



**THE NEW YORK CITY DEPARTMENT OF EDUCATION**  
**JOEL I. KLEIN, Chancellor**

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OFFICE OF THE CHIEF FINANCIAL OFFICER  
52 Chambers Street, New York, NY 10007

**BRUCE E FEIG**  
*Chief Financial Officer*

**SCHOOL ALLOCATION MEMORANDUM NO. 73 , FY06**

**DATE:** October 19, 2005

**TO:** **INSTRUCTIONAL LEADERSHIP DIVISION SUPERINTENDENTS,  
REGIONAL OPERATION CENTER EXECUTIVE DIRECTORS, and ALL  
SCHOOL PRINCIPALS**

**FROM:** Bruce E. Feig

**SUBJECT: TWILIGHT PROGRAM ALLOCATION**

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This memorandum presents resources to support the implementation of the Twilight Academy program. The FY'06 budget contains \$3.1 Million in support of this venture. Guidelines and allocations for the program were promulgated in the August 10, 2005 memorandum from the Senior Counselor to the Chancellor for Education Policy entitled "Twilight Academy – Program Description, Criteria and Guidelines" (see attachment). The allocation is intended to support the Office of Youth Development's goal of providing expanded educational and disciplinary options.

Twilight Academy allocations are displayed on the attached table. School allotments are based on the criteria developed by the Office of Youth Development and School-Community Services in conjunction with the Regional SPYFSS Offices. The Principals of each school will need to consult with the Directors of Student Placement Youth & Family Support Services to fully schedule the allocation. Allowable costs are detailed in Galaxy. Instructional materials should be limited to the purchase of materials for math and reading test preparation, career awareness boards and interest surveys, and drug-and-alcohol-abuse and violence-prevention professional development materials.

Funds should be scheduled in the allocation category "[TL TWILIGHT](#)".

Attachments

BF:bf:st

Cc: Michele Cahill  
Andres Alonso  
Brian Osborne  
Shane Santo Mulhern  
Kathryn Piller  
Steven Higgins  
Directors of Student Placement, Youth, and Family Support Services

**Table: Twilight Allocation**

<b>Region</b>	<b>Location</b>	<b>Amount</b>	<b>School Name</b>
01	10x440	350,000	DEWITT CLINTON HS
02	11x425	350,000	EVANDER CHILDS HS
03	26Q435	350,000	MARTIN VAN BUREN HS
04	24Q485	350,000	GROVER CLEVELAND HS
05	27Q400	250,000	AUGUST MARTIN HS
05	19K420	100,000	FRANKLIN K LANE HIGH SCHOOL
06	22K495	350,000	SHEEPSHEAD BAY HS
07	21K620	350,000	WILLIAM E GRADY VHS
08	13K605	300,000	GEORGE WESTINGHOUSE
09	07X655	350,000	SAMUEL GOMPERS VHS
10	03M470	350,000	LOUIS D. BRANDEIS HS
<b>GRAND TOTAL</b>		<b>3,450,000</b>	



# THE NEW YORK CITY DEPARTMENT OF EDUCATION

JOEL I. KLEIN, *Chancellor*

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Michele Cahill

Senior Counselor to the Chancellor for Education Policy  
Office of Youth Development and School-Community Services  
52 Chambers Street, Room 320, New York, NY 10007

August 10, 2005

**TO: Directors of Student Placement, Youth, and Family Support Services**

**FROM: Michele Cahill, Senior Counselor to the Chancellor for Education Policy**

**SUBJECT: Twilight Academy – Program Description, Criteria and Guidelines**

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I am writing to follow-up on the information provided to you about Twilight Academy at our July Youth Development Directors meeting. This memo provides you with relevant information and guidelines for selecting the schools that will develop Twilight Academies as part of their expanded educational and disciplinary options. As you know, in September 2005, the Office of Youth Development will provide support for Twilight Academies at approximately ten (10) high schools. Our short-term goal over the next three weeks is to initiate a collaborative process among all relevant parties so that we can work together towards a successful opening day and successful Twilight program. Reaching this goal, as you have indicated, will require a high level of communication between the Youth Development Directors, Regional Superintendents, Local Instructional Superintendents, Principals, the UFT, and school staff. This memo is intended to give you the tools necessary to begin the school selection process with your Regional partners. Included in this memo is a program description, details on school eligibility criteria and the school selection process, budget information, preliminary information on the hiring of staff and the student selection process and a summary of key dates and deliverables.

Please know that we will provide you with additional materials and guidance over the next two weeks.

## **PROGRAM DESCRIPTION**

Many students enter 9<sup>th</sup> grade not prepared for the rigors of high school. Some of these students will rise during the year and proceed to tenth grade. A number of these unprepared students will earn few or no credits in 9<sup>th</sup> grade finding themselves a year later and a year older with little hope for success in high school. Graduation from high school becomes an unfulfilled dream. We find these ninth grade repeaters to be over-represented in discipline and attendance problems in the schools. Without engagement and discouraged about their future, some of these students act out by disrupting classes, hallways and lunchrooms.

The Twilight Academy identifies and then separates these students from the larger day school environment. Students are accepted into the program after a conversation with the student and parent/guardian. The program combines smaller class sizes (never over 20 per class), a nagging and nurturing personalized environment and intensive personal and academic support from the Twilight staff. Each student develops a year round personal educational plan that maps out their path to graduation via Twilight courses and in addition summer school courses as well. This increased focus and personalization gives the student renewed hope which then gives them the internal vision to make good choices and get serious about their education.

Creating serious students with hope and a plan is the goal of the Twilight Academy. Students will report to school at 1:45 pm and be greeted by Twilight staff at the door. The school year is divided in four 45 day cycles to allow new students to the program the opportunity to get a fresh start. Each school day is 5.5 hours long and students will take the academic classes they need to catch up with their successful peers and move toward graduation. As a major feature of Twilight, intensive one on one and small group sessions with Twilight counselors will provide assistance and support with addressing the problems that caused the student to fail ninth grade. The school may use a portion of the Twilight funds to augment its program with services from a community-based organization that currently is a recognized vendor on the student supports contract with the Department of Education. Students receive progress reports every ten days from the teachers and are given one on one conferences to discuss their reports.

In addition to addressing the 9<sup>th</sup> grade failure rate, students who are reentering the school system from extended suspensions and juvenile justice agencies will join the Twilight Academy. These students will benefit from the fresh start that Twilight offers students, the smaller class sizes and also the nagging and nurturing structured environment. After a successful year in Twilight, students are offered the option of returning to the day school program or continuing their education in Twilight Academy. Students returning to day school are must continue to meet periodically with Twilight counselors to make sure that they are not returning to negative behavior and attitudes for at least one semester.

### **PROGRAM ORGANIZATION**

Twilight Academy enrollment may vary among schools but each program will have an optimum starting enrollment of 80 students in order to hold 4 classes of approximately 20 students each. The Twilight Academy needs to start with a minimum of 60 invited students into the program. A recommended organization programming is for each student to take four seventy-two minute classes each day which are identical in academic rigor to classes that students take during the day school.

Students will be greeted at the door and escorted away from the building at the end of the day. Late students will be accepted and worked with in a separate classroom and receive instruction in that classroom until they are ready to enter a Twilight class at the correct time. Attendance will be taken and the Twilight aide will submit each day.

Each Twilight Academy operates as a program of the school. Similar to any other school program it operates under the leadership and direction of the school principal. An administrative

supervisor will be hired or deployed to provide day to day leadership and rigor to the program. In addition, program staffing will include teachers, counselors, deans, counselors, aides, clerical and school safety staff. Professional development will be provided to the staff on organizational and instructional best practices that work with the type of students in Twilight.

### **SCHOOL ELIGIBILITY CRITERIA**

The Youth Development Directors should contact the Regional Superintendents as soon as possible to begin identifying candidate schools for the Twilight Academy in your Region. This has been piloted in Sheepshead Bay High School in Region 6. The selected school should reflect the following qualities:

- Principal leadership, interest and support for the Twilight Academy
- High need - Impact, Priority or other school that would benefit from having more disciplinary options within the school to improve climate and offer greater support to students with behavior problems.
- Ability to provide adequate space and facilities for Twilight students and staff that meet the following criteria:
  - Four (4) classrooms that are contiguous and that can form an area devoted to the Twilight Academy. Each classroom will serve approximately 20 students.
  - If possible, a designated school entrance is desired with a meeting area when students enter the school so that all Twilight students can be escorted to their classrooms as a team.

### **SCHOOL SELECTION PROCESS**

The Youth Development Directors and the Regional Superintendents will work together to achieve the following deliverables on the specified dates:

- **Friday, August 12<sup>th</sup>** – SPYFSS Director and Regional Superintendents should contact Principals of schools under consideration and should set up a meeting to discuss Twilight upon Principal's return from vacation on August 29<sup>th</sup>.
- **Friday, August 19<sup>th</sup>** - Email Michele Cahill with a list of schools in your region that are under consideration.
- **Monday, August 29<sup>th</sup>** – SPYFSS Director and Regional Superintendents meet with all principals under consideration to discuss Twilight.
- **Tuesday, August 30<sup>th</sup>** – SPYFSS Director meeting at Tweed; Directors arrive with confirmed final selections.

Once schools have been designated for Twilight Academies, they will need to submit an application of 1-2 pages by **Friday, September 2<sup>nd</sup>** that includes the information below. The purpose of this application is to ensure commitment, accountability and readiness on the part of the selected school.

- Name of Assistant Principal that will be assigned to oversee Twilight
- Proposed space for classrooms
- Proposed capacity (maximum of 80 students)
- Description of students to be served

Selected Principals, Designated APs and LIS' for each Twilight Academy will attend an introductory meeting and/or an individual planning session with Bill Morrison, consultant with

School Technology Management, and founding principal of the Twilight Academy program, and Kathryn Piller from the Department of Education, Office of Youth Development and School Community Services. This meeting will provide detailed information in the following areas:

- Staffing of Twilight Academies
- Staff Training
- Selection of Curriculum
- Student eligibility criteria
- Student recruitment and referral process

#### **HIRING OF STAFF**

My office will be forwarding you information in the next two weeks about the hiring process for all Twilight staff, including a timeline.

#### **STUDENT ELIGIBILITY AND SELECTION**

The Twilight Academy is a program of the school and enrolls only students who are on the registers in that school. My office will be forwarding you more specific information in the next two weeks about the student eligibility criteria and the student selection process, including a timeline.

#### **OPENING DAY**

We anticipate the Twilight Academies to be in full operation by **Monday, October 3<sup>rd</sup>**.

#### **BUDGET INFORMATION**

The Office of Youth Development is providing \$350,000 per region for Twilight. One high school per region is eligible for a full Twilight grant of at least \$250,000 and is able to receive up to \$350,000. The Region can also decide to offer \$250,000 to one high school and use the balance to augment school or regional funds at additional high schools that want to implement a Twilight Academy grant.

Once the school is selected, the Office of Youth Development will inform the central Budget Office and the appropriate ROC to have the funds placed into the school budget directly.

## SUMMARY OF KEY DATES AND DELIVERABLES

<b>DUE DATE</b>	<b>DELIVERABLE</b>
Immediate	Begin discussions with Regional Superintendents on school selection
Friday, August 12 <sup>th</sup>	Inform Principals that they are under consideration
Friday, August 19 <sup>th</sup>	Email Michele Cahill list of schools under consideration
Monday, August 29 <sup>th</sup>	SPYFSS and Regional Superintendents meet with Principals under consideration to discuss Twilight.
Tuesday, August 30 <sup>th</sup>	SPYFSS Meeting; Final school selections have been made
Friday, September 2 <sup>nd</sup>	Selected schools submit application of intent
Beginning of September	Hiring and training of staff, student selection
Monday, October 3 <sup>rd</sup>	All Twilight Academies in full operation

Thank you for your continued efforts in providing the best services to our students. If you have any questions this week, please contact Gabby Kreisler Sheely at (212) 374-7647 or [gsheely@nycboe.net](mailto:gsheely@nycboe.net) . Shane Mulhern will return on Tuesday and can be reached at (212) 374-5991 or [smulher@nycboe.net](mailto:smulher@nycboe.net)