICIPATION**
Parents are encouraged to consider what roles they can play to improve the school and the community.

**PERSONAL GROWTH**
Parents are trained to think about future possibilities and expectations, for both their children and themselves.

**CIVIC LEADERSHIP**
Parents are encouraged to provide leadership for change that is beneficial to the school and the community.
IMPACT
- 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
- 100% in 2015
Comparative High School Graduation Rates for LEAP and Surrounding High Schools (2012-2013)

High School Graduation Rates 2012-2013

- **LEAP**: 100%
- **Cherry Hill West**: 91.21%
- **Haddonfield**: 97%
- **Cherry Hill East**: 98%
- **Collingswood**: 94%
- **Voorhees**: 87%
- **Camden High**: 45%
- **Woodrow Wilson**: 55%
- **State Average**: 83%
Transforming Cooper Street and the Educational Corridor
SCHOOLS AS NEXUS FOR COMMUNITY DEVELOPMENT
Theory of Action

**Assumptions**

1. Goals for students achievement are realistic and achievable.

2. Content standard and grade level expectations for college and career readiness are well defined.

3. High quality assessment systems are designed to align to academic expectations and measure students growth.

4. Goals for all School Leaders, including Directors and Principals, are aligned to student achievement and growth.

**Elements of Change**

Instructional Leadership Teams define students learning objectives which are aligned to a challenging curriculum and promote student growth. Teachers use curriculum materials that allow instruction aligned with grade level content for all students including Student Learning objectives and growth.

Increased access to quality Professional Development to enhance school leadership, improve teaching and increase student learning.

Support from the Board of Trustees (or District) provides Teachers, School Principals, and Directors appropriate resources to improve their practice.

Research based interventions are incorporated into each school to address specific needs

**Outcomes**

Educators improve their instruction to become highly effective.

Barriers to students success are eliminated.

All students achieve higher academic outcomes.

All student graduate from high school ready for college and careers.
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

Quality health services
Social service programs
Adult learning opportunities and Job readiness training
Neighborhood based employment opportunities
Legal services

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

Better outcomes for children and youth
Better outcomes for families
Better outcomes for the community
Challenges to University Engagement

- Change of Community Perception of Unresponsiveness (*Out of touch/Out of date*) to one that is responsive and caring about Community
- Lack of alignment between disciplines and society’s problems
• Institutional Disconnect with the present and future
• Going beyond Outreach and Service as means for engagement
New Community Practices for University Engagement

– Responsiveness and Respect
– Transforming Climate and Culture of our Institutions
– Academic Neutrality and Objectivity
– Institutional Integration and Incentives
– Institutional Integration and Incentives
– Resource / Multiple Partners
– Multi-disciplinary Approaches
– Creating new knowledge from practice into academia
– Sense of urgency for college readiness, equity, and achievement
Lessons Learned from our Applied Work
- A collaborative, comprehensive approach, with intentional alignment across institutions and contexts (e.g. family, school, the broader community), instead of piecemeal, uncoordinated efforts;

- Participation by diverse partners instead of single-sector initiatives;
• A focus on geographically defined areas instead of being too broad in scope;

• A governance structure that includes a lead organization to drive the effort instead of a leaderless coalition;

• Active engagement by residents instead of purely top-down decisions;
• Cross fertilization between students and faculty to engage in research, service learning and community development;

• An asset-based approach that builds on existing resources and strengths rather than considering communities as deficits to be remediated; and
• Flexible, non-categorical funding from diverse sources instead of restricted funds that constrain nimble actions