Background

- Non-profit network of charter schools
- 1st school opened in 2001
- Recognized by US Dept. of Education as a national leader in school turnarounds
Mastery Charter Schools Network

10 Schools & 6,900 students

<table>
<thead>
<tr>
<th></th>
<th>Lenfest Campus</th>
<th>Thomas Campus</th>
<th>Shoemaker Campus</th>
<th>Pickett Campus</th>
<th>Simon Gratz Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year Opened</strong></td>
<td>2001</td>
<td>2005</td>
<td>2006</td>
<td>2007</td>
<td>2011</td>
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<tr>
<td><strong>Grades</strong></td>
<td>7-12</td>
<td>7-12</td>
<td>7-12</td>
<td>7-12</td>
<td>9-12</td>
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<tr>
<td><strong>Students</strong></td>
<td>525</td>
<td>605</td>
<td>710</td>
<td>720</td>
<td>1100</td>
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<tr>
<td><strong>Charter</strong></td>
<td>Traditional</td>
<td>Turnaround</td>
<td>Turnaround</td>
<td>Turnaround</td>
<td>Turnaround</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Mann Campus</th>
<th>Harrity Campus</th>
<th>Smedley Campus</th>
<th>Hardy Williams Academy</th>
<th>Clymer Campus</th>
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</thead>
<tbody>
<tr>
<td><strong>Year Opened</strong></td>
<td>2010</td>
<td>2010</td>
<td>2010</td>
<td>2011</td>
<td>2011</td>
</tr>
<tr>
<td><strong>Grades</strong></td>
<td>K-6</td>
<td>K-8</td>
<td>K-6</td>
<td>K-8</td>
<td>K-8</td>
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<tr>
<td><strong>Students</strong></td>
<td>510</td>
<td>801</td>
<td>710</td>
<td>825</td>
<td>440</td>
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<tr>
<td><strong>Charter</strong></td>
<td>Turnaround</td>
<td>Turnaround</td>
<td>Turnaround</td>
<td>Charter Turnaround</td>
<td>Turnaround</td>
</tr>
</tbody>
</table>
SO WHAT?
20,000 Kindergarteners Each year
2,000 Will Graduate From College

* Source: OMG Knight Foundation study “College Access and Success Landscape Study (February 2010)” and “Pipeline” to College Graduation for First-time 9th Graders, 1999-2000, School District of Philadelphia, Jan 2010
African American and Latino 17 Year-Olds Read at Same Levels As White 13 Year-Olds

Source: National Center for Education Statistics, NAEP 2004 Trends in Academic Progress

Note: Long-Term Trends NAEP
Turnarounds: The Perfect Experiment

- Lowest performing schools – bottom 10-20%
- Same kids
- Same catchment areas & enrollment rules
- Same special education students & programs
- Same building

- Different adults & management
Elementary Turnaround Results, Year 1

**Math**

- Harrity
- Smedley
- Mann

% Proficient

- **Mastery ’11**
- **District ’10**

**Reading**

- Harrity
- Smedley
- Mann

% Proficient

- **Mastery ’11**
- **District ’10**
Turnarounds – Decrease In Violence

Incidents Per 100 Students - Middle-High

- Pickett
- Shoemaker
- Thomas

Incidents Per 100 Students - Elementary

- Harrity
- Smedley
- Mann

Mastery 2011
Pre-Turnaround
Mastery '11
District '09
Turnarounds – Drop In Student Turnover

% Students Exit During Year - Middle-High

- Pickett
- Shoemaker
- Thomas

<table>
<thead>
<tr>
<th>School</th>
<th>Mastery 2011</th>
<th>Pre-Turnaround</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pickett</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shoemaker</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomas</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

% Students Exit During Year - Elementary

- Harrity
- Smedley
- Mann

<table>
<thead>
<tr>
<th>School</th>
<th>Mastery '11</th>
<th>District '10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harrity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Smedley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mann</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>% HS Grads Who Directly Go To College in Fall</td>
<td>% HS Grads Who Graduate College in 6 yrs</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>National</td>
<td>63%</td>
<td>30%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>42%</td>
<td>18%</td>
</tr>
<tr>
<td>Mastery (2005-2008)</td>
<td>51%</td>
<td>35% (graduated or on path to graduate within 6 years)</td>
</tr>
<tr>
<td>Mastery (2009-2011)</td>
<td>73%</td>
<td>55% (on path to graduate within 6 years)</td>
</tr>
</tbody>
</table>
What Makes Schools Work?
Culture of education: kids aren’t widgets

But adults are still adults

a) Align goals & measurements
b) Use data to track progress
c) Invest in teachers and instruction
d) Manage talent
e) Pay for performance

"Schools are not factories that produce little robots--we can do so much better than that." -- R. Weingarten post
Mastery Model

High Expectations Culture

- Aligned Curricula & Assessments
- Data Driven Instruction
- Comprehensive Teacher Development
- Actionable Data Systems
- Performance Pay
- Leadership Training/Coaching
Data-Driven Instruction

Mission: (All Students will learn the skills....)

Skills & Knowledge by 12th Grade

Annual Assessments by Grade

6 week Report Period Assessments

Today’s Lesson Plan
Actionable Data Systems

- Academic & behavior data dashboards
- Value Added System
Foundational Belief

- Teaching → a craft that develops by practicing specific techniques and strategies

<table>
<thead>
<tr>
<th>Traditional/Conceptual</th>
<th>Mastery/Practical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build rapport</td>
<td>When asking a question</td>
</tr>
<tr>
<td></td>
<td>--address all</td>
</tr>
<tr>
<td></td>
<td>--all response</td>
</tr>
<tr>
<td></td>
<td>--wait time</td>
</tr>
</tbody>
</table>
Teacher Training & Support

- Practice-based Instructional Standards
- Aligned Professional Development
- Intensive Coaching
- Frequent Feedback

Associate Teacher Development Trajectory

PD/Training
Teacher Coaching
Feedback/Advancement
Instructional Standards
Performance-Based Pay

Performance Categories:
- Master
- Advanced
- Sr. Associate
- Associate

Advancement Criteria:
- Instructional Quality
- Mastery Values and Contributions
- Student Achievement

Annual Contract Review Outcomes:
- Promotion to Next Category
- Pay Increase within Category
- Cost of Living Increase
- Non-Renewal of Contract
IT CAN BE DONE.