Founding Senior Academy Principal
Charles R. Drew Charter School
Atlanta, Georgia
www.drewcharterschool.org

Summary

Charles R. Drew Charter School is excited to announce its search for the Founding Senior Academy Principal. Serving approximately 1,000 students in grades prekindergarten through eight, Drew Charter was founded in 2000 as Atlanta’s first charter school and is the centerpiece of the nationally renowned East Lake community revitalization effort that began in 1995. In just ten years, Drew has grown from a start-up school with the lowest test scores in the Atlanta Public School system to become one of the highest performing schools in the district. The mission of Drew Charter is to work together as a community of teachers, staff members, students, families and volunteers to provide a learning environment that emphasizes high academic achievement and character development.

The new Senior Academy, consisting of grades nine through twelve, will expand this mission and is the critical piece to complete the cradle-to-college pipeline that the East Lake Foundation envisioned when it founded Drew Charter. Like all great career opportunities, this position has clear and ambitious goals:

- Hire faculty and staff who are committed to Drew Charter’s mission
- Fully implement a cohesive, Project-Based Learning curriculum model that supports Drew Charter’s STEAM (STEM plus the Arts) program
- Establish a culture of excellence
- Leverage existing community partnerships and help create new ones
- Transition the Senior Academy to the new 200,000-square-foot facility in 2014
- Ensure Drew Charter students are college and career ready, achieving a 100% graduation rate and 100% college application and acceptance rates
- By 2023, establish a full Senior Academy with 600 students achieving at the very top of their ability and taught by a caring and expert faculty

The Senior Academy Principal search committee is fully aware that only a select few leaders have the ability and commitment to deliver on these objectives. However, nothing accomplished at East Lake and Drew Charter has come without the hard work, talents, and commitment of those involved. Drew Charter now seeks another great leader who will make the success of the program a personal passion and commitment.

To Apply

Drew Charter School has selected Southern Teachers Agency to lead the search for their first Senior Academy Principal. For application instructions, please see page 9 of this position profile.
Background

History of East Lake

From the early 1970's through the early 1990's, East Lake was known as one of Atlanta's most rundown, crime-ridden neighborhoods. In 1995, the opportunity arose through the vision and dedication of Atlanta-based developer Tom Cousins to initiate a neighborhood and community revitalization to replace the East Lake Meadows public housing project; this was the genesis of the East Lake Foundation and the East Lake that exists today. The East Lake Foundation has led what has been described by Russ Hardin, President of the Robert W. Woodruff Foundation, as "one of Atlanta’s great success stories."

Today, as one parent at Drew Charter describes it, East Lake is a small town within the largeness of Atlanta. Through the East Lake Foundation's affiliates, including Drew Charter School, the East Lake Family YMCA, East Lake Early Learning Center, the Sheltering Arms Early Education and Family Center, and the Charlie Yates Golf Course (home to The First Tee of East Lake), East Lake community members have educational and recreational opportunities that could not have been imagined 20 years ago. East Lake has become a national model for comprehensive neighborhood revitalization, and Drew Charter School, with its cradle-to-college pipeline, is at the heart of the neighborhood's success.

Organizational Chart

The cradle-to-college pipeline is made up of several key components: Drew Charter School, Drew Pre-K, East Lake Early Learning Academy, Sheltering Arms, First Tee of East Lake, the After School Program, CREW Teens and other strategic and community partnerships.

CF Foundation supports ELF.

East Lake Foundation (ELF) manages the cradle-to-college pipeline and provide support and resources to partners and programs that serve children at Drew and in East Lake. No direct funding is granted to Drew Charter School for the core K-8 program – Drew relies on public funding through APS.

Purpose Built Communities is a nonprofit dedicated to replicating the East Lake neighborhood framework.

Principal Primary & Elementary Academy

>700 students; growing to 800

Dir. of Teaching and Learning

- Learning Support Staff
- Tech. Staff
- Enrichment Staff (arts, foreign language etc.)
- Partnerships

Principal Junior Academy

>300 students; growing to 400

Growing to 600 over 10 years

Principal Senior Academy
Success of Drew Charter School

Drew Charter is named for Dr. Charles R. Drew (1904-1950), a pioneering African-American physician, medical researcher and inventor. Dr. Drew was instrumental in developing blood plasma processing, storage and transfusion therapy. His groundbreaking work has saved untold lives and paved the way for today's American Red Cross blood program. Acknowledging Dr. Drew's influence on the ethos of the school, people at Drew Charter like to say that "success is in our blood."

At the core of Drew Charter's success is the belief that "every child has gifts and talents that must be discovered and nurtured." A loving and dedicated faculty encourages each student to reach his or her highest potential by growing intellectually, physically, socially, and emotionally.

At the end of the 2000-01 academic year, Drew Charter was ranked last out of 69 schools in the Atlanta Public Schools system; today, Drew has the top ranked Middle School and the 4th ranked Elementary School in APS. It is also the top-ranked school among 301 elementary schools and 134 middle schools in the state of Georgia serving majority low-income African American students. Not only are Drew students successful in the classroom with students meeting or exceeding standards on the CRCT state test (99% on reading, 98% on math, 99% on language arts, 95% on science, and 96% on social studies), they are proving very successful out of the classroom by placing first in the City Wide Spelling Bee, robotics at the Georgia Technology Fair, and 5th and 6th grade soccer, as well as having seven of the 13 Junior Academy science projects representing APS at the state Science Fair Competition.

Drew Charter School parents are highly involved in the schools programs, operations, and parent associations/clubs. Over the last few years, the Parent Teacher Association (PTA) has significantly increased in size. Additionally, the All-Pro Dad’s group meets on a regular basis and supports leadership and activities for students and parents. As part of Drew’s charter, parents are required to attend three of four annual parent-teacher conferences and provide feedback through a Harris Survey. The school strongly encourages that parents volunteer their time and talents throughout the school year.

Currently, Drew graduates are doing well in high school with a 78% graduation rate compared to the State of Georgia rate of 67% and the Atlanta Public Schools rate of 52%; however, Drew Charter has an uncompromising goal of nothing less than 100% graduation rate for its students as leadership sees college and career readiness essential to success for all children.

Partners

Drew Charter School has established key community and strategic partnerships that impact the school, from professional development to service learning. Drew works with a large number of community partners such as the East Lake YMCA, Oglethorpe University’s Center for Civic Engagement, and SunTrust Bank to bring valuable resources and programming to students at Drew Charter. Additionally, Drew Charter has built strategic partners for professional development that directly impact instructional practices. Key professional development partners include The Atlanta Speech School’s Rollins Center for Language & Learning
Partnerships are key to the Drew Charter’s success and bring invaluable resources and opportunities to students, families, and faculty.

**Student Profile**

Preference for admission to Drew Charter is given to the families living in the Villages of East Lake, a mixed-income residential community, the larger East Lake community, and Kirkwood; however, as a school of choice, Drew Charter is open to all children residing within the Atlanta Public Schools attendance zone. Sixty-eight percent of the students currently attending Drew Charter are from low-income families and qualify for free or reduced lunches, and 85% percent of the student body is African-American and 7% are from other minority groups.

While all of the academic programs at Drew Charter are publically funded by federal, state, and local sources, many of the extracurricular and enrichment programs are privately funded by the East Lake Foundation and its community partners. Because of their extended academic day, Drew students are exposed to and take advantage of a plethora of opportunities including a robotics club, the performing and visual arts, and golf through the First Tee Program. Additionally, service learning and civic engagement is embraced. Drew Charter has written goals around student participation for grades six through twelve, outlined in both the charter and the strategic plan.

Until now, Drew graduates have mostly attended their local public schools, including Henry W. Grady High School, Maynard Holbrook Jackson High School, and the New Schools at Carver High School complex, but 5% of the graduates attend private schools. With the expansion plans underway, Drew families and student are looking forward to continuing their education at Drew Charter through grade twelve.

**Faculty Profile**

Currently, Drew employs 121 faculty members who challenge, support, teach, and care for the 1000 students in grades prekindergarten through eight. Drew has three academies: the Primary Academy is grades prekindergarten to 2, the Elementary Academy serves students in grades 3-5, and the Junior Academy has grades 6-8. Students are taught by a team of four to six teachers, and collaboration across academic disciplines and vertically through grade levels is highly encouraged and expected. Faculty in each division is supported and mentored by experienced Academy Principals, who are supervised by the Head of School. The faculty feels that it is given clear direction and goals, but the latitude and freedom to help students achieve these goals.

**Head of School Profile**

No stranger to the Atlanta Public School system, Mr. Don Doran was appointed Drew’s Head of School in 2009. During his 35-year career distinguished by his focus and influence on student achievement, Mr. Doran served as Principal at Atlanta’s Benteen Elementary School and Inman Middle School, and also served as the Executive Director for an Atlanta Public Schools’ Reform Team consisting of 25 elementary and middle schools. Mr. Doran joined the Drew community immediately after serving as the Executive Director of Outward Bound Atlanta, where he was instrumental in increasing the annual number of students served from 48 to nearly 9,500 in just four years. Mr. Doran holds a bachelor’s degree from Taylor University, as well as master’s and specialist’s degrees from Georgia State University.

**Campus and Technology**

Currently, Drew Charter School is housed in a state-of-art 105,000 square foot building with a welcoming media center, performing and visual arts studios, and integrated technology. Adjacent to Drew Charter is
the East Lake Family YMCA, where students enjoy PE and swimming classes during the academic day, and the Charlie Yates Golf Course, where the students learn golf and life skills.

Drew Charter heavily invests in technology to ensure that students have access to 21st-Century learning experiences. Technology is completely integrated into teaching and learning through virtual manipulatives, interactive software and video, etc. Additionally, Drew Charter is a 1:1 school in the Junior Academy, and the Senior Academy will also adopt at 1:1 device ratio for students. All grade levels have access to a classroom set of netbooks, and all classrooms are equipped with interactive whiteboards.

As the school grows to include the Senior Academy, the campus will also expand to include a new 200,000 square foot academic LEED-certified facility to house the Junior and Senior Academies, which will have labs for engineering, science, and arts, as well as new Project-Based Learning labs. Dividing the two academies will be a 21st-Century Learning Commons for students from both academies to use for social and academic purposes. The new campus will also include a 500-seat performing arts center, two gymnasiums, and a full-size track and field facility.

### The Opportunity

Building on the great success of Drew Charter School so far, the East Lake Foundation has launched a $73 million Drew Expansion Campaign to invest in the growth of Drew’s current program to serve 1,000 additional children and the extension of the educational pipeline to include grades nine through twelve. To date, over $50 has been committed. The campaign will provide capital investments for the construction of a 600-student Senior Academy, a 375-student middle school for the existing Junior Academy, multipurpose athletic fields, a stunning arts complex and auditorium, as well as ten years’ of funding available to support the start-up operating gap.

There is a wealth of data demonstrating that students perform better the longer they remain at Drew Charter. For example, when the 2011 Drew eighth graders were in third grade, 63% of the class met or exceeded state reading standards. When they graduated from Drew in 2011, 99% of the class met or exceeded those standards, illustrating the cumulative effect of their years spent at Drew Charter School.

Unfortunately, this positive trajectory for student achievement does not necessarily continue after Drew’s eighth graders transition to high school. Only 78% of the Drew’s 2006 eighth-grade class graduated from high school in 2010, and about half of that class enrolled in post-secondary institutions in the fall of 2010. As East Lake Foundation and Drew leaders reflect on these disappointing results, they recognize that there is an urgent need to design, develop, and manage the high school segment of the cradle-to-college educational pipeline—to eliminate the weakness in this critical link and ensure 100% graduate high school and are ready for career and college.

An exploratory committee commissioned by the East Lake Foundation considered many different options to close this achievement gap. It soon determined that the only way to ensure that Drew Charter students received the best chance for success through high school and into college would be to create a Senior Academy. The new Senior Academy will be situated on the existing back nine holes of the Charlie Yates Golf Course adjacent to the present Drew Charter campus. Groundbreaking for the Senior Academy is scheduled for January 2013.

Drew Charter School seeks an exemplary leader who has the demonstrated ability to work successfully with the school’s multiple constituencies to formulate, articulate, and implement a strategic vision of Drew’s Senior Academy as a school dedicated to the academic achievement and life-long success of its students. The Principal of the Drew Charter School Senior Academy will hold a rewarding and challenging position, requiring the individual to manage wisely the full array of resources available to drive significant and sustained student success.
The success of the Senior Academy Principal will be evaluated based on fulfilling Drew Charter’s mission and vision as well as the following performance objectives:

**Spring 2013**

**Hire faculty and staff who are excellent practitioners and fully committed to the East Lake Community mission, Drew Charter School, and the cradle-to-college initiative**

At the heart of Drew Charter’s success are the families who send their children to the school and the teachers who teach them. Though the Principal of the Senior Academy will not begin work full time until the summer of 2013, funding is in place so that he or she can be involved in hiring highly skilled teachers who are dedicated to achieving the Senior Academy’s goals of 100% graduation and 100% college attendance.

**Fall 2013**

**Work with the Head of School and the rest of the administrative team to implement fully a cohesive, Project-Based Learning curriculum that supports Drew’s STEAM programs**

As the instructional leader for the Senior Academy, the Principal will focus on each student’s social, emotional, and academic growth as critical priorities. Drew Charter is committed to creating a program that will effectively prepare Drew students for success in higher education and the 21st-Century workplace. Curriculum design and professional development for teachers will start with Project-Based Learning instruction, the use of data as drivers of instructional strategies, and full accountability for results. Working with the Head of School and his administrative team, the Principal will implement a multi-year plan for the Academy’s development that covers curriculum, staffing, professional development, performance evaluation, operations, and community engagement.

The Principal will ensure that Project-Based Learning is aligned with and supports an academic program design focused on STEAM education (science, technology, engineering, arts, and mathematics). Both Project-Based Learning and STEAM integrate disciplines, emphasize collaboration, and incorporate problem solving. Designing the Senior Academy as a project-based, student-centered model instead of a teacher-centered model will prepare Drew students for a life of creativity and innovation.

**Fall 2013**

**Starting with 100 freshmen in the 2013-14 school year in a temporary building, establish a culture of excellence where students continue on a trajectory of achieving at the top of Atlanta and Georgia Public Schools**

The search for a temporary site for the 2013-14 school year should soon be concluded. Though the first two years of the Senior Academy will be years of transition, the quality of education that the very first class receives must equal the quality of education that Drew students currently enjoy. To achieve this goal, the Principal will focus on creating an atmosphere that fosters, promotes, and protects student engagement. The Principal will establish a culture in which students and staff feel known and respected in an environment that promotes professional relationships based on trust and responsibility. Students and staff will take
ownership and pride in their school and work together to solve problems. The Principal will practice leadership that encourages communication, collaboration, contribution, and staff commitment.

Ongoing

Leverage existing and create new community partnerships

Drew Charter receives tremendous support from its wide variety of community and strategic partners, including leading colleges and universities, community organizations, and peer public and independent schools. The Principal will forge strong relationships with key partners so that students can engage with the world around them and have access to relevant career and academic opportunities. Additionally, the Principal should be a public figure in the community and work to build new bridges to Atlanta organizations in support of the mission of the school.

Summer 2014

Transition the Senior Academy to the new 200,000 square foot facility

A school is more than a space, but the space that will house the Senior Academy starting in 2014 will be an extraordinary asset to Drew students and the larger East Lake community. The Principal of the Senior Academy will work closely with the Principal of the Junior Academy as together they transition grades six through twelve into the new facilities and serve as a community hub.

2017

Ensure Drew Charter students are college and career ready, achieving a 100% graduation rate and 100% college application and acceptance

Drew Charter students have made tremendous progress academically from the time the school opened to the most recent graduating class. Though Drew Charter students graduate high school at a far higher rate than the rest of Atlanta Public Schools, nothing less than a 100% graduation rate and 100% college acceptance for Drew Charter graduates is acceptable. It will take great effort on the part of all involved to meet this goal, but the Founding Senior Academy Principal will embrace this goal and lead the faculty and students to achieve it.

2023

Following the growth plan, establish a full Senior Academy with 600 students achieving at the very top of their ability while being provided innovative, sound, instruction from highly qualified and committed teachers

There is much to be done in the next 10 years, but the vision, the resources, and the resolve are in place to do it.
The Position

Drew Charter School seeks an exemplary leader who has the demonstrated ability to work successfully with the school’s multiple constituencies to formulate, articulate, and implement a strategic vision of Drew’s Senior Academy as a school dedicated to the academic achievement and character development of its students. The Principal of the Drew Charter School Senior Academy will hold a rewarding and challenging position, requiring the individual to manage wisely the full array of resources available to drive significant and sustained student success.

The Principal reports to the Head of School and is the chief instructional leader of the Senior Academy. The Board of Directors sets school policy; the Head of School is responsible for executing Drew’s mission, for achieving the school’s ambitious goals, and for managing both the school’s academic program and its finances. The Principal directly supports the Head of School in his responsibilities and manages the progress of the Senior Academy faculty, staff, and students toward these goals.

As the leader of the Senior Academy faculty, the Principal must be tireless, passionate, and enthusiastic, not just for the school, but also for the future of the entire East Lake community. The Principal must be comfortable and inspirational in settings inside and outside the school and must possess exceptional interpersonal skills in order to successfully serve Drew’s multiple constituencies. The successful candidate must exude integrity and be an effective manager, delegator, and team builder who emphasizes a culture of accountability and collaboration. The Principal must champion the continued intellectual and professional development of the faculty and staff of the school and be a compassionate leader. Finally, he or she must have the ability to meet students and families where they are, be able to maintain diverse relationships, and advocate for the wide variety of constituencies that Drew Charter serves and represents.

Candidates should have experience as an administrator in a school environment, ideally a Project-Based Learning environment in an urban setting and/or with underrepresented students. The Committee will also consider candidates with equivalent and applicable experience outside of the education field.

The salary and benefits for this position will be at the level necessary to attract the very best individual to be the Principal of Drew Charter School’s Senior Academy. An advanced degree is required; additional certifications or the credentials to become certified are preferred.
Application Process and Timeline

For most thorough consideration, applicants for the Founding Senior Academy Principal position should submit the following:

- A Southern Teachers Agency application, available at www.SouthernTeachers.com
- A cover letter describing their interest in pursuing this position at Drew Charter School
- A current resume
- A statement of educational philosophy
- A list of references, including present and recent administrators/board members

Applications should be sent via email to

Mr. Jamie Estes
Estes@SouthernTeachers.com

Timeline

Interviews with the consultant at Southern Teachers Agency and the Search Committee will be ongoing until the position is filled. The new Founding Senior Academy Principal will begin work in July of 2013, though it is the hope that he or she will serve in a consultative role in the spring of 2013.