Baldwin County Charter System Application Presentation

“The Baldwin County Schools vision is to empower student through a positive, culturally responsive and stimulating environment where students will recognize and achieve their fullest potential.”
Making the Charter Choice

❖ Mandated by Georgia law to choose by 6/30/2015, one of the following three options:
1. Status Quo
2. Strategic Waivers School System
   formerly known as Investing in Educational Excellence (IE²)
3. Charter System

❖ Charter System allows:
  ➢ Implementation of innovative practices.
  ➢ Utilizing flexibility waivers when needed.
  ➢ Committing to academic and other targets.
  ➢ Defining input and decision-making authority to Local School Governance Teams (LSGT’s)
What are we talking about and why?

**Improving Student Academic Results**
- The Academic Bottom Line

**Title 20**
- Shorthand phrase for Georgia education law and all related rules and guidelines

**Flexibility**
- Freedom granted through waivers of Title 20 law, rules, and guidelines

**Flexibility Options**
- Operational approaches school systems and schools can take to implement flexibility in exchange for a performance contract from the State Board of Education (IE² and Charter System)

**The Big Four**
- Waivers of state class size, expenditure control, certification, and salary schedule requirements
IE\(^2\) and Charter System contracts are performance contracts.

Performance contracts have two main parts:

- **Academic and other targets** to which the School District is committed.
- **Waivers** granted by the SBOE to the local school district.

Charter system contracts also include:

- A list of *innovations* that the School District will implement to enable it to meet its higher academic targets.
- An agreement on the decision-making authority granted to Local School Governance Teams.
Timeline for Development & Feedback

- **Aug. 12, 2014:** Strategic Plan revisions were presented to Baldwin County Board of Education.
- **Sept. 9, 2014:** Final Strategic Plan revisions were present to Baldwin County Board of Education.
- **Oct. 14, 2014:** Presentation IE2, Charter and Status Quo Flexibility Models presented by Louis Erste, GaDOE
- **Dec. 9, 2014:** AdvancEd accreditation presentation
- **Dec. 15, 2014:** Board members onsite visit to Putnam County Schools to observe an active charter system
- **Jan. 12, 2015:** Superintendent provided feedback on flexibility models and selection process
- **Jan. 13, 2015:** eBoard (Strategic Plan Balanced Scorecard) updates presented to Baldwin Board of Education
Timeline for Development & Feedback

- **January 26-28, 2015:** AdvancEd visit
- **Feb. 4, 2015:** Charter System Foundation Superintendent Legislative Workshop
- **Feb. 21, 2015:** Charter System Presentation to Board of Education and District and School Leaders
- **Mar. 10, 2015:** Flexibility model Presentation to Board of Education by Dr. Heyward Cordy, Oconee RESA
- **Mar. 11, 2015:** State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Creekside Elementary)
- **Mar. 18, 2015:** Board members and Superintendent attended the application and petition writing workshop
- **Mar. 19, 2015:** State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Oak Hill Middle)
Timeline for Development & Feedback

❖ April 7, 2015: State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Early Learning Center)
❖ April 14, 2015: State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Eagle Ridge Elementary)
❖ April 14, 2015: Charter System workshop discussed and letter of intent process reviewed
❖ April 23, 2015: State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Blandy Hills Elementary)
❖ April 28, 2015: State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Baldwin High)
❖ April 29, 2015: State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Midway Elementary)
❖ April 30, 2015: School System Flexibility Survey
Timeline for Development & Feedback

- **May 12, 2015:** BOE Approved the resolution authorizing the letter of intent for Charter School System to GaDOE
- **May 18, 2015:** State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Georgia College Early College)
- **June 9, 2015:** Superintendent PowerPoint presentation of Charter System and other district selections
- **June 17, 2015:** DOE consultant presented to leadership team on the Charter System Application process
- **June 24, 2015:** Charter Foundation Maximizing Your Flexibility Workshop
- **July 15, 2015:** Charter System Foundation summer GAEL governance workshop
- **July 21, 2015:** DOE consultant charter presentation to leadership retreat
- **Aug. 4, 2015:** DOE consultant technical support
Timeline for Development & Feedback

❖ Sept. 17, 2015: Input meetings with faculty and staff (Baldwin High/Early College)
❖ Sept. 22, 2015: Input meetings with faculty and staff (Early Learning Center)
❖ Sept. 23, 2015: Input meetings with faculty and staff (Eagle Ridge Elementary)
❖ Sept. 24, 2015: Input meetings with faculty and staff (Creekside Elementary)
❖ Sept. 30, 2015: Charter Foundation Conference
❖ Oct. 1, 2015: Input meetings with faculty and staff (Oak Hill Middle)
❖ Oct. 6, 2015: Community Charter System Information Meeting (BOE @ 5:30)
❖ Oct. 7, 2015: Input meetings with faculty and staff (Midway Elementary)
❖ Oct. 8, 2015: Input meetings with faculty and staff (Blandy Hills Elementary)
Timeline for Development & Feedback

- **Oct. 9, 2015:** Principals provide feedback on charter application components
- **Oct. 12, 2015:** Review of current Charter System petition draft and provide feedback
- **Oct. 20, 2015:** Community Charter System Information Meeting (BOE @ 5:30)
- **Oct. 27, 2015:** Community Public Hearing #1 (BOE @ 8:00 & 5:30)
- **Nov. 9, 2015:** BOE reviews full charter system application
- **Nov. 12, 2015:** Community Public Hearing #2 (Oak Hill MS @ 8:00 & 5:30)
- **Dec. 8, 2015:** Present final charter application to Baldwin Board of Education for approval (public view)
- **Dec. 15, 2015:** Submit full application to GaDOE
# Required Framework of Application

## The Case
- Background
- Priority Areas
- Innovations
- Waivers

## Performance Expectations
- “Beating the odds”

## Local School Governance
- Areas of Authority
- Timeline
- Training Modules
- Membership
- By laws
The Case: Background

Why Baldwin County Schools chose charter?

❖ Provides greater flexibility in serving students
❖ Innovations align to the district's Strategic Plan in support of Baldwin County Schools vision, mission and beliefs.
❖ Allows educators to be innovative and provide opportunities to all students without restrictions.
❖ Establishes Local School Governance Teams (LSGTs) that broadly represent the Baldwin County community and businesses.
❖ Provides a greater community and parent involvement with decision making
❖ Strengthens community and stakeholder involvement in each school.
The Case: Priority Areas

Three priority areas aligned to District Strategic Plan, AdvancEd Report, District and Community surveys as well as district and school staff feedback:

1. Student achievement at all levels and increase graduation rate.
2. Stakeholder involvement among the school system, parents and community.
3. Positive school climate and culture.
Priority Area 1: Student achievement at all levels and increase graduation rate

Objectives from BCSD Application:

❖ Create innovative instructional delivery models-STEAM- (Science, Technology, Engineering, Arts, Mathematics), Career Academies, Schoolwide Enrichment Model

❖ Create professional learning communities.

❖ Establish different service models for students.

❖ Establish alternative pathways for students to graduate from high school.
Priority Area 2: Stakeholder Involvement

Objectives from BCSD Application:

❖ Strengthen community partnerships and recognitions.
❖ Develop parent capacity as advocates for their children.
❖ Increase stakeholder participation in school sponsored events.
Priority Area 3: School Climate

Objectives from BCSD Application:

❖ Develop personalized supports through Mentoring Programs and Response to Interventions (RTI)
❖ Strengthen teacher advisory programs.
❖ Implement Positive Behavior Intervention Supports (PBIS) in all schools.
The Case: Waivers

Broad flexibility from all state BOE rules not directly tied to federal regulations through the use of waivers is one of the most important advantages of a charter system. For example:

- Waiver from DOE rule 160-4-2-17, Early Intervention Programs
  - Ability to deliver service by need and not by model.
  - Target and serve students using available data and not state guidelines/criteria.
  - Monitor student progress through the collaborative planning process.
The Case: Waivers

❖ Waiver from DOE rule 160-5-1-22, Personnel Required
   ➔ Teachers certification: Use of industry expertise to provide instruction for internship and apprenticeship courses.

❖ Waiver from DOE rule 20-2-85, Minimum direct classroom expenditures
   ➔ Costs for instructional materials and supplies
   ➔ Costs associated with classroom related activities such as field trips, physical education, music and art.
   ➔ Flexibility from requirement to spend a minimum of 65% of total operating expenditures on direct classroom expenditures.
The Case: Waivers

❖ Waiver from DOE rule 160-4-2-34 Policies and Guidelines for awarding units of high school credit based on demonstrated proficiency
  ➔ Minimum hours offered to earn grade level and/or units toward promotion and graduation.
  ➔ Explore different avenues in which students can earn credit by exam and credit by application of skills through community and work based experience.
  ➔ Full credit and funding for any coursework that is completed through non-traditional delivery models
Performance Expectations: State-Required Goals

“Beating the Odds” Rating:

❖ Charter district guidelines require us to assess progress towards closing the achievement gaps.
❖ Defined by schools or school system performing as well or better than schools or systems in Georgia that are similar demographically.
❖ Based on cross-sectional, fixed effects regression model, using:
  ➔ CCRPI (College and Career Ready Performance Index) school-level dataset
  ➔ GaDOE student and staff data submissions
Performance Expectations: State-Required Goals

❖ Three goals based on “Beating the Odds”
   ➔ Goal 1: During each year of its first five-year charter term, the Charter System shall “beat the odds” as determined by a formula measuring expected student growth.
   ➔ Goal 2: During each year of its first five-year charter term, each System Charter School shall “beat the odds” as determined by a formula measuring expected student growth.
   ➔ Goal 3: The Charter System will demonstrate proficiency and/or improvement on the CCRPI (College and Career Ready Performance Index).
What is School Level Governance?

Local School Level Governance Teams
• Decision-making authority in personnel decisions (People)
• Decision-making authority in curriculum and instruction, resource allocation, establishing and monitoring the achievement of school improvement goals, and school operations (Time)
• Decision-making authority in financial decisions (Money)

Superintendent develops recommendations to the LBOE *without* school level input

Superintendent incorporates school-level input into recommendations to the LBOE

The Goal
Local School Governance Teams (LSGTs): Main Points

State requirements:
❖ School Councils will be replaced by LSGTs.
❖ LSGTs must reflect diversity of neighborhoods they serve.
❖ LSGTs are responsible for governance, not management.
❖ LSGT members must participate in annual regular training.
❖ LSGTs must have authority (input and/or decision-making) in 5 state-defined areas. Decisions are still subject to Board supervision and authority.
Local School Governance

- **Local BOE**
- **Superintendent**
- **Local School Governing Team**

The Local Board of Education ultimately retains its constitutional authority.

**Decisionmaking areas**
- **personnel decisions**
- **financial decisions and resource allocation**
- **curriculum and instruction**
- **establishing and monitoring the achievement of school improvement goals**
- **school operations**
Major Responsibilities of a School Board

**Strategic Plan**
- Adopt a five-year strategic plan

**Budget**
- Adopt a budget to fund the strategic plan

**Superintendent**
- Hire a leader to implement the strategic plan within budget while providing for the LBOE’s control and management of schools
- Adopt and keep an updated succession plan

**Accountability**
- Hold the leader accountable for implementing the strategic plan within budget
- Conduct regular self-evaluations to hold *itself* accountable
❖ The Local Board of Education (LBOE) is always in control

❖ The LBOE has to agree to local charters for them to go forward, and they have to initiate the charter system or IE2 process

❖ The LBOE chooses how to manage their schools in several ways - selecting and holding accountable their superintendent, approving start-up and conversion charters, becoming a charter system or an IE2 system
The LBOE agrees to certain limits with its superintendent and agrees to certain terms with charters

The LBOE controls the type of local governance and management their schools will have in a charter system, charter school, and charter cluster

Again, it is the role of the superintendent that is changing in a charter system by incorporating school level input into recommendations to the LBOE
### Local School Governance Teams: Authority Areas

<table>
<thead>
<tr>
<th>Authority Area</th>
<th>Minimum State-Required Authority</th>
<th>Additional Authority in Proposed Baldwin County School District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Decisions</td>
<td>Decision-Making: Recommend principal candidates to Superintendent.</td>
<td>Examples include: Input on principal goals, feedback on principal performance, type and qualifications of all positions, requirements for substitutes, attributes and qualifications for school administrative positions.</td>
</tr>
<tr>
<td>Financial Decisions &amp; Resource Allocation</td>
<td>Input: Feedback regarding school budget.</td>
<td>Examples include: School budget approval, budget priorities aligned with school improvement plan, use of charter system funds, vendors for school resources.</td>
</tr>
<tr>
<td>Curriculum &amp; Instruction</td>
<td>Input: Feedback on selection of curriculum and materials.</td>
<td>Examples include: Opportunities for student acceleration/remediation, new course offerings.</td>
</tr>
<tr>
<td>School Improvement Plan</td>
<td>Decision-Making: Approve school improvement plan.</td>
<td>Examples include: LSGT approval of any innovations that would traditionally require a waiver.</td>
</tr>
<tr>
<td>School Operations</td>
<td>Input: Feedback regarding efficiency of operations.</td>
<td>Examples include: Approval of instructional time during the school day, parent involvement, communication strategies, etc.</td>
</tr>
</tbody>
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Local School Governance Teams: Implementation Timeline

A District Implementation Committee will address concerns about implementation and bring clarity to the LSGT process.

- **Summer 2016:** Initial startup LSGTs formed; dissolve School Councils.
- **Fall 2016:** Meet regularly, train on first 3 modules.
- **Spring 2016:** Begin initial implementation with minimum authority; train on next 2 modules.
- **Summer 2017:** Plan for full implementation; train on final 2 modules.
- **Fall 2017:** Begin full implementation of LSGTs in all authority areas.
Local School Governance Teams: 7 Training Modules

Fall 2016:
❖ Roles and Responsibilities/Code of Ethics/By Laws
❖ Effective Governance
❖ School Improvement Plans

Spring 2017:
❖ School Funding and Budget
❖ Educational Programs/Curriculum Overview

Fall 2017:
❖ School Operations
❖ Student Assessment Program and Data Analysis
Each School LSGT is made up of 8 total members (7 with voting rights):
*Baldwin County High School will have 10 members (9 with voting rights)*

<table>
<thead>
<tr>
<th>Members</th>
<th>Elementary</th>
<th>Middle</th>
<th>High</th>
<th>Voting Rights</th>
<th>Term Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal (Chair)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>Teachers</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>Yes</td>
<td>2</td>
</tr>
<tr>
<td>Parents</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>Yes</td>
<td>2</td>
</tr>
<tr>
<td>Community/Local Business</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>Yes</td>
<td>2</td>
</tr>
<tr>
<td>Representatives</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
## Local School Governance Teams: Selection Process

<table>
<thead>
<tr>
<th>Members</th>
<th>Selection Process</th>
<th>Candidate Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers</td>
<td>Schools will solicit interest from teachers. Selected by teacher vote.</td>
<td>Must be teacher at LSGT school.</td>
</tr>
<tr>
<td>Parents</td>
<td>Schools will solicit interest from parents. Interested parents/nominees will be placed on a ballot and voted on by school neighborhood parents.</td>
<td>Must have a children who attend LSGTs school or have a rising 6th or 9th grader.</td>
</tr>
<tr>
<td>Community/Business Representatives</td>
<td>Business representatives shall be nominated by the principal and voted on by the other 7 members of the LSGT.</td>
<td>Must reside within or serve organizations based in the Baldwin County community.</td>
</tr>
</tbody>
</table>
Local School Governance Teams: Draft Bylaws

District draft bylaws are included in the charter application. Bylaws may be amended by LSGTs after full implementation to fit needs of community:

❖ Area I: Organization
❖ Area II: Purpose and Duties
❖ Area III: Members and Membership
❖ Area IV: Officers and Their Duties
❖ Area V: Committees
❖ Area VI: Meetings (at least 10-12 between July 1 and June 30)
❖ Area VII: Methods for Amending the Bylaws
Public Resources & Feedback

The following links are available for additional information from the GaDOE:

GaDOE Charter Systems General Information

GaDOE Charter Application Guidelines

New Charter School Training and Governance Information

Current Draft of Baldwin County Charter System Application

Link for Public Feedback Survey
QUESTIONS
Contact Information

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