

## School System Operating Models and Flexibility Options Advisory Committee Meeting

### Meeting Minutes

#### 1. General Information

<b>Meeting Name:</b>	School System Operating Models and Flexibility Options Advisory Committee Meeting	<b>Date/Time:</b>	Thursday, August 28, 2014 6:00PM – 8:30PM
<b>Facilitator:</b>	Angela Smith	<b>Notes Recorded By:</b>	Melvynne Reed

<b>Attendees:</b>	<p><b>Maureen Wheeler</b>, <i>Principal Hope-Hill ES</i>; <b>Stephanie Johnson</b>, <i>Principal Jackson HS</i>; <b>Tony Burks</b>, <i>Principal Douglass HS</i>; <b>Betsy Bockman</b>, <i>Principal Inman MS</i>; <b>Jermaine Dawson</b>, <i>Principal Harper Archer MS</i>; <b>Cheryl Twyman</b>, <i>Principal Fickett ES</i>; <b>Janet Kinard</b>, <i>Neighborhood Group</i>; <b>David Payne</b>, <i>Neighborhood Group</i>; <b>Peggy Ross</b>, <i>District 5</i>; <b>Peter Settlemyer</b>, <i>Westside Charter</i>; <b>Danielle Gilley Costarides</b>, <i>TOTY North Atlanta HS</i>; <b>Josh Noblitt</b>, <i>District 1</i>; <b>Maria E. Armstrong</b>, <i>District 2</i>; <b>Clare Richie</b>, <i>District 3</i>; <b>Erica Morris Long</b>, <i>District 6</i>; <b>Cat DaCosta McAfee</b>, <i>At-Large</i>; <b>Elwood Duckworth</b>, <i>Operations</i>; <b>Linda Anderson</b>, <i>Asst. Superintendent Curriculum</i>; <b>Tammy Workman</b>, <i>Asst. Superintendent Student Services</i>; <b>Greg Middleton</b>, <i>Associate Superintendent Middle Schools</i>; <b>Rebecca Kaye</b>, <i>Senior Research Associate Policy</i>; <b>Allen Mueller</b>, <i>Exec. Director Innovation – Charter Schools</i>; <b>Raynise Smith</b>, <i>Exec. Director Teaching and Learning</i>; <b>Rubye Sullivan</b>, <i>Director Research and Evaluation</i>; <b>Angela Smith</b>, <i>Superintendent’s Office</i>; <b>Chuck Burbridge</b>, <i>Chief Financial Officer</i></p>
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#### 2. Meeting Objectives and Scope

- Review Agenda, Objectives and Meeting Protocol
- Discuss Advantages, Disadvantages, Benefits and Challenges of the Charter System Operating Model
- Review Current APS Waivers
- Review Case Study IE2 Operating Model: Gwinnett County Schools
- Receive Community Input

#### 3. Agenda

Time	Topic	Discussion Leads
6:00-6:05 PM	Welcome, Introduction and Agenda Review	Rebeca Kaye
6:05-6:35 PM	Discuss Advantages, Disadvantages, Benefits and Challenges of the Charter System Operating Model	Rebecca Kaye Small Group Breakouts
6:35-6:50 PM	Report Out from Small Group Breakouts	Rebecca Kaye Small Group Breakouts
6:50-7:15 PM	Current APS Waivers	Chuck Burbridge APS Chief Financial Officer
7:15-8:15 PM	Review of IE2 Operating Models Case Study: Gwinnett County Schools	Dr. Steve Flynt Chief Strategy and Performance Officer, Gwinnett County Schools
8:15-8:25 PM	Community Input	Angela Smith
8:25-8:30 PM	Closing/Next Steps	Angela Smith

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### 4. Discussion

Topic
<p>Welcome and Introductions</p> <ul style="list-style-type: none"> <li>• Welcome to the School System Operating Models and Flexibility Options August 28, 2014 meeting</li> </ul>
<p>Meeting Overview and Objectives</p> <ul style="list-style-type: none"> <li>• Review Agenda, Objectives and Meeting Protocol</li> <li>• Discuss Advantages, Disadvantages, Benefits and Challenges of the Charter System Operating Model</li> <li>• Review Current APS Waivers</li> <li>• Review Case Study IE2 Operating Model: Gwinnett County Schools</li> <li>• Receive Community Input</li> </ul>
<p>Community Input and Feedback Station</p> <ul style="list-style-type: none"> <li>• Community input will take place after the meeting</li> <li>• During the meeting, anyone can provide input at the computer located in the back of the room or go to the following link: <a href="https://www.surveymonkey.com/s/Operating_Models_and_School_System_Flexibility_Options">https://www.surveymonkey.com/s/Operating_Models_and_School_System_Flexibility_Options</a></li> <li>• We ask that the public honor meeting decorum.</li> <li>• Applause, commentary, outbursts, jeering, or speech that defames individuals or stymies or blocks meeting progress is not permitted.</li> </ul>
<p>Discuss Advantages/Disadvantages of the Charter System Operating Model</p> <ul style="list-style-type: none"> <li>• Advisory Committee members moved into small group to discuss the following questions regarding the 8/21/2014 Fulton County Schools presentation/discussion of the Charter System Operating Model <ul style="list-style-type: none"> <li>○ What are some advantages of this model?</li> <li>○ What are some disadvantages of this model?</li> <li>○ How might APS benefit from this model?</li> <li>○ What might some of the challenges be with this model?</li> <li>○ What are the key considerations for implementation?</li> </ul> </li> <li>• After the breakout, each small group reported back to the Advisory Committee about their discussions, comments and questions.</li> </ul>
<p>Current APS Waivers (Chuck Burbridge)</p> <ul style="list-style-type: none"> <li>○ The district <ol style="list-style-type: none"> <li>1. Percent of Direct Instruction to Operating Expenditures– 65% Rule With waiver, district is allowed to have less than 65% of operating expenditures allocated to direct instruction</li> <li>2. Class Size – With waiver, district has some flexibility to increase class size.</li> <li>3. Expenditure Control – Related to QBE funds. With waiver, district has flexibility to spend funds outside of categories in which they are received.</li> </ol> </li> </ul>

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### Case Study: IE2 in Gwinnett County (Steve Flynt)

- Purpose of the IE2 Partnership Contract, Strategic Plan, Core Beliefs/Commitments, etc. – contract is currently in renewal phase after five years (Slides 4-9)
- About Gwinnett – Demographics, Enrollment, CCRPI Data (Slides 10-18)
- Waivers for Flexibility – Currently requesting 14 waivers for district; mostly used at central office (Slides 20-22)
- Accountability for Performance (Slides 23-27):
  - Academic – district and for each school
  - Operational - district and for each school – school climate, financial stewardship and parent/community participation
- Consequences for Non-performing – Year 2, Year 4, etc. (Slides 28-31)
- Accountability System - Results-Based Evaluation System (RBES) (Slide 32)
- Benchmarking (Slide 33)
- Partnership with the State

### Additional Comments for IE2:

- Current plans available for review on Gwinnett website
- Flexibility and accountability may be proportional
- Role of local school council will expand with new contract
- School level autonomy – due to tremendous growth in county, schools have always had some level of autonomy. However, central office maintains tight control of curriculum and assessment
- Stable, consistent leadership over last 15 years (board and superintendent)
- Must have strategic plan - for contract. Current Theory of Action: Manage, Performance, Empowerment

### Community Input

- Citi Cook: Would like for district to discuss other ways of addressing issues instead of using waivers.
- Ed Johnson: Concerned that additional money might not provide the best opportunity; must have quality in education systems.
- Marilyn Tillman: IE2 has proven to be great flexibility tool. However, Gwinnett has race-based performance targets. Class size waivers needs restraints or they can be too large for teachers to manage. Also need transparency, as performance data was not shown until year 3.

### Closing/ Next Steps

- Angela Smith addressed the advisory committee and asked them to think about the advantages and challenges around the IE 2 option. She encouraged the committee to ask community members to come out to the visioning sessions and advisory meetings. She also mentioned that next week is the deep dive around the Status Quo Operating Model option and further discussion of the IE2 model.

## 5. Tasks/Action Items Assigned

Task/Action Items	Who will do it?	By When?

## 6. NEW [Issues \(I\)](#) or [Risks \(R\)](#) (*link*) Identified

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