



# 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 (IE<sup>2</sup>)
  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 (*IE<sup>2</sup> and Charter System*)

## The Big Four

- Waivers of state class size, expenditure control, certification, and salary schedule requirements

# Performance Contracts

- ❖ IE<sup>2</sup> 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, Ocone 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

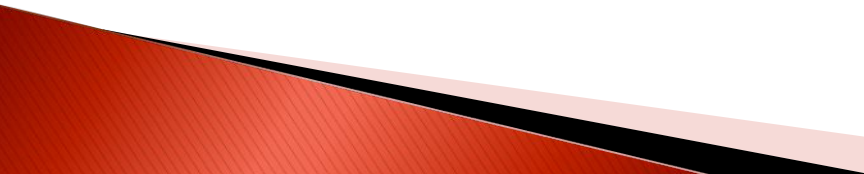
- ❖ **May 12, 2015:** BOE Approved the resolution authorizing the letter of intent for Charter School System to GaDOE
- ❖ **May. 18, 2015:** State flexibility model informational faculty meeting presented by Dr. Price, Superintendent (Georgia College Early College)
- ❖ **June 9, 2015:** Superintendent 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**

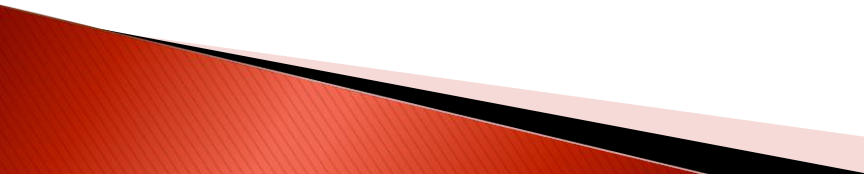
- ❖ “Beating the odds”

## **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?

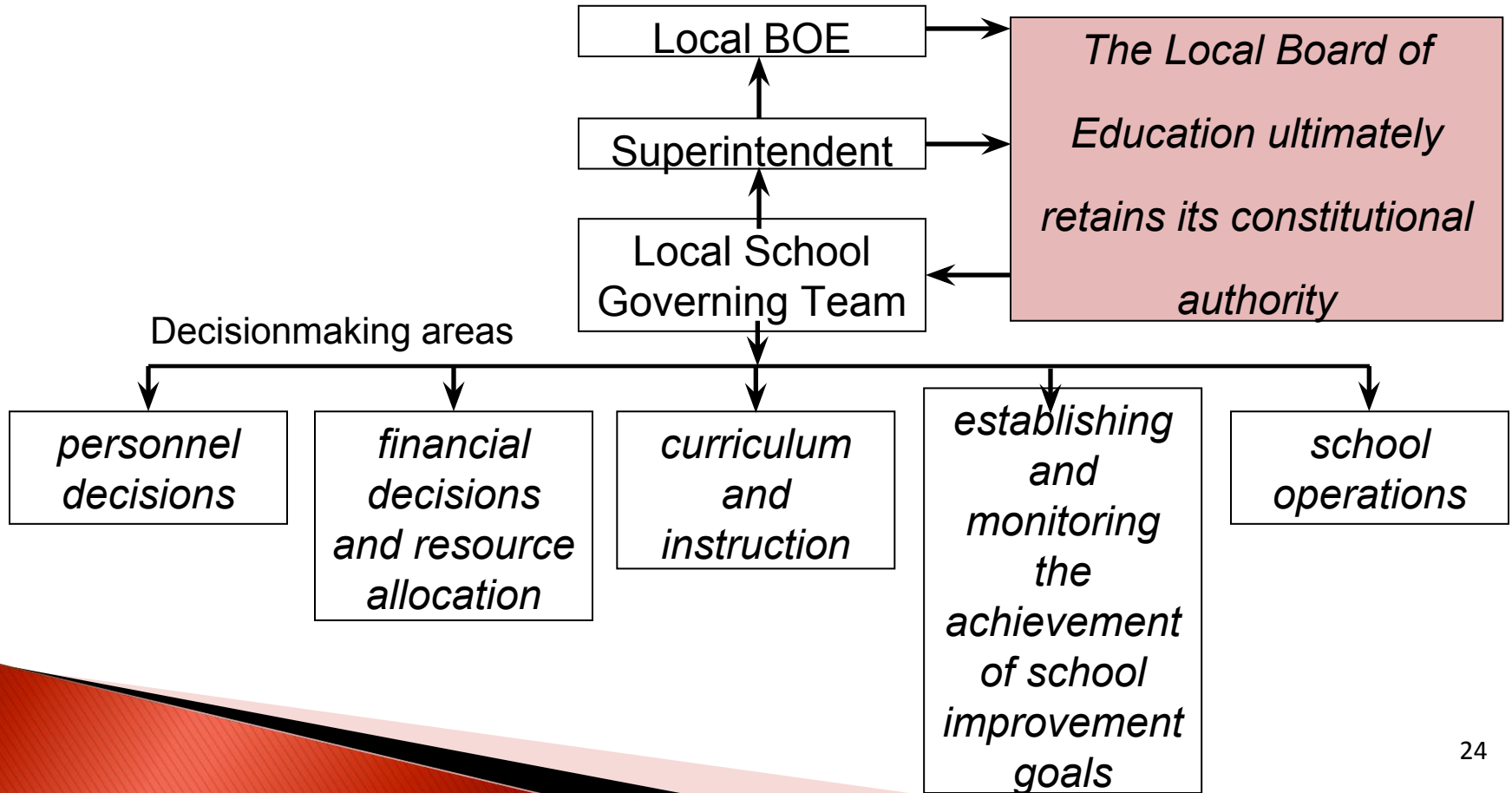


# Local School Governance Teams (LSGTs): Main Points

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





# 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

# Who decides?

- ❖ 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

# Who decides?

- ❖ 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

<i>Authority Area</i>	<i>Minimum State-Required Authority</i>	<i>Additional Authority in Proposed Baldwin County School District</i>
Personnel Decisions	Decision-Making: Recommend principal candidates to Superintendent.	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.
Financial Decisions & Resource Allocation	Input: Feedback regarding school budget.	Examples include: School budget approval, budget priorities aligned with school improvement plan, use of charter system funds, vendors for school resources.
Curriculum & Instruction	Input: Feedback on selection of curriculum and materials.	Examples include: Opportunities for student acceleration/remediation, new course offerings.
School Improvement Plan	Decision-Making: Approve school improvement plan.	Examples include: LSGT approval of any innovations that would traditionally require a waiver.
School Operations	Input: Feedback regarding efficiency of operations.	Examples include: Approval of instructional time during the school day, parent involvement, communication strategies, etc.

# 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
- 

# Local School Governance Teams: Membership

***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)***

<i>Members</i>	<i>Elementary</i>	<i>Middle</i>	<i>High</i>	<i>Voting Rights</i>	<i>Term Years</i>
Principal (Chair)	1	1	1	No	N/A
Teachers	3	3	3	Yes	2
Parents	3	3	3	Yes	2
Community/ Local Business Representatives	1	1	3	Yes	2


# Local School Governance Teams: Selection Process

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



# 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

***Dr. Noris Price***

Superintendent

Email: [noris.price@baldwin.k12.ga.us](mailto:noris.price@baldwin.k12.ga.us)

Phone: 478-453-4176

***Mr. Matt Wark***

Director of Assessment and Accountability

Email: [matt.wark@baldwin.k12.ga.us](mailto:matt.wark@baldwin.k12.ga.us)

Phone: 478-457-3324