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# ESEA FLEXIBILITY REQUEST

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Revised September 28, 2011  
This document replaces the previous version, issued September 23, 2011.

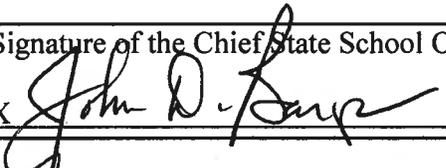
U.S. Department of Education  
Washington, DC 20202

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## Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1810-0708. The time required to complete this information collection is estimated to average 336 hours per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. If you have any comments concerning the accuracy of the time estimate or suggestions for improving this form, please write to: U.S. Department of Education, Washington, D.C. 20202-4537.

## COVER SHEET FOR ESEA FLEXIBILITY REQUEST

<b>Legal Name of Requester:</b> Dr. John D. Barge State School Superintendent of Georgia	<b>Requester's Mailing Address:</b> 205 Jesse Hill Jr. Drive, SE Atlanta, GA 30034
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<b>Chief State School Officer (Printed Name):</b> Dr. John D. Barge	<b>Telephone:</b> 404-657-6165
<b>Signature of the Chief State School Officer:</b> X 	<b>Date:</b> 11/14/11
The State, through its authorized representative, agrees to meet all principles of the ESEA Flexibility.	

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For each attachment included in the *ESEA Flexibility Request*, label the attachment with the corresponding number from the list of attachments below and indicate the page number where the attachment is located. If an attachment is not applicable to the SEA’s request, indicate “N/A” instead of a page number. Reference relevant attachments in the narrative portions of the request.

<b>LABEL</b>	<b>LIST OF ATTACHMENTS</b>	<b>PAGE</b>
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6	State’s Race to the Top Assessment Memorandum of Understanding (MOU) (if applicable)	155
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8	A copy of the average statewide proficiency based on assessments administered in the 2010–2011 school year in reading/language arts and mathematics for the “all students” group and all subgroups (if applicable).	180
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## WAIVERS

By submitting this flexibility request, the SEA requests flexibility through waivers of the ten ESEA requirements listed below and their associated regulatory, administrative, and reporting requirements by checking each of the boxes below. The provisions below represent the general areas of flexibility requested; a chart appended to the document titled *ESEA Flexibility Frequently Asked Questions* enumerates each specific provision of which the SEA requests a waiver, which the SEA incorporates into its request by reference.

- 1. The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that all students meet or exceed the State’s proficient level of academic achievement on the State’s assessments in reading/language arts and mathematics no later than the end of the 2013–2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.
- 2. The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements.
- 3. The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs.
- 4. The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.
- 5. The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its Priority and Focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.
- 6. The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under

that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State’s Priority and Focus schools.

- 7. The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State’s reward schools.
- 8. The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to Focus on developing and implementing more meaningful evaluation and support systems.
- 9. The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.
- 10. The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that it may award SIG funds to an LEA to implement one of the four SIG models in any of the State’s Priority schools.

Optional Flexibility:

An SEA should check the box below only if it chooses to request a waiver of the following requirements:

- The requirements in ESEA sections 4201(b)(1)(A) and 4204(b)(2)(A) that restrict the activities provided by a community learning center under the Twenty-First Century Community Learning Centers (21st CCLC) program to activities provided only during non-school hours or periods when school is not in session (*i.e.*, before and after school or during summer recess). The SEA requests this waiver so that 21st CCLC funds may be used to support expanded learning time during the school day in addition to activities during non-school hours or periods when school is not in session.

**ASSURANCES**

By submitting this application, the SEA assures that:

- 1. It requests waivers of the above-referenced requirements based on its agreement to meet Principles 1 through 4 of the flexibility, as described throughout the remainder of this request.
- 2. It will adopt English language proficiency (ELP) standards that correspond to the State's college- and career-ready standards, consistent with the requirement in ESEA section 3113(b)(2), and that reflect the academic language skills necessary to access and meet the new college- and career-ready standards, no later than the 2013–2014 school year. (Principle 1)
- 3. It will develop and administer no later than the 2014–2015 school year alternate assessments based on grade-level academic achievement standards or alternate assessments based on alternate academic achievement standards for students with the most significant cognitive disabilities that are consistent with 34 C.F.R. § 200.6(a)(2) and are aligned with the State's college- and career-ready standards. (Principle 1)
- 4. It will develop and administer ELP assessments aligned with the State's ELP standards, consistent with the requirements in ESEA sections 1111(b)(7), 3113(b)(2), and 3122(a)(3)(A)(ii). (Principle 1)
- 5. It will report annually to the public on college-going and college credit-accumulation rates for all students and subgroups of students in each LEA and each public high school in the State. (Principle 1)
- 6. If the SEA includes student achievement on assessments in addition to reading/language arts and mathematics in its differentiated recognition, accountability, and support system and uses achievement on those assessments to identify Priority and Focus schools, it has technical documentation, which can be made available to the Department upon request, demonstrating that the assessments are administered statewide; include all students, including by providing appropriate accommodations for English Learners and students with disabilities, as well as alternate assessments based on grade-level academic achievement standards or alternate assessments based on alternate academic achievement standards for students with the most significant cognitive disabilities, consistent with 34 C.F.R. § 200.6(a)(2); and are valid and reliable for use in the SEA's differentiated recognition, accountability, and support system. (Principle 2)
- 7. It will report to the public its lists of reward schools, Priority schools, and Focus schools at the time the SEA is approved to implement the flexibility, and annually thereafter, it will publicly recognize its reward schools. (Principle 2)
- 8. Prior to submitting this request, it provided student growth data on their current students and the students they taught in the previous year to, at a minimum, teachers of

reading/language arts and mathematics in grades in which the State administers assessments in those subjects in a manner that is timely and informs instructional programs, or it will do so no later the deadline required under the State Fiscal Stabilization Fund. (Principle 3)

- 9. It will evaluate and, based on that evaluation, revise its own administrative requirements to reduce duplication and unnecessary burden on LEAs and schools. (Principle 4)
- 10. It has consulted with its Committee of Practitioners regarding the information set forth in its request.
- 11. Prior to submitting this request, it provided all LEAs with notice and a reasonable opportunity to comment on the request and has attached a copy of that notice (Attachment 1) as well as copies of any comments it received from LEAs (Attachment 2).
- 12. Prior to submitting this request, it provided notice and information regarding the request to the public in the manner in which the State customarily provides such notice and information to the public (*e.g.*, by publishing a notice in the newspaper; by posting information on its website) and has attached a copy of, or link to, that notice (Attachment 3).
- 13. It will provide to the Department, in a timely manner, all required reports, data, and evidence regarding its progress in implementing the plans contained throughout this request.

**If the SEA selects Option A or B in section 3.A of its request, indicating that it has not yet developed and adopted all guidelines for teacher and principal evaluation and support systems, it must also assure that:**

- 14. It will submit to the Department for peer review and approval a copy of the guidelines that it will adopt by the end of the 2011–2012 school year. (Principle 3)

## CONSULTATION

An SEA must meaningfully engage and solicit input from diverse stakeholders and communities in the development of its request. To demonstrate that an SEA has done so, the SEA must provide an assurance that it has consulted with the State’s Committee of Practitioners regarding the information set forth in the request and provide the following:

1. A description of how the SEA meaningfully engaged and solicited input on its request from teachers and their representatives.

In July of 2010, the Georgia Department of Education (GaDOE) determined a need to provide a multi-dimensional system designed to optimize (1) exemplary student achievement that prepares all students for college and careers; (2) effective teaching and learning, (3) innovative school improvement, and (4) single statewide accountability.

Consultation activities have included opportunities for input on what has now become Georgia’s waiver for federal flexibility. Sessions have focused on college and career readiness, increasing the quality of instruction for students, improving student achievement, teacher and leader effectiveness, and relieving duplicative data and recording requirements. Certainly, Georgia’s Race to the Top stakeholder process has provided rich engagement with teachers and building level leaders.

Throughout the creation and development of the College and Career Ready Performance Index (CCRPI), the Georgia Department of Education (GaDOE) sought input and collaboration from multiple stakeholders throughout the state. Georgia’s Alliance of Education Agency Heads (AEAH) is a critical partner in the conceptualization and development of CCRPI. Teachers, administrators, district (LEA) superintendents, board members, business leaders, civic groups, advocacy groups, legislators, and State Board of Education members have continually reviewed and provided input to the iterations of the CCRPI. State School Superintendent, Dr. John Barge, and his staff have conducted regular briefings on the development of the CCRPI with the intent to seek an ESEA waiver with the Georgia State Board of Education.

Early in the fall of 2010, focus groups were created for district (LEA) superintendents, building-level principals, teachers, curriculum directors, and students. These focus groups created the opportunity to brainstorm the components of a new system that could be expressed in a simple-one page roadmap document. Feedback was robust and energetic. Resulting from these multiple sessions, an integrated system emerged under the title of the CCRPI. Collaborative conversations with teachers through the teacher focus group and the Superintendents’ Teacher Advisory during 2010 and in the fall of 2011 have been of paramount importance in the development process. Teachers are anxious to see their schools evaluated in a more comprehensive fashion than that offered by Annual Yearly Progress under No Child Left Behind. Conversations with the Professional Association of Georgia Educators (which represents over 81,000 teachers in Georgia) and the Georgia Association of Educators (which represents over 42,000 teachers in Georgia) have been very meaningful to the process. Georgia is a *right to work state* and there are no teacher unions.

Attachment 1 and Attachment 2 outlines public notice of intent to request this waiver and includes feedback from teachers and a variety of stakeholders.

The list below identifies other stakeholder groups involved in the development of the CCRPI.

### **Fall 2010 through Fall Winter of 2011**

- Parent Advisory Group to the State School Superintendent
- Georgia Association of Educational Leaders
- Georgia Curriculum Designers
- State Organization for Student Support Teams
- Georgia Association of Elementary School Principals
- Georgia Association of Secondary School Principals
- Professional Association of Georgia Educators (which represents over 81,000 teachers in Georgia)
- Georgia Association of Educators (which represents over 42,000 teachers in Georgia)
- Selective legislative leaders within Georgia’s General Assembly
- Metro Chamber of Commerce Education Committee
- Superintendent’s Focus Group on Secondary Progress and Reform
- Principals’ Focus Group on Secondary Progress and Reform
- Georgia Teachers of Mathematics Focus Group
- Georgia Partnership for Excellence in Education
- Georgia School Superintendents’ Association
- Education Subcommittee of the Georgia General Assembly
- Southern Regional Education Board
- Georgia School Boards Association
- Georgia Association of Curriculum and Instruction Specialists
- Georgia Association of Educational Leaders
- Regional Education Service Agencies (RESA) Directors
- Georgia Leadership Institute for School Improvement
- University System of Georgia representatives
- Technical College System of Georgia representatives
- Georgia Appalachian Center for Higher Education
- W.E.B. DuBois Society
- Migrant Education Conference
- Metro Urban League
- Bright from the Start
- Campaign for High School Equity (Ga arm)
- Georgia PTA
- Governor’s Office of Workforce Development

### **Spring 2010 through current date**

- State ESOL conference
- ESOL Directors
- Georgia Counsel of Special Education Administrators
- Migrant Education Directors
- GaDOE School Improvement Specialists (field based)
- Georgia School Counselors’ Association, Georgia Middle Schools Association
- Georgia Association of Career, Technical and Agricultural Educators
- Georgia Association of Curriculum and Instructional Specialists
- SIG Schools conference and SIG administrators
- RESA Boards of Control in 16 areas
- Georgia Association of Education Leaders
- Alliance of Education Agency Heads
- Student Advisory to the State School Superintendent
- Blank Family Foundation Board of Directors
- Georgia Council on Economic Education
- Education Finance Study Committee of the Georgia General Assembly
- Georgia Association of Career and Technical Educators Conference
- GaDOE statewide Data Collections conference
- Georgia Charter Schools Association
- Presidents of entities within the University System of Georgia
- Several CEOs of major corporations in Georgia including Delta Airlines, Coca Cola and Georgia Power
- numerous civic organizations and Chambers of Commerce throughout the state.

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2. A description of how the SEA meaningfully engaged and solicited input on its request from other diverse communities, such as students, parents, community-based organizations, civil rights organizations, organizations representing students with disabilities and English Learners, business organizations, and Indian tribes.

The Georgia Department of Education , as outlined in the section above, solicited input from diverse groups, such as:

- Alliance of Education Agency Heads (AEAH) (Appendix N)
  - Department of Early Care and Learning (DECAL)
  - Georgia Department of Education (GaDOE)
  - Georgia Professional Standards Commission (PSC)
  - Georgia Student Finance Commission (GSFC)
  - Governor’s Office
  - Governor’s Office of Student Achievement (GOSA)
  - Governor’s Office of Workforce Development (GOWFD)
  - Technical College System of Georgia (TCSG)

- University System of Georgia (USG)
- GaDOE Student Advisory
- The Georgia PTA
- GaDOE Parent Advisory
- The United Way
- Bright from the Start (early childhood education)
- Georgia Department of Early Childhood and Adolescent Learning
- Metro Chamber of Commerce
- Georgia Counsel of Special Education Administrators
- Georgia ESOL Conference
- W.E.B. DuBois Society
- Georgia Urban League
- Georgia Partnership for Excellence in Education (GPEE)
- The Campaign for High School Equity
- National Association for the Advancement of Colored People (NAACP)

As a result of this collaborative work, indicators have been added or deleted from the high school, middle school, and elementary school CCRPI. Modifications include: the 80% target for students with disabilities to be served in the general education classroom at the elementary and middle school levels; the Factors for Success companion index was created; an indicator regarding students in Grade 8 earning high school credits was moved from the primary list on the middle school index to the Factors for Success; SAT and ACT participation was added to the Factors for Success on the high school index; indicators reflecting fine arts were added to the Factors for Success at the middle and elementary school level; reading scores were added to the middle school assessments; wording of the indicator on the middle and elementary school indices about ELs and performance bands was changed; and a category reflecting High Needs Students was added to the score calculations for closing the achievement gap on all three indices. (Attachment 3 contains fall of 2011 public releases via statewide media)

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## EVALUATION

The Department encourages an SEA that receives approval to implement the flexibility to collaborate with the Department to evaluate at least one program, practice, or strategy the SEA or its LEAs implement under principle 1, 2, or 3. Upon receipt of approval of the flexibility, an interested SEA will need to nominate for evaluation a program, practice, or strategy the SEA or its LEAs will implement under principles 1, 2, or 3. The Department will work with the SEA to determine the feasibility and design of the evaluation and, if it is determined to be feasible and appropriate, will fund and conduct the evaluation in partnership with the SEA, ensuring that the implementation of the chosen program, practice, or strategy is consistent with the evaluation design.

Check here if you are interested in collaborating with the Department in this evaluation, if your request for the flexibility is approved.

## OVERVIEW OF SEA’S REQUEST FOR THE ESEA FLEXIBILITY

Provide an overview (about 500 words) of the SEA’s request for the flexibility that:

1. explains the SEA’s comprehensive approach to implement the waivers and principles and describes the SEA’s strategy to ensure this approach is coherent within and across the principles; and
2. describes how the implementation of the waivers and principles will enhance the SEA’s and its LEAs’ ability to increase the quality of instruction for students and improve student achievement.

### **Georgia’s Call to Action:**

Since the enactment of No Child Left Behind (NCLB) legislation, Georgia has approached the accountability expectations of NCLB with fidelity and dedication. Although NCLB has served as an impetus for focusing our schools on disaggregated subgroup performance, it has fallen short in serving as a school improvement tool, a teacher-leader quality tool, a catalyst for ensuring a more comprehensive delivery of college and career readiness, and has limited focus to adequacy in specific subject areas. Since 2010, with the receipt of a Race to the Top award, Georgia has built momentum for innovation and reform in the areas of 1) Common Core State Standards Implementation; 2) teacher and leader evaluation; 3) statewide longitudinal data systems; and 4) turnaround schools. Therefore, *Georgia is making this waiver request in order to increase the quality of instruction and implement a system to support continual improvement of student achievement.* The proposed plan provided in Principle 1, 2 and 3 in this document clearly meets the 9401 threshold.

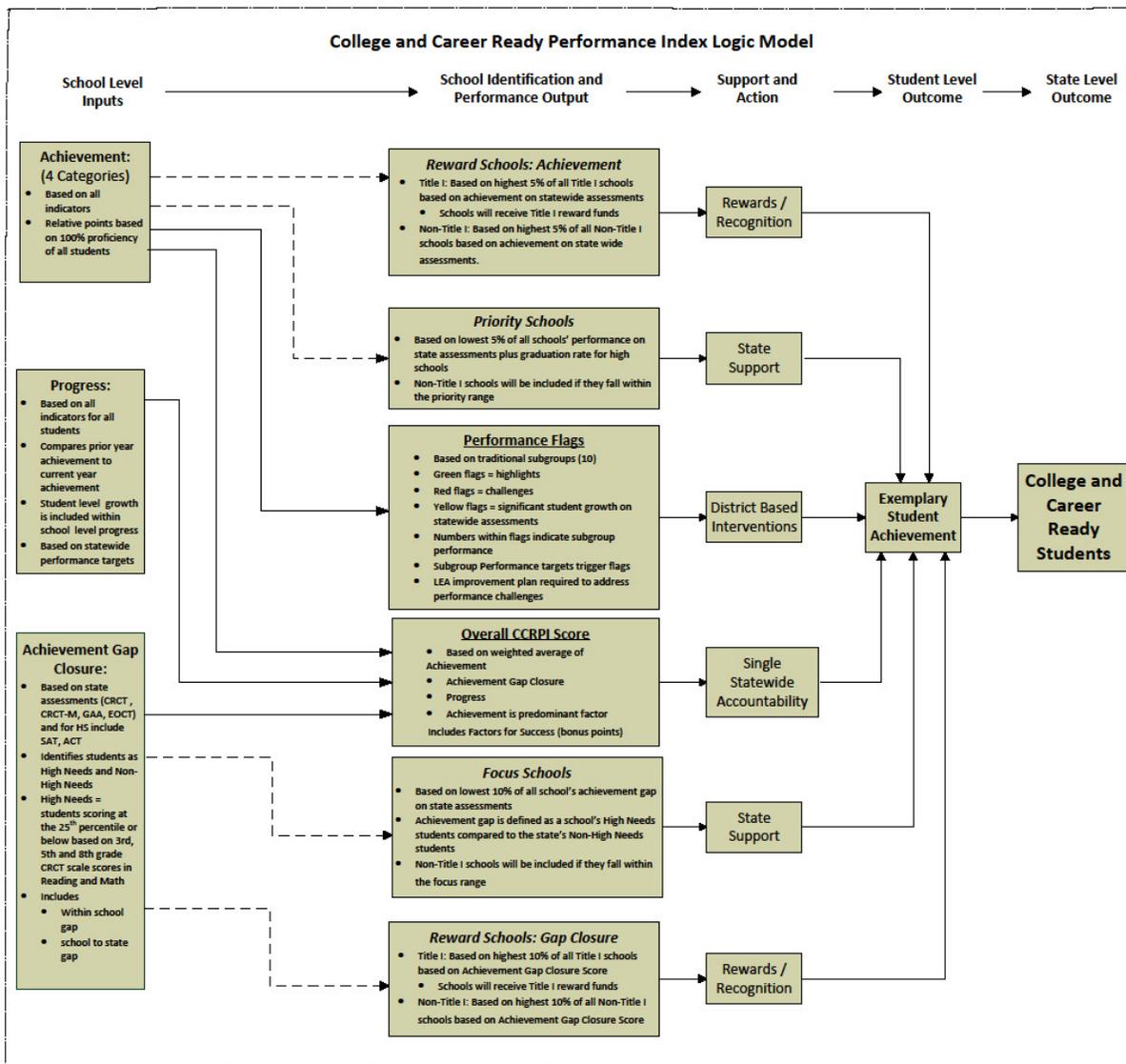
Georgia is seeking a waiver to fully implement a multi-dimensional system anchored in our vision for college and career readiness and centered on the College and Career Ready Performance Index (CCRPI) that supports the state’s core educational principles impacting all Georgia students. These principles include: (1) exemplary student achievement that prepares all students for college and careers; (2) effective teaching and learning, (3) innovative school improvement resulting in effective supports and interventions within a single statewide accountability system, and 4) a system that reduces duplicative reporting requirements for LEAs and optimizes the features of the new statewide Longitudinal Data System. An effective and transparent accountability plan that communicates these principles will result in renewed trust in Georgia’s public education.

The Georgia Department of Education (GaDOE) is seeking to transition Georgia schools from adequacy to excellence. With the College and Career Ready Performance Index (CCRPI), Georgia is dedicated to ensuring that the K-12 experience provides students with the academic preparation to compete globally with career development skills aligned to the evolving

requirements of our workforce. The CCRPI has been designed around a comprehensive definition of college and career readiness: the level of achievement required in order for a student to enroll in two or four year colleges and universities and technical colleges without remediation, fully prepared for college level work and careers, including the United States military. This means that all students graduate from high school with both rigorous content knowledge and the ability to apply that knowledge through higher-order skills including, but not limited to, critical thinking, problem solving, communication, collaboration and student agency. The CCRPI reflects a strong commitment to college and career standards for all students, differentiated recognition and support for all schools, a continued emphasis on low-performing schools, and implementation of guidelines to support effective instruction and leadership in all schools.

Stakeholders throughout the state are supportive of the CCRPI design and it is becoming the model for school improvement plans across the state. Georgia will include the CCRPI within its State Report Card to emphasize commitment to a single statewide accountability system that emphasizes ambitious student achievement and communicates a vision of innovative school improvement. Georgia proposes that the CCRPI become the state's accountability plan for meeting federal reporting requirements. It is much bolder in design and more exacting in use of disaggregated data for all subgroups than the current AYP model. The CCRPI creates opportunity for innovation at the state, LEA, and school levels. Georgia's Race to the Top (RT3) award has provided momentum for innovation and reform in the areas of: (1) Common Core State Standards implementation; (2) teacher and leader evaluation; (3) statewide longitudinal data system; and (4) turnaround schools.

Logic Model of the CCRPI:



See Appendix M for more detail

In the academic arena, the CCRPI expands the reading/English Language Arts and mathematics focus of NCLB to include attention to the performance of all Georgia students in the content areas of reading, English Language Arts, mathematics, science, social studies, and world languages with a focus on literacy across the curriculum. Given the high number of Georgia students needing postsecondary remediation, increased success in CCRPI academic indicators will allow Georgia students to enter postsecondary institutions ready to enroll in credit-bearing courses. Georgia is working to increase the number of students with Science, Technology, Engineering, and Mathematics (STEM) backgrounds and the CCRPI addresses this initiative. STEM growth is a major component of Georgia’s Race to the Top (RT3) action areas. Georgia’s continued commitment to excellence in Advanced Placement (AP) programs and International Baccalaureate (IB) pathways is clearly reflected within the CCRPI. As the State of

Georgia strengthens its competitive edge in the global economy, world language acquisition plays an essential role in preparing students to work in diverse international environments. The CCRPI at all three levels incentivizes schools to offer more world language options to Georgia's students. The goal of all academic initiatives is to ensure students have the knowledge and the ability to apply the knowledge necessary for college and careers.

The CCRPI also reflects a commitment to preparing Georgia students for the world of work. Georgia is taking a bold step in moving beyond the traditional academic measures of college and career readiness with the inclusion of multiple career-related indicators at all three levels of the CCRPI. Academic pathways serve as the foundation for connecting academic knowledge with relevant career application. The CCRPI indicators emphasize career awareness at the elementary level, career exploration at the middle school level, and career development at the high school level. The focus on career development connects students to the curriculum and provides incentives for academic success and discourages student dropout.

BRIDGE legislation enacted by the Georgia General Assembly in 2010 focuses on career awareness, individual Graduation Plans (IGPs), and college and post secondary options as early as grade ten. In the 2011 session, the General Assembly passed House Bill 186, which requires infusion of academic standards into technical courses as appropriate and implementation of an assessment program that permits students to earn high school credits without seat time restrictions. The CCRPI offers our state, through the competencies of our students, a bold way to move into the future that cannot be measured by current AYP methods and current AMOs.

The CCRPI for high schools, middle schools, and elementary schools represents more than eighteen months of work dedicated to implementation of a rigorous statewide accountability plan that is more indicative of a focus on school improvement and students' preparedness for the future than the current AYP requirements. Multiple versions of indicators have been vetted throughout the state. Data have been analyzed for validity and reliability relative to graduation rate, students entering postsecondary programs without need for remediation, and impact on schools of all sizes with varied demographics. The plan is informed and guided by expectations outlined in the U.S. Department of Education's Blueprint for Reform and the Council of Chief State School Officers' (CCSSO) Roadmap for Next-Generation Accountability. GaDOE has utilized the assistance of technical advisers from education partners such as CCSSO, Education Counsel, and the National Center for the Improvement of Education Assessment to assist in the formation of this proposed accountability system. Georgia has actively participated in a variety of collaborative opportunities including the American Diploma Project, the College and Career Ready Policy Institute, the Partnership for Assessment of the Common Core, and Complete College America, all of which have informed the context and content of the CCRPI.

The foundation of the CCRPI is defined by college and career ready indicators. The indicators are grouped by categories at the school level (Appendix A, CCRPI, 3 levels). CCRPI scores will be displayed at the indicator level and categorical level. Stakeholders will be able to view disaggregated subgroup performance for each indicator. Scores will be calculated in three areas to capture the essential work of schools: Achievement, Achievement Gap Closure, and Progress. The scores in these areas will be weighted to produce an initial Overall CCRPI Score. This initial score may be adjusted upward based on bonus points earned through the

Factors for Success companion index (Appendix B, Factors for Success, 3 levels). Red Flags will prominently indicate performance challenges within subgroups and Green Flags will indicate performance highlights within subgroups. Yellow Flags on a statewide assessment will signify that a subgroup did not meet the Performance Targets yet students within this group made significant growth as defined by Georgia’s statewide growth model. Subgroup disaggregation and highlighting will be more prominent and more understandable than it has been for the years under AYP. Red Flags will chart the course for school improvement plans and LEA responsibility for supports and interventions. Schools will also receive a rating for Financial Efficiency, related to use of instructional funds from all sources, and a School Climate rating. Although these ratings will not be included in the overall CCRPI score, a Star Rating system (1-5 stars with 1 being lowest and 5 highest) will communicate meaningful information to all stakeholders. These Star Ratings, along with the Red Flags, form a unique early warning system that will result in targeted student interventions and improved achievement for all students. The CCRPI system will provide a clear roadmap to continuous improvement for all schools and LEAs.

Overall, the goal of the GaDOE’s differentiated recognition, accountability, and support system is to provide meaningful information about school performance that guides initiatives to effectively improve student achievement and graduation rate, promote capacity for sustained progress over time, and close achievement gaps for all schools across the state and target interventions at those schools with greatest need.

The CCRPI is a robust and holistic approach to measuring student achievement and student growth to standard at the school, district, and state level. This method of data collection represents an opportunity for more effective school improvement planning. Utilization of this data will promote increased student achievement as well as drive schools and LEAs to greater resource efficiency, improved supports, and more effective interventions, particularly for the lowest performing schools and low-income schools. The CCRPI incentivizes schools to demonstrate progress in student achievement in all content areas and career preparation. The CCRPI promotes the closure of achievement gaps for generations of future learners. The CCRPI charts a new course for ensuring that accountability is more understandably transparent and that increasingly larger numbers of Georgia students are truly college and career ready. The CCRPI is an evolving design and the GaDOE plans to solicit input in year 3 (2014-2015) regarding indicators and calculations for the purpose of continual improvement of the instrument, adjustments for Common Core assessments, further validation of the statewide growth model, and consideration of new innovative practices that have proven positive results on student achievement.

For the 2011-2012 school year, Georgia requests a transition year in which the data used for 2011 Adequate Yearly Progress (AYP) determinations, including Needs Improvement (NI) interventions as outlined in the Georgia Single Statewide Accountability System and in Georgia’s Consolidated State Application Accountability Workbook, will serve as the basis for accountability, interventions, and supports for the 2011-2012 school year. Rewards for Title I schools at the top tier in student achievement, Title I schools with the highest gap closure score, and changes in SES and Choice will go into effect during the 2012-2013 school year. Limited personnel and resource capacity make it impossible to perform the functions required to

complete both traditional AYP determinations and the CCRPI calculations for the 2011-2012 school year. However, school supports based on traditional AYP structure will remain in place during the 2012-13 school year and will be enhanced by a layer of technical assistance based on the initial data from the 2011-2012 CCRPI calculations. The 2011-2012 CCRPI report will be calculated and communicated to Georgia schools and LEAs to establish baseline data for 2012-2013. Schools will be guaranteed the existing level of support plus additional assistance in analysis of new data from the CCRPI to better inform their school improvement plans. The full implementation of the CCRPI, including consequences, supports, and rewards, will be based on the 2012-2013 data and calculations.

In 2012-2013 school year, local education agencies (LEAs) will replace the tutorial services currently conducted by Supplemental Educational Service (SES) providers (additional information provided in Principle 2), with a state designed Flexible Learning Program (FLP) for Priority and Focus school students. The choice requirement under the current NCLB consequence structure is no longer necessary given state legislation, GA code §20-2-2130 mandating school choice opportunities within all LEAs. (Appendix C, 20-2-2130)

The Georgia Department of Education is committed to providing expert technical assistance to LEAs and schools to ensure that this comprehensive approach to accountability does not adversely affect administrative demands and will result in an actual reduction of administrative and reporting burdens. Throughout the transition to this new system and beyond, the GaDOE will provide opportunities for LEA and school leaders to share feedback, including ideas for further reducing administrative and reporting burdens and for promoting continuous improvement and innovation throughout the system.

## PRINCIPLE 1: COLLEGE- AND CAREER-READY EXPECTATIONS FOR ALL STUDENTS

### 1A ADOPT COLLEGE-AND CAREER-READY STANDARDS

Select the option that pertains to the SEA and provide evidence corresponding to the option selected.

<p><b>Option A</b></p> <p><input checked="" type="checkbox"/> The State has adopted college- and career-ready standards in at least reading/language arts and mathematics that are common to a significant number of States, consistent with part (1) of the definition of college- and career-ready standards.</p> <p>i. Attach evidence that the State has adopted the standards, consistent with the State’s standards adoption process. (Attachment 4)</p>	<p><b>Option B</b></p> <p><input type="checkbox"/> The State has adopted college- and career-ready standards in at least reading/language arts and mathematics that have been approved and certified by a State network of institutions of higher education (IHEs), consistent with part (2) of the definition of college- and career-ready standards.</p> <p>i. Attach evidence that the State has adopted the standards, consistent with the State’s standards adoption process. (Attachment 4)</p> <p>ii. Attach a copy of the memorandum of understanding or letter from a State network of IHEs certifying that students who meet these standards will not need remedial coursework at the postsecondary level. (Attachment 5)</p>
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### 1.B TRANSITION TO COLLEGE-AND CAREER-READY STANDARDS

Provide the SEA’s plan to transition to and implement no later than the 2013–2014 school year college- and career-ready standards statewide in at least reading/language arts and mathematics for all students and schools and include an explanation of how this transition plan is likely to lead to all students, including English Learners, students with disabilities, and low-achieving students, gaining access to and learning content aligned with such standards. The Department encourages an SEA to include in its plan activities related to each of the italicized questions in the corresponding section of the document titled *ESEA Flexibility Review Guidance*, or to explain why one or more of those activities is not necessary to its plan.

The Common Core Georgia Performance Standards (CCGPS) for English language arts and mathematics will ensure that all Georgia students have equal opportunity to master the skills

and knowledge for success beyond high school. Effective implementation of the CCGPS requires support on multiple fronts, including strengthening teacher content knowledge, pedagogical skills, and contextualized tasks for students that effectively engage the 21<sup>st</sup> Century Learner. These standards create a foundation to work collaboratively across states and districts, pooling resources and expertise to create curricular tools, professional development, common assessments and other materials. Also, there will be a long-term potential savings on textbooks and instructional resources as a result of a consistency in the development of materials across states. Another power in the Common Core State Standards lies in the fact that the standards are consistent across the states and transient students will not suffer as their parents re-locate for reasons of employment. Effective implementation of the CCGPS requires support on multiple fronts, including strengthening teacher content knowledge, pedagogical skills, and contextualized student tasks that effectively engage the 21<sup>st</sup> Century Learner and ensure all students are college and career ready. Eight indicators on the high school College and Career Ready Performance Index capture the percentage of students scoring at the meets or exceeds level on each of the End of Course Exams. (Appendix A, CCRPI) The End of Course Exams are now aligning to the Common Core GPS in ELA and Mathematics and will be replaced by indicators capturing evaluation data from the Common Core Assessments as they become available in 2014-15. Five of the indicators on the middle and elementary school CCRPI capture the percentage of students scoring at meets or exceeds on each of the state-mandated Criterion-Referenced Competency Tests (CRCT) (Appendix D, CCRPI, MS, ES). The CRCT are aligned to the Common Core GPS in ELA and Mathematics.

### **Moving from the Georgia Performance Standards to the Common Core Georgia Performance Standards**

Upon adoption of the Common Core Georgia Performance Standards by the State Board of Education in July of 2010, Georgia began disseminating information to all stakeholders regarding the adoption, professional learning, resource development, and implementation of the CCGPS. (Attachment 4: Evidence of Adoption of Common Core State Standards) Numerous advisory committees participated in aligning Georgia's present GPS with the Common Core State Standards (CCSS). State team members reviewed the CCSS and drafted alignment documents for each grade level; webinars and face-to face sessions addressed the alignment and educators across the state submitted feedback regarding the alignment. Precision review teams convened to review feedback and make recommendations regarding new Common Core Georgia Performance Standards. The Math recommendations from the precision review teams were vetted by the RESA Mathematics Mentors and the Math Advisory council for final approval. The English language arts recommendations from the precision review teams were vetted by the ELA Advisory Council for final approval. Both the ELA and Mathematics Advisory Councils include members from Georgia's Institutions of Higher Education (IHE). Georgia's IHE endorsed the CCGPS mathematics standards as being college and career ready. In addition, under the current graduation rule, Georgia math students are required to successfully complete a fourth year of mathematics in high school to further ensure Georgia's students are prepared for the University and Technical College Systems of Georgia. Georgia's IHE also endorsed the CCGPS in ELA.

From the fall of 2010 through the fall of 2011 training on the CCGPS was provided to these

groups:

- District and school level administrators
- RESA curriculum staff in all 16 areas
- 5, 000 instructional leaders statewide

The GaDOE also conducted numerous Common Core orientation presentations at conferences, summits, business meetings, parent meetings, curriculum meetings, faculty meetings, etc. to ensure consistent communication pertaining to the Common Core Initiative.

The common Core GPS has been 100% adopted. Common Core and GPS alignment has been performed by precision review teams, an inventory of ELA and Mathematics resources has been conducted and the development of needed resources are being produced. The highlight of this work will be the professional learning sessions described below.

In September of 2011, the Georgia Department of Education (GaDOE) organized a Common Core Orientation statewide faculty meeting via Georgia Public Broadcasting for all stakeholders including, parents, businesses, community members, post secondary educators, counselors, teachers, and administrators. The GaDOE is developing a series of fall, winter and spring professional learning sessions for all administrators, teachers, and instructional leaders who will be implementing the new CCGPS. The sessions will be conducted through webinars, face-to-face, and Georgia Public Broadcasting video conferencing. These sessions are by grade level and subject. All broadcast sessions are archived and easily available to parents and members of the public at large. Broadcast sessions are also available in closed caption. Inclusion of all building and LEA- level administrators in the professional learning helps to ensure successful implementation. These two hour LiveStream sessions will be produced through Georgia public Broadcasting. All webinars and GPB session will be archived for years as a point of reference for current and new classroom teachers and instructional leaders.

Professional learning sessions for all educators include an overview of the resources that have been and are being created to support the 2012-13 implementation of the Common Core Georgia Performance Standards and will address the use of these resources and instructional materials. The English Language Arts professional learning series will include not only the transition from GPS to CCGPS but a discussion of the College and Career Readiness Standards, Literacy Standards for History/Social Studies, Science, and Technical Subjects, and grade level progression of text complexity as defined by Common Core. Mathematics sessions will not only include the transition from GPS to CCGPS but the standards for mathematical practice: Reasoning and Explaining; Modeling and Using Tools; and Seeing Structure and Generalizing. The professional learning activities will ensure that all teachers and administrators are prepared to implement the CCGPS for the 2012-13 school year. (Appendix E, Professional Learning Schedules). This professional learning will encompass the technology innovations that continue to provide new resources for instruction and supports to students with disabilities, English Learners (EL), and low-achieving students. Ensuring adherence to the universal design for learning (UDL) principles in the design of curriculum and in the delivery of content through differentiated instruction is an essential component in providing the opportunity for these students (students with disabilities, English Learners, and low-achieving students) to achieve success.

In ELA, professional learning is focused on the mandate that texts are of expected complex levels and the explanation, demonstration, and concrete examples of this increase in rigor. All professional learning sessions focus on the depth of the standards as compared and contrasted with GPS' texts and tasks/units. The professional learning GaDOE is providing focuses on two areas: text complexity and integrated instructional units. A unique text complexity rubric has been made available to teachers. Common Core ELA standards mandate an integrated instructional model. For example, students should not only write to prompts but should connect evidence from reading into their writings. All language instruction should also be integrated during the teaching of the reading and writing. Instructing teachers on the development of integrated instructional units is an example of how GaDOE is reaching deeper in delivery of professional learning. A primary goal of the professional learning is to place high priority on complex text and a broad understanding of integrated units and instruction. Georgia is currently training a core of 47 teachers and curriculum specialists with funds provided by the Bill and Melinda Gates Foundation (see Building Capacity, below) to work with teachers of science, social studies and technical subjects during 2012-2013 to ensure that teachers are well prepared for the Common Core Literacy Standards in these areas.

Because GPS mathematics was used as a model for the CCSS integrated mathematics model, support for teachers to ensure a smooth transition from GPS mathematics to Common Core GPS mathematics does not require the same degree of focus on depth and rigor as the professional learning that is being offered for ELA teachers. Professional learning in mathematics will focus on how some skills and concepts under Common Core are included at a different grade level than under GPS. The initial year of implementation will focus on unit by unit information sessions via webinar and making accessible framework units that include performance tasks and sample assessments.

The Common Core GPS Team at GaDOE is meeting with the **SEDL** database development associates in November, 2011, to design a database for collecting professional learning participation and survey feedback. This feedback will drive additional education needs for teachers during the rollout in the fall of 2012. GaDOE is confident that the CCGPS rollout will equip teachers to present a curriculum that will give our students the knowledge and skills they need for success in college and careers.

### **Learning from the Past**

A critical analysis of the Georgia Performance Standards (GPS) curriculum stakeholder preparation led GaDOE staff to consider changes in both leadership orientation and professional learning for educators being prepared for our 2012-2013 Common Core GPS implementation. With the GPS curriculum rollout in 2006, school and district level administrators were provided with professional learning only after teachers were exposed to a curriculum framed by standards and not the objectives associated with the previous curriculum. In contrast, the *CCGPS preparation began with an orientation for the change agents in schools and district offices in Georgia. By securing the investment of over 5000 administrators, GaDOE ensured communication for all stakeholder groups to include 2011-2012 teacher pre-planning sessions and parent orientation meetings.*

Educator professional learning for GPS implementation was conducted using a train-the-trainer model. Unfortunately, the trainers were not as effective as the initial session facilitators and were not always given the necessary time for the training. Again, the GaDOE was able to learn from previous experiences. *Professional learning experiences for CCGPS preparation will include face-to-face, webinar, and video-streamed sessions aimed at specific grade levels and courses. Presenters will be limited to GaDOE’s curriculum specialists and teachers will be able to interact directly with the appropriate department team member throughout the preparation period and initial implementation years.*

### **Ensuring Common Core GPS Success for All Students**

The State Longitudinal Data System (SLDS) provides teachers with longitudinal data, including but not restricted to attendance, Lexile scores, and summative performance data that will be used by educators to strategically focus on improving instruction. The CCRPI for middle schools and elementary schools includes an indicator to measure English Learners (EL) performance on an annual basis and the number of students with disabilities served in general classrooms greater than 80% of the school day. The Achievement Score for each school will reflect these percentages.

In March of 2011, World-Class Instruction, Design and Assessment (WIDA) released an alignment study of the WIDA English Language Proficiency (ELP) standards in relation to the Common Core State Standards. The study focused on linking and alignment. The conclusion indicates that overall the Common Core State Standards in English Language Arts and Mathematics correspond to the MPIs in the WIDA English Language Proficiency Standards. In response to the fact that the majority of WIDA states have adopted the Common Core Standards and to ensure that the connections between content and language standards are made clearer, WIDA is developing “amplified” ELP standards that will be released in the spring of 2012. Georgia will incorporate these standards for EL students.

This fall, the ESOL unit at the GaDOE has initiated an intense professional development campaign that is blanketing the entire state with educator training related to standards-based instruction of English Learners (ELs). These trainings target classroom teachers and school administrators and are organized by grade level (elementary, middle school, and high school). Recent examples of topics addressed are: *Promoting Academic Success for English Learners, Transforming ELA Standards for ELs, Transforming Kindergarten Standards for ELs, Standards & Instructional Practices for ELs, ELs in the Classroom: Recognizing and Encouraging School-wide Best Practices.* In addition, multiple cohorts of a semester-long Content and Language Integration course continue to be offered to throughout the state. Districts participating in this course enroll a group that includes a school or district-level administrator, an ESOL teacher, and two grade-level teachers in order that the impact of the professional learning be more systemic. Plans for spring statewide training include providing districts with data mining workshops intended to increase the depth of analysis of multiple data sets for the purpose of developing targeted interventions for ELs and program monitoring.

The GaDOE intends to continue ongoing review of research based instructional practices designed to support the provision of the required content for students with disabilities and allowing them access to the college and career ready standards. Technology innovations continue to provide new resources for instruction and support to students with disabilities, English Learners, and low-achieving students. Ensuring adherence to the universal design for learning (UDL) principles in the design of curriculum and in the delivery of content through differentiated instruction is an essential component in providing the opportunity for these students to achieve success.

Mathematics and ELA specialists are developing Common Core teacher guides for each grade/subject level teacher. In addition, instructional units, materials, and tasks are being developed to support the new common core standards. As materials are being developed, they are posted on the GaDOE website for viewing. To complement the instructional materials that are being developed to assist teachers in the delivery of instruction for the new Common Core Georgia Performance Standards, the state intends to employ the principles of Universal Design for Learning (UDL) in the design of curricula so that methods, materials, and assessments meet the needs of all students. Traditional curricula may present barriers that will limit students' access to information and learning. In a traditional curriculum, a student without a well-developed ability to see, decode, attend to, or comprehend printed text may be unable to successfully maintain the pace of the instruction. The UDL framework guides the development of adaptable curricula by means of three principles. The common recommendation of these three principles is to select goals, methods, assessment, and materials in a way that will minimize barriers and maximize flexibility. In this manner, the UDL framework structures the development of curricula that fully support every student's access, participation, and progress in all facets of learning. One of the key principles to guide professional development for instructional practices of diverse learners includes providing multiple means of engagement. This approach will assist teachers in delivering differentiated standard-based instruction that engages and provides access to all learners. In addition, professional development activities designed to support teachers' utilization of data derived from multiple measures will be emphasized as a component of sound instructional practice focused on improving student performance. To differentiate instruction is to recognize and react responsibly to students' varying background knowledge, readiness, language, and preferences in learning and interests. The intent of differentiating instruction is to maximize each student's growth and individual success by meeting each student where he or she is and assisting in the learning process. The integration of technology provides an important component of UDL and will play a vital role in assuring these activities meet the needs of a diverse group of learners, including students with disabilities, ELs, and low-achieving students.

The state recognizes the importance of Response to Intervention (RTI) as a critical component of identifying students who may benefit from supplemental instruction in small groups or individually. Georgia's RTI process includes several key components including: (1) a 4-Tier delivery model designed to provide support matched to student need through the implementation of standards-based classrooms; (2) evidence-based instruction as the core of classroom pedagogy; (3) evidence-based interventions utilized with increasing levels of

intensity based on progress monitoring; and (4) the use of a variety of ongoing assessment data to determine which students are not successful academically and/or behaviorally. Data Teams in each school serve as the driving force for instructional decision making in the building.

The GaDOE intends to provide all teachers with professional development focused on the core content standards. The diverse needs of learners will guide the development of curriculum and instructional activities designed to address diverse needs. Teachers will continue to participate in professional development designed to provide the expertise required to utilize data from multiple measures to continually assess progress, establish baselines of performance and evaluate the progress of students.

The data collection process is an essential component of Response to Intervention (RTI) which is designed to provide additional supports and accommodations to students. The state longitudinal data system (SLDS) makes available data to teachers at the individual student level but also provides teachers with tools to develop profiles of classroom needs and will link to instructional activities designed to address identified areas of content.

### **Access to Accelerated Options**

The CCRPI highlights the GaDOE's continuous commitment to accelerated learning opportunities with several of the indicators included in the post secondary readiness category of the high school version. Indicators in this section highlight AP, IB, dual enrollment (high school students also enrolled in college units for dual credit), SAT and ACT scores that indicate college readiness, as well as a commitment to students entering colleges without need of remediation or support. This is not a new commitment for the GaDOE. Georgia has an active Advanced Placement (AP) support system in place, coordinated by the College Readiness Unit at GaDOE. Since 2005, this three person team has worked to increase AP participation in the state by 140%, increase the number of previously underserved students taking AP exams by 105%, and guarantee the quality of AP instruction at a level that ranks Georgia 11<sup>th</sup> in the nation in the number of AP exams with scores of 3, 4 and 5 (2010 College Board *AP Report to the Nation*). From 2007 to date, more than 3500 AP teachers in the state have participated in at least one AP Regional Workshop sponsored by GaDOE. Since 2006, more than 1300 AP teachers have been trained at AP Summer Institutes as a result of grants made available to high schools by GaDOE. One of the post secondary readiness indicators on the high school CCRPI measures the percentage of students in each high school participating in AP, IB, and other accelerated learning opportunities. This indicator is captured in the Achievement Score and Progress Score for each high school. (Appendix A, CCRPI, 3 levels)

### **Building Capacity for CCGPS into the Future**

The Georgia Department of Education partnered with several IHEs, public (6) and private (1), during the 2010-2011 academic year in a Pre-service Field Study for the existing CLASS Keys evaluation tool. Pre-service program faculty conducted in-field observations and collected perception data regarding the use of the CLASS Keys rubrics for pre-service teacher observation, rating, and feedback purposes during field assignments. One focus of this work

was the pre-service teachers' understanding and effective utilization of the Georgia Performance Standards in planning for and conducting instructional activities in the classroom. This collaboration will continue during the 2011-2012 pilot of the restructured rubric-based observation instrument for teachers and the entire Teacher Keys Evaluation System (TKES). The TKES performance standards one and two focus specifically on the new college and career ready standards. The ongoing collaboration with teacher preparation programs in the field study will provide one strong avenue of communication.

From June through September 2011, and continuing through the 2011-2012 school year, the GaDOE Induction Task Force is working to develop and communicate to the LEAs in the state induction guidelines for new teachers and for building principals. These guidelines will focus on including all students with special emphasis on English Learners, students with disabilities, and low-achieving students. Race to the Top districts are required to use these guidelines to review and revise existing principal induction programs or to develop new principal induction programs for implementation during the 2012-2013 academic year. All other districts in the state are included in the communication and review of the induction guidelines, and they are encouraged to use them to inform and strengthen their district-specific induction programs. These guidelines were developed under the leadership of the Georgia Department of Education and with collaboration from the Georgia Professional Standards Commission, by a fifty-member task force that included a significant number of faculty members and deans of teacher and leader preparation programs. The guidelines for both teachers and building principals require mentoring, ongoing performance assessment, and systematic professional learning to support success in meeting the expectations of the Teacher Keys and Leader Keys Evaluation Systems and in increasing student learning and growth for all students including ELs, students with disabilities, and low-achieving students. A primary focus of this work is assessing the status of and supporting growth in teacher and leader understanding and effective implementation of the new college and career ready standards. The IHEs represented in the task force were excited to have the opportunity to participate in the development of induction guidelines and to be able to plan to incorporate those guidelines into the work of their preparation programs. The collaboration among the GaDOE, the Georgia Professional Standards Commission, IHEs, and school districts will continue to inform this work and help ensure successful preparation of incoming teachers and leaders to be more effective classroom leaders and teach effectively to all students including English Learners, students with disabilities, and low-achieving students.

The GaDOE is also partnering with Bill and Melinda Gates Foundation (BMGF) in an activity to further support a successful transition to Common Core GPS and to increase student achievement in ELA and mathematics. The Common Core GPS Implementation Grant is currently funding intensive training in Literacy Design Collaborative (LDC) writing strategies for close to eighty teachers and curriculum leaders from 5 systems in the state and all sixteen of the Regional Education Service Agencies (RESA). The teachers represent ELA, social studies, science and technical subjects. Funding is also being used to train a similar number of mathematics teachers and curriculum leaders from 6 systems and the RESAs in the Formative Assessment Lessons (FAL) and strategies developed by the Shell Centre. The teachers in this project include teachers of ELs and students with disabilities. This core of well trained teachers and curriculum leaders will assist the GaDOE in rolling out these strategies on a

statewide basis in 2012-13. BMGF and the GaDOE believe the LDC and FAL strategies will make a significant improvement in student achievement in literacy and mathematical problem solving for all Georgia students.

### **Statewide Assessments**

As Georgia implements the CCGPS, the assessment blueprints will be adjusted to reflect any changes in grade level content standards and achievement expectations. As previously discussed in this document, the GPS is well aligned to the CCSS, allowing transition rather than complete redevelopment. With the implementation of the GPS beginning in 2006, Georgia has a successful history of significantly increasing the rigor of its assessment system. As the assessment system transitions, a review of performance expectations may be warranted. Georgia is working with its Technical Advisory Committee, comprised of six nationally renowned measurement experts, to navigate the transition during the interim years before the common assessments are implemented in 2014-2015. Georgia is a governing state within the PARCC consortium.

Prior to becoming a governing state in PARCC, Georgia has demonstrated its commitment to ensuring students were college and career ready upon graduation. (Attachment 6: Race to the Top Assessment Memorandum) Through the American Diploma Project, Georgia has partnered with its postsecondary agencies (the University System of Georgia and the Technical College System of Georgia) to set a college-readiness indicator on high school assessments. Postsecondary faculty from both agencies have served on standard-setting committees and been involved in the test development process through item review.

In addition, Georgia is encouraging an increase in student achievement rigor through a multitude of ways:

- In April 2011, the State Board of Education adopted a Secondary Assessment Transition plan, beginning a phase-out of the Georgia High School Graduation Tests (GHS GT). Until this time, Georgia ran a dual assessment system at the high school level, mandating both the graduation tests as well as End of Course Tests (EOCT) in eight core content courses (two in each of the four content areas). Historically the GHS GT have been used for accountability but with the transition plan, accountability will now be based on the EOCT. The EOCT are more rigorous assessments, measuring the content standards with more specificity as opposed to the GHS GT which reflect content standards across multiple courses.
- Through the CCRPI, Georgia has incorporated measures of post-secondary readiness with the inclusion of the SAT and ACT (percent of students achieving the college-readiness benchmark).
- Through the CCRPI, Georgia has incorporated a target Lexile reading score that is well above the Lexile score currently associated with the proficient standard at the specified grades. This target Lexile score sets a rigorous, yet attainable, goal for schools and was set in consideration of the text demands inherent in the Language Arts Common Core standards.

- Through the CCRPI, Georgia is encouraging schools to move students into the exceeds performance level (i.e., advanced).

Plan Overview:

Key Milestones	Timeline	Party (ies) Responsible	Evidence	Resources	Obstacles
Adopt CCGPS	July 8, 2010 Bd.Meet	CIA Division/BO E	July 8 Board Agenda		
Align CCGPS with GPS	Aug. 10-Aug. 11	ELA/Math Committees	GaDOE Website	GaDOE staff/teachers/post secondary/business	
ELA and Math Precision Rev.	Aug. 10-Aug. 11	ELA/Math Committees		Advisory Committees-curriculum experts/teachers/post secondary/bus.	
Prof. Learning for Admin.	Feb. 2011-July 2011	CIA Division/BO E	7/28/11 ElluminateLive Webinar	RESA Directors	Delivered face-to-face to all RESA Directors
			RESA Attendance Documents		RESA Redelivered to all Admin in District
Design CCGPS Math Curriculum Maps for K-12	Feb. 2011-June 2011	Math writers	GaDOE Website	Math Educators at all levels	Funding
Collaborate and create new ELA Frameworks	June, 2011	ELA Writers	GaDOE Website	ELA Educators at all levels	
Inventory/GaDOE Resources	April 2011-June 2012	Math/ELA Specialists	GaDOE Website	ELA /Math/IT Specialists	
Develop needed Resources					
Collaborate with IT on tagging and designation of resources for Learning Management System	June, 2011	Math/ELA/IT Specialists	GaDOE Website	ELA, Math, IT Specialists	
Create ELA transition lessons for standards which shift grade levels	April 2011-July 2011	ELA Specialists	GaDOE Website	ELA Specialists	
Collaborate/Conduct CCGPS Professional Learning grade level and subject specific	April 2011-May 2012	ELA/Math Specialists	ElluminateLive Webinars Georgia Public Broadcast	ELA/Math Specialists	
Research/Write Integrated CTAE/Science/Math	Oct. 2011-May 2012	36 CTAE/Math/Science/Tech	GaDOE Website	middle/high/post secondary teachers/business	
		middle and high teachers and			

Instructional Units for H.S. &	post secondary/business				
Middle School					
Technology Infused in units			*Race to the Top Funds have alleviated many funding obstacles		

**1.C DEVELOP AND ADMINISTER ANNUAL, STATEWIDE, ALIGNED, HIGH-QUALITY ASSESSMENTS THAT MEASURE STUDENT GROWTH**

Select the option that pertains to the SEA and provide evidence corresponding to the option selected.

<p><b>Option A</b></p> <p><input checked="" type="checkbox"/> The SEA is participating in one of the two State consortia that received a grant under the Race to the Top Assessment competition.</p> <p>i. Attach the State’s Memorandum of Understanding (MOU) under that competition. (Attachment 6)</p>	<p><b>Option B</b></p> <p><input type="checkbox"/> The SEA is not participating in either one of the two State consortia that received a grant under the Race to the Top Assessment competition, and has not yet developed or administered statewide aligned, high-quality assessments that measure student growth in reading/language arts and in mathematics in at least grades 3-8 and at least once in high school in all LEAs.</p> <p>i. Provide the SEA’s plan to develop and administer annually, beginning no later than the 2014-2015 school year, statewide aligned, high-quality assessments that measure student growth in reading/language arts and in mathematics in at least grades 3-8 and at least once in high school in all LEAs, as well as set academic achievement</p>	<p><b>Option C</b></p> <p><input type="checkbox"/> The SEA has developed and begun annually administering statewide aligned, high-quality assessments that measure student growth in reading/language arts and in mathematics in at least grades 3-8 and at least once in high school in all LEAs.</p> <p>i. Attach evidence that the SEA has submitted these assessments and academic achievement standards to the Department for peer review or attach a timeline of when the SEA will submit the assessments and academic achievement standards to the Department for peer review. (Attachment 7)</p>
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	standards for those assessments.	
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For Option B, insert plan here.

## PRINCIPLE 2: STATE-DEVELOPED DIFFERENTIATED RECOGNITION, ACCOUNTABILITY, AND SUPPORT

### 2.A DEVELOP AND IMPLEMENT A STATE-BASED SYSTEM OF DIFFERENTIATED RECOGNITION, ACCOUNTABILITY, AND SUPPORT

2. A.i Provide a description of the SEA’s differentiated recognition, accountability, and support system that includes all the components listed in Principle 2, the SEA’s plan for implementation of the differentiated recognition, accountability, and support system no later than the 2012–2013 school year, and an explanation of how the SEA’s differentiated recognition, accountability, and support system is designed to improve student achievement and school performance, close achievement gaps, and increase the quality of instruction for students.

The goal of the state’s differentiated recognition, accountability, and support system is to provide meaningful information about school performance that guides initiatives to effectively improve student achievement and graduation rates, promotes capacity for sustained progress over time, closes achievement gaps for all schools across the state, and targets interventions at those schools with greatest need.

The CCRPI is a school improvement tool for all schools, and this transition year (2012-2013) will provide an opportunity for all schools to examine their data on the multiple indicators included in the CCRPI. The focus of all efforts in school improvement is to improve student achievement in the major content areas for all students. An in-depth analysis of data is the core to identifying what areas need attention and how interventions can be put in place to support student learning. In this effort, for the 2012-2013 school year, the staff in the School Improvement Divisions will transition from focusing on data generated through the AYP report to data generated from the CCRPI report. An analysis of performance by content, CCRPI indicators, and subgroups will be used to work with schools that are being served based on the 2011 AYP release. It is anticipated that all schools will need to fine-tune previously unattended areas in an effort to meet the needs of each individual student. Because schools identified as needs improvement based on the 2011 AYP data already have identified areas of need, the school improvement staff will work with each of these schools individually in shifting their data review and analysis to the CCRPI. School Improvement Plans and short term action plans will be implemented with interventions driven from the CCRPI report. (Appendix F, Flowchart)

In its proposed plan, the Georgia Department of Education (GaDOE) is requesting changes to the current Elementary and Secondary Education Act of 1965 (ESEA) consequence and reward structure that will be implemented during the 2012-2013 year. The revised plan for differentiated recognition, accountability, and support for all LEAs in Georgia builds from our state’s history of working with schools in needs improvement status and analyzing the types of supports that provide the greatest impact on student achievement. This plan is designed to provide established supports and incentives for school improvement initiatives that flow from

the CCRPI system of accountability. The GaDOE aims to capitalize on the rich structure of the CCRPI to inform decisions about schools that will receive various supports. This consequence and reward system builds capacity for sustained school improvement initiatives that continue to impact school performance long after the state support is removed. A core objective of this system is to assist the local school personnel, teachers, administrators, and district level staff in understanding the processes involved in improving the quality of teaching and learning, thus improving the achievement of each individual student.

Based on an analysis of data since the implementation of No Child Left Behind, Georgia has detected a pattern of issues resulting from using needs improvement status alone to determine the concentration of resources provided to schools. Historically, schools with the fewest years in needs improvement status have been given minimal support. The process of identifying schools eligible for the School Improvement Grants (1003g) provided new insight and indicated that it may be valuable to consider multiple perspectives for the identification of schools needing support.

In reality, some schools have multiple issues but have not advanced in years of consequence because of a lack of subgroups or shifts in the content area of need. Throughout NCLB, Georgia has particularly experienced such a discrepancy between elementary and middle/high schools; due to the higher number of elementary schools feeding into middle/high schools, elementary schools often went unidentified if their student population did not meet specified quotas for a given subgroup. While these schools continued to make AYP, underlying issues were not addressed and these students failed to receive specific interventions or supports until middle or high school, often missing critical periods of development. By establishing an index system that accounts for this complexity, Georgia will have the capacity to identify and address these underlying issues sooner and provide more efficient support to students in all schools. Georgia's new plan offers a distinct advantage in that it enables the state to more effectively identify schools most in need of these supports and make school improvement decisions based on meaningful data that highlights specific needs of the school.

Schools identified for support will fall into two categories: Priority Schools and Focus Schools.

**Priority School:** A Priority school is a school that, based on the most recent data available, has been identified as among the lowest-performing schools in Georgia. The total number of Priority schools will be at least five percent of the all schools in the state, ensuring that the GaDOE serve at least five percent of Title 1 / Title 1 eligible schools. A Priority school is:

- a school among the lowest five percent of all schools in the State based on the achievement of the “all students” group in terms of proficiency on the statewide assessments that are part of Georgia’s differentiated recognition, accountability, and support system; or
- a high school with a graduation rate less than 60 percent over a number of years.

**Focus School:** A Focus school is a school that, based on the most recent data available, is contributing to the achievement gap in Georgia. The total number of Focus schools will equal at least to the lowest-achieving ten percent of all schools in the state, ensuring that the GaDOE

serve at least ten percent of Title 1 / Title 1 eligible schools. A Focus school is:

- a school that has the largest combined *school to state* gap between a school’s high needs students (HNS) and the state’s non-high needs students (NHNS) on all statewide assessments and graduation rate;

In order to ensure that a maximum number of schools receive specified services and supports, Priority status will supersede Focus status. In the instance that a school would fall into both categories, Priority schools will be calculated first and those schools will not be eligible for Focus status.

These separate criteria establish categories that provide distinct, purposeful groups of schools and districts identified as needing specific supports and interventions. Priority schools are comprised of the lowest achieving schools in the state based on the performance of all students, while Focus schools are those in which the largest within school gaps in achievement exist. These categorizations will impact both the types of supports and interventions initiated and the students that will be targeted as part of a school’s school improvement plan. Under this system, the GaDOE will be able to serve Georgia’s overall lowest achieving schools as well as lowest achieving, high needs students in schools that are not traditionally captured in the lowest tier of schools based on all students’ achievement. This system ensures that resources are used efficiently and in an organized way that targets appropriate groups of students.

In addition, the GaDOE will work with the district in facilitating support for schools identified as Priority or Focus. Short-term action plans will be developed at each school and will be monitored by a lead school improvement specialist. These lead school improvement specialists will work with identified LEAs, school staff, and the school improvement specialist assigned to the school in the development of these plans. The lead school improvement specialist is responsible for monitoring the implementation of the short term action plans, serving as a liaison with the school improvement specialists and LEA, and working directing with the school or LEA if implementation is not done with fidelity. The GaDOE will enter into a formal agreement with the LEA outlining the expectations of the LEA, school, and the GaDOE.

**Reward School:** The proposed system would reward schools based on exceptional performance on similar criteria specified for identifying Priority and Focus schools. Two categories of reward schools would recognize:

1. Highest Performing Title I Schools as those among the top 5% of Title I schools based on achievement of all students.
2. High Progress Title I Schools as those among the top 10% of Title I schools based on achievement gap closure score.

The proposed CCRPI also includes Performance Flags for each school that signal achievement measures disaggregated by subgroup. Because equity for all students must be at the forefront of all decisions regarding policy, implementation of standards, funding, and technical assistance provided by the GaDOE, these Performance Flags have been built into the CCRPI to promote and address equity for all students. These flags will allow stakeholders and school improvement specialists to identify underlying, systemic barriers that may be contributing to

achievement gaps. A particular strength of the CCRPI is that it will continue to support identification of these gaps and accountability within schools through reporting achievement for all subgroups with Performance Flags. This system, however, will operate parallel to the proposed differentiated recognition, accountability and support rather than driving it, and offer valuable insight about specific needs within a school. This subgroup data would be available for meaningful, proactive use by all schools rather than being tied to Met/Did Not Meet AYP determinations as in NCLB.

Because the GaDOE supports the quality implementation of the Common Core Georgia Performance Standards (CCGPS) as the most effective way to address equity for students in Georgia, school improvement efforts will address disparity where performance flags indicate discrepant patterns of performance for different subgroups by focusing on interventions that promote standards for underperforming groups. It is incumbent on the GaDOE to ensure that districts demonstrating patterns of disparity receive support and guidance regarding implementation of the Common Core Georgia Performance Standards, particularly as it relates to improving the achievement of economically disadvantaged students, English Learners, and students with disabilities and closing existing achievement gaps. In this way, school level performance flag indicators will be taken into account when formulating school improvement plans for Priority and Focus schools.

The school improvement specialists working with Priority and Focus schools have specific knowledge and expertise in the use of data analysis, school improvement, implementation and monitoring of school improvement plans, leadership development and instructional best practices. The work of the School improvement specialists is monitored by staff at GaDOE and professional learning for the specialists is on-going.

The GaDOE will also facilitate collaboration with other educational agencies such as Regional Education Service Agencies (RESA), colleges and universities, and regional labs to provide a statewide system of support for all schools.

#### **Waiver Request from SES and Choice:**

Based on the following state level data from SES and Choice, Georgia is also specifically requesting along with this waiver that the Supplemental Educational Services (SES) and Public School Choice (Choice) requirements for Title I schools as prescribed in NCLB be waived:

- The GaDOE data show that consistently less than 5% of eligible students take advantage of the Choice option. Georgia introduced a state law (O. C. G. A. §20-2-2130) in 2009 that provides an option for parents to request permissive transfers within districts, providing comparable options for parents and students. (Appendix C, 20-2-2130)
- Results from our annual analyses of SES show that, overall, students receiving SES in Georgia have not outperformed matched controls on state tests of achievement in any subject area for the duration of the program. Thus, the GaDOE is proposing an alternative supplemental tutoring intervention that would allow LEAs greater flexibility in designing an extended learning program tailored to needs of their school that would

have the capacity to serve more students in need of such additional support. These Flexible Learning Programs (FLP) would initially be funded through a minimum 5% set-aside requirement of Title I allotments for the same schools that are currently mandated to implement SES (those in year two of needs improvement status or higher based on FY11 AYP reports) and transition to all schools in Priority or Focus status by the 2013-2014 school year. (Appendix G, Analysis of SES Provider Effectiveness)

**Specific components of the proposed program are outlined as Required Interventions for Focus and Priority Schools:**

1. All Priority Schools must offer Flexible Learning Program (FLP)
2. All Focus Schools must offer Flexible Learning Programs (FLP)
3. In addition, all schools must develop a corrective action plan that outlines how the school will implement FLP
4. All Priority Schools and Focus Schools are required to send notices to parents describing the school’s status, sharing data and information used to support programming decisions, and explaining how parents may become involved in improving the school.
5. All Priority Schools will be required to set-aside 10% of their school’s Title I allocation for professional development.

**1) Proposed College and Career Ready Performance Index (CCRPI) School and District Consequences:**

Consequences for Priority Schools and Focus Schools will require schools to offer programs that are based on Supplemental Education Services (SES) but offer greater flexibility to LEAs. These new programs will improve the quality of service across the state, especially in rural districts, and provide more opportunities for parental involvement and input from local school boards about the types of interventions that are most appropriate for the schools in their communities.

Georgia LEAs will need to offer Flexible Learning Program (FLP) as a consequence for all Priority Schools and Focus Schools. LEAs implementing FLP will be required to submit a plan utilizing these consequences and a budget for approval by GaDOE Title Programs Division.

While students in Priority Schools and Focus Schools will be eligible to receive FLP based on low-income status and their individual student scores on state assessments, LEAs must prioritize Title I FLP funding and services to the students in Priority Schools and Focus Schools based on the following federal rank order:

- First —Students who are eligible for free or reduced priced meals and not meeting standards as identified by state assessment results; and if funding levels allow
- Second—Students who are eligible for free or reduced priced meals and

meeting standards as identified by state assessment results; and if funding levels allow

- Third—Students who are not eligible for free or reduced priced meals and not meeting standards as identified by state assessment results; and if funding levels allow
- Fourth—Students who are not eligible for free or reduced priced meals and meeting standards as identified by state assessment results; and if funding levels allow

**2) As part of the submitted plan LEAs would need to:**

- List the schools that are required to offer Flexible Learning Program (FLP), their CCRPI status (Priority Schools or Focus Schools) and classification by school and district and if they are a Title I school or not:

Example:

- LEA CCRPI Status (Priority School, Focus School) - School A - Targeted Assistance –Title I Status
- LEA CCRPI Status (Priority School, Focus School) - School B – School wide –Title I Status
- LEA CCRPI Status (Priority School, Focus School) - School C – Targeted Assistance –Title I Status
- Project how much they are intending to budget on Flexible Learning Program (FLP) in the following areas:
  - 1) Program Coordination/Service Delivery –District office and/or School
  - 2) Materials/Supplies – District office and/or School
  - 3) Transportation
  - 4) Snacks – What time of the day, if provided
  - 5) Tutor Costs – Current Teachers or Contract Instructors
  - 6) Total Cost of the FLP Program
  - 7) Total Cost of the PC Program
  - 8) Evaluation Method(s) to be used
    - Customer Satisfaction
    - Program Effectiveness

**3) Required Program Data for the LEA to be maintained by school:**

- Criteria used to determine how students were selected for the program and how the student’s subject was determined
- Rank ordered list of all eligible students designating whether student is enrolled in the program or not. List should include students grade level and subject of tutoring
- Hours of tutoring attended for each student
- Staff hours of service

- Group size for tutoring
- Pre-assessment information for each student
- Post-assessment information for each student
- Goal or plan of tutoring for each student
- Progress toward goal by student
- Strategies to be used if goals not met by student
- When does FLP occur (before/after/during school, summer, intercession, weekends)
- The days of the week the FLP occurs
- How is transportation provided and for whom

#### 4) **Monitoring of LEAs/Schools by Title I Division:**

LEAs will be monitored by the Title Programs Division based on the following items:

- Number of students Eligible for Program
- Number of students served
- Plan for offering services to and enrolling students across priority levels
- Number of staff hired with job descriptions
- Parental Involvement requirements
- Sign-in sheets for staff, students, and parents
- Assessment used by program
- Methods used to improve student(s) learning
- Monitoring of outcome on a monthly basis
- Verification of parent notification of eligibility for Flexible Learning Program
- Verification of parent notification of school status
- Verification of parent notification for how to enroll their student in Flexible Learning Program
- Program evaluation of Flexible Learning Program by school
- Program evaluation for overall LEA Flexible Learning Program

#### 5) **Evaluation of FLP Programs by SEA**

Under the proposed waiver to grant LEAs flexibility to offer Flexible Learning Program (FLP), the GaDOE will monitor program data and evaluate performance according to the overall goal as stated in Title I, Part A legislation—increasing academic achievement on state assessments and attaining proficiency in meeting state standards. The evaluation will quantify core program components in an effort to highlight factors that contribute to effectiveness. Such a system would allow the GaDOE to use data analyses to develop data-driven best practices and provide training and ongoing support to LEAs that would promote continuous improvement of Flexible Learning Programs across the state.

Each Flexible Learning Program would be evaluated on the following dimensions:

- **Customer Satisfaction**
  - Evaluation Question: *What is the overall experience of stakeholders with the program?*
  - Data Source: Stakeholder surveys
- **Service Delivery**
  - Evaluation Question: *Are the SEA, LEAs and programs in compliance with laws*

*and regulations?*

- Data Source: Annual monitoring data, Program documentation, Federal reporting, Public reporting, Technical Assistance, etc.
- **Effectiveness**
  - Evaluation Question: *Are programs contributing to increased student academic achievement and performance on state education standards?*
  - Data Source: Student performance on state tests, Pre-post assessment measures of state standards and academic skills targeting by programs, CCRPI growth of schools offering FLP.

Evaluation results would be shared with stakeholders and the public and used to inform ongoing program improvement.

#### 6) Transition of Flexibility Plan

The state will ensure that schools required to offer Supplemental Educational Services (SES) during the 2011-2012 school year will continue to offer services in the form of the proposed Flexible Learning Programs during the transition 2012-2013 school year. Beginning in the 2013-2014 school year, this program will become a set-aside requirement for schools in Priority or Focus status.

School Year	2011-2012	2012-2013	2013-2014 & Beyond
Transition status	Current year	Use of 2011 AYP Determinations	Full implementation of CCRPI
Title I Tutoring Requirement	SES	FLP	FLP
Title I Schools Required to Implement	NI2+ *	NI2+ *	Priority and Focus Schools
Number of Schools Implementing Programs	183	183	232**

\*(based on 2011 AYP determinations)

\*\* (estimate based on current number of Title I schools)

#### Section 1116(b), 1116(c) flexibility:

State and local educational agencies (SEA and LEA) responsibilities for notification and publicly reporting results will remain unchanged.

These strategies and requirements include:

- Require LEAs to notify parents of the availability of services at least twice annually.
- Require LEAs to provide at least one workshop/meeting explaining the LEAs plan for providing Flexible Learning Program (FLP) services.
- Assist LEAs in using local media to notify parents of services.
- Require LEAs to offer parents the opportunity to view first hand FLP services being provided for their children.
- Assist LEAs as they collaborate with parent/teacher/student organizations and other parent organizations to ensure wide dissemination of the availability of FLP and PC services.
- Assist LEAs as they work with local community organizations such as the, Chamber of Commerce, Lions Club, Kiwanis Club, etc. to devise additional strategies to notify eligible parents of FLP.

In order to increase future participation in FLP:

- The GaDOE will conduct a statewide media blitz to distribute information regarding the CCPRI.
- The Title Programs Division of GaDOE will provide regional workshops and web-based webinars to distribute information regarding the CCPRI.
- The Title Programs Division of GaDOE will post information regarding the flexibility changes for FLP on the department website.

### **Transition Timeline for Differentiated Recognition, Accountability, and Support System**

The table below identifies the actions and timeline for implementation of a transition plan that ensures that the proposed differentiated recognition, accountability and support system will be fully implemented in the 2013-2014 school year.

<b>Projected Timeline for Implementation</b>	
<b>Date</b>	<b>Action</b>
November 2011	Finalize the College and Career Ready Performance Index
Jan-June 2012	Outreach and communication of the CCRPI to all stakeholders.  Ongoing professional learning for School Improvement Specialists.
August/September 2012	Preliminary identification of Priority Schools and Focus Schools

September 2012	Initial release of CCRPI reports for all schools in Georgia. Continue to implement school and LEA support identified on 2011 AYP data during the 2012-2013 school year. School Improvement will shift the focus in working with schools from the traditional AYP data analysis to a focus on the data produced in the CCRPI Report. School improvement plans and initiatives will be driven by areas of need identified in the CCRPI with a focus on the subgroup data.
July 2013	Release and identification of Priority Schools and Focus Schools based on initial CCRPI calculations will inform differentiated recognition, accountability and supports for school improvement during 2013-2014 school year.

2. A.ii Select the option that pertains to the SEA and provide the corresponding information, if any.

<p><b>Option A</b></p> <p><input type="checkbox"/> The SEA only includes student achievement on reading/language arts and mathematics assessments in its differentiated recognition, accountability, and support system and to identify reward, Priority, and Focus schools.</p>	<p><b>Option B</b></p> <p><input checked="" type="checkbox"/> If the SEA includes student achievement on assessments in addition to reading/language arts and mathematics in its differentiated recognition, accountability, and support system and to identify reward, Priority, and Focus schools, it must:</p> <p>a. provide the percentage of students in the “all students” group that performed at the proficient level on the State’s most recent administration of each assessment for all grades assessed; and</p> <p>b. include an explanation of how the included assessments will be weighted in a manner that will result in holding schools accountable for ensuring all students achieve college- and career-ready standards.</p>
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a.

**Percent of Students Performing at the Proficient Level on the  
2011 High School End-of-Course Tests**

CCRPI Level	Statewide Assessment	Student Group	2011 Proficiency Rate
High School	9th Grade Literature	All Students	82.1
High School	American Literature	All Students	87.7
High School	Biology	All Students	69.1
High School	Economics	All Students	72.7
High School	Mathematics I*	All Students	61.0
High School	Mathematics II**	All Students	57.2
High School	Physical Science	All Students	75.0
High School	U.S. History	All Students	64.6

\* Mathematic I will be transitioning to Common Core Georgia Performance Standards (CCGPS) Coordinate Algebra

\*\* Mathematics II will be transitioning to Common Core Georgia Performance Standards (CCGPS) Analytic Geometry

**Percent of Students Performing at the Proficient Level on the  
2011 Elementary and Middle Schools CRCT Tests**

CCRPI Level	Statewide Assessment	Student Group	2011 Proficiency Rate
Elementary / Middle	English Language Arts	All Students	91.2
Elementary / Middle	Mathematics	All Students	84.4
Elementary / Middle	Reading	All Students	93.2
Elementary / Middle	Science	All Students	76.1
Elementary / Middle	Social Studies	All Students	74.8

(Attachment 8: “All Students” Proficiency, 2010-2011)

b. The College and Career Ready Performance Indices (CCRPI) include all state-mandated assessments currently administered in grades 3-12, referenced immediately above in a. For the Elementary CCRPI, grades 3-5 assessments include the Criterion Referenced Competency Test (CRCT), the CRCT-M (CRCT modified), ACCESS, and the Georgia Alternative Assessment (GAA). The CRCT, CRCT-M, and EOCT will be replaced by Common Core Assessments as they become available. In each content area, ELA, reading, mathematics, science, and social studies, the percent of student scoring at meets or exceeds is calculated at an identical weight. Additionally, the percentage of students scoring at meets or exceeds on the Grade 5 Writing Assessment is calculated at the same weight as the five content area assessments.

The inclusion of all content areas and writing holds schools more accountable for ensuring college and career readiness. The indicator capturing the Lexile scores of students in grades three and five further enhances the commitment to prepare students for middle school. The elementary CCRPI also holds schools accountable for positive growth in EL performance bands and positive growth in the percentage of students with disabilities being adequately supported to succeed in a general classroom environment.

In a commitment to provide significant career preparation, the elementary school CCRPI includes two career awareness indicators that carry the same weight as the afore-mentioned indicators. (Appendix E, CCRPI, ES) Categorical weights will be applied to derive the schools' achievement score, achievement gap closure score, and progress score, with the achievement score accounting for a majority of the combined score.

In middle school grades 6-8, proficiency assessments (CRCT, CRCT-M, ACCESS and GAA) are calculated in five content areas, as referenced above in a, and the Grade 8 Writing Assessment. Each assessment is calculated at an identical weight. The middle school CCRPI also holds schools accountable for positive growth in EL performance bands and positive growth in the number of students with disabilities served in the general classroom environment. The middle school CCRPI captures the Lexile score for grade eight, an indicator that strongly aligns with students being prepared for high school.

Again, the middle school CCRPI holds schools accountable in a more comprehensive manner for college and career readiness with the inclusion of two career preparatory indicators (Appendix F, CCRPI, MS). Categorical weights will be applied to derive the schools' achievement score, achievement gap closure score, and progress score, with the achievement score accounting for a majority of the combined score.

The CCRPI for high schools continues this very inclusive look at student achievement as it calculates the eight state mandated End of Course Tests (EOCTs), referenced above in a, and the Georgia High School Writing Test (GHSWT) plus nationally normed assessments including Advanced Placement exams, the ACT, the SAT, and internationally normed International Baccalaureate exams. Each of these indicators is calculated at an identical weight, thus holding schools more accountable than current requirements for student achievement measured only in ELA and mathematics.

The high school CCRPI places equal importance on three indicators that reference readiness for careers (Appendix G, CCRPI HS). Categorical weights will be applied to derive the schools' achievement score, achievement gap closure score, and progress score, with the achievement score accounting for a majority of the combined score.

As Georgia implements the CCGPS, the assessment blueprints will be adjusted to reflect any changes in grade level content standards and achievement expectations. As previously discussed in this document, the GPS is well aligned to the CCSS, allowing transition rather than complete redevelopment. With the implementation of the GPS beginning in 2006, Georgia has a successful history of significantly increasing the rigor of its assessment system. As the assessment system transitions, a review of performance expectations may be warranted. Georgia is working with its Technical Advisory Committee, comprised of six nationally renowned measurement experts, to navigate the transition during the interim years before the common assessments are implemented in 2014-2015. Georgia is a governing state within the PARCC consortium.

Prior to becoming a governing state in PARCC, Georgia has demonstrated its commitment to ensuring students were college and career ready upon graduation. Through the American Diploma Project, Georgia has partnered with its postsecondary agencies (the University System of Georgia and the Technical College System of Georgia) to set a college-readiness indicator on high school assessments. Postsecondary faculty from both agencies have served on standard-setting committees and been involved in the test development process through item review.

In addition to the above, Georgia is encouraging an increase in student achievement rigor through a multitude of ways.

- In April 2011, the State Board of Education adopted a Secondary Assessment Transition plan, beginning a phase-out of the Georgia High School Graduation Tests (GHSGT). Until this time, Georgia ran a dual assessment system at the high school level, mandating both the graduation tests as well as End of Course Tests (EOCT) in eight core content courses (two in each of the four content areas). Historically the GHSGT have been used for accountability but with the transition plan, accountability will now be based on the

EOCT. The EOCT are more rigorous assessments, measuring the content standards with more specificity as opposed to the GHS GT which reflect content standards across multiple courses.

- Through the CCRPI, Georgia has incorporated measures of post-secondary readiness with the inclusion of the SAT and ACT (percent of students achieving the college-readiness benchmark).
- Through the CCRPI, Georgia has incorporated a target Lexile reading score that is well above the Lexile score currently associated with the proficient standard at the specified grades. This target Lexile score sets a rigorous, yet attainable, goal for schools and was set in consideration of the text demands inherent in the Language Arts Common Core standards.
- Through the CCRPI, Georgia is encouraging schools to move students into the exceeds performance level (i.e., advanced).

### **Georgia's Growth Model**

As part of Georgia's Race to the Top initiative, Georgia is developing a statewide growth model for implementation during the 2011-2012 year. Within Georgia, the infusion of a growth model moves accountability beyond attainment or status indicators (how many students achieved proficiency) towards information on both proficiency and student progress on statewide assessments. In its most basic form, Georgia's growth model compares the academic performance of students between two points in time (such as previous year and current year), however to attribute gains to educator and instructional programs, more precision is needed. A growth/value added steering committee, comprised of educators from across the state, has been meeting regularly since January 2011 to review different approaches and models. We anticipate the selection of the model will be made before the end of the calendar year.

Georgia will employ a growth model that will utilize both norm and criterion referenced data in making growth predictions -- norm-referenced information provides a consistent context in which to understand performance, along with achievement status relative to the academic performance of similarly positioned peers. Georgia further proposes the anchoring of a normative approach to proficiency standards on statewide assessments – growth to standard – with the standard providing the consistent criterion for all students. This approach provides information on whether student growth is sufficient to either achieve or retain proficiency within a specified time period such as an academic year. Georgia has utilized, and will continue to utilize, the expertise of both its Assessment Technical Advisory Committee and its Educator Effectiveness Technical Advisory Committee. Growth/value added model expertise included on these committees include Henry Braun (Boston College), Derek Briggs (University of Colorado), Ric Luecht (University of North Carolina, Greensboro), and Dan McCaffrey (Rand).

Georgia is in a unique position in its application of a student growth model. Georgia's content assessments standards clearly articulate a learning progression within each content area and across grades. Additionally, Georgia's assessments that provide sufficient precision across the full range of student achievement and the development of the GaDOE's K-12 longitudinal data system allows for linking of student data across number of years.

## 2.B SET AMBITIOUS BUT ACHIEVABLE ANNUAL MEASURABLE OBJECTIVES

Select the method the SEA will use to set new ambitious but achievable annual measurable objectives (AMOs) in at least reading/language arts and mathematics for the State and all LEAs, schools, and subgroups that provide meaningful goals and are used to guide support and improvement efforts. If the SEA sets AMOs that differ by LEA, school, or subgroup, the AMOs for LEAs, schools, or subgroups that are further behind must require greater rates of annual progress.

<p><b>Option A</b></p> <p><input checked="" type="checkbox"/> Set AMOs in annual equal increments toward a goal of reducing by half the percentage of students in the “all students” group and in each subgroup who are not proficient within six years. The SEA must use current proficiency rates based on assessments administered in the 2010–2011 school year as the starting point for setting its AMOs.</p> <p>i. Provide the new AMOs and an explanation of the method used to set these AMOs.</p>	<p><b>Option B</b></p> <p><input type="checkbox"/> Set AMOs that increase in annual equal increments and result in 100 percent of students achieving proficiency no later than the end of the 2019–2020 school year. The SEA must use the average statewide proficiency based on assessments administered in the 2010–2011 school year as the starting point for setting its AMOs.</p> <p>i. Provide the new AMOs and an explanation of the method used to set these AMOs.</p>	<p><b>Option C</b></p> <p><input type="checkbox"/> Use another method that is educationally sound and results in ambitious but achievable AMOs for all LEAs, schools, and subgroups.</p> <p>i. Provide the new AMOs and an explanation of the method used to set these AMOs.</p> <p>ii. Provide an educationally sound rationale for the pattern of academic progress reflected in the new AMOs in the text box below.</p> <p>iii. Provide a link to the State’s report card or attach a copy of the average statewide proficiency based on assessments administered in the 2010–2011 school year in reading/language arts and mathematics for the “all students” group and all subgroups. (Attachment 8)</p>
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## SETTING PERFORMANCE TARGETS

The table below provides the Performance Targets to be used in the Performance Flags system of the CCRPI. The choice to utilize the All Student subgroup as the base for setting Performance Targets was purposeful as Georgia wants to convey consistently high standards for all subgroups. Following the prescribed formula articulated within the waiver guidance, the following algorithm was used to develop the Performance Targets moving out towards 2017:

$$(1) \text{ Annual Growth}^* = \frac{(100\% - 2011 \text{ Proficiency Rate}) * 0.50}{6}$$

\*Annual growth rounded to the tenth decimal place

In addition to sending a statewide message of high expectations for all students, the Performance Flags and Performance Targets will not only capture students who have met or exceeded the proficiency standard but also students who have made significant gains to get back on-track towards proficiency on the standards. The use of a student growth component allows the CCRPI and the Performance Flags to more efficiently deliver interventions to schools whose student subgroups are both not meeting proficiency standards or making significant growth towards standards.

### Projected Performance Targets Based on 2011 High School End-of-Course Tests (EOCTs) Proficiency Rates

CCRPI Level	Statewide Assessment	Student Group	2011 Proficiency Rate	2012 Performance Target	2013 Performance Target	2014 Performance Target	2015 Performance Target	2016 Performance Target	2017 Performance Target
High School	9th Grade Literature	All Students	82.1	83.6	85.1	86.6	88.1	89.6	91.1
High School	American Literature	All Students	87.7	88.7	89.7	90.7	91.7	92.7	93.7
High School	Biology	All Students	69.1	71.7	74.3	76.9	79.5	82.1	84.7
High School	Economics	All Students	72.7	75.0	77.3	79.6	81.9	84.2	86.5
High School	Mathematics I*	All Students	61.0	64.3	67.6	70.9	74.2	77.5	80.8
High School	Mathematics II**	All Students	57.2	60.8	64.4	68.0	71.6	75.2	78.8
High School	Physical Science	All Students	75.0	77.1	79.2	81.3	83.4	85.5	87.6
High School	U.S. History	All Students	64.6	67.6	70.6	73.6	76.6	79.6	82.6

### Projected Performance Targets Based on 2011 Elementary and Middle Schools Criterion Reference Content Test (CRCT) Proficiency Rates

CCRPI Level	Statewide Assessment	Student Group	2011 Proficiency Rate	2012 Performance Target	2013 Performance Target	2014 Performance Target	2015 Performance Target	2016 Performance Target	2017 Performance Target
Elementary / Middle	English Language Arts	All Students	91.2	91.9	92.6	93.3	94.0	94.7	95.4
Elementary / Middle	Mathematics	All Students	84.4	85.7	87.0	88.3	89.6	90.9	92.2
Elementary / Middle	Reading	All Students	93.2	93.8	94.4	95.0	95.6	96.2	96.8
Elementary / Middle	Science	All Students	76.1	78.1	80.1	82.1	84.1	86.1	88.1
Elementary / Middle	Social Studies	All Students	74.8	76.9	79.0	81.1	83.2	85.3	87.4

\* Mathematic I will be transitioning to Common Core Georgia Performance Standards (CCGPS) Coordinate Algebra

\*\* Mathematics II will be transitioning to Common Core Georgia Performance Standards (CCGPS) Analytic Geometry

In the same mindset as the Performance Targets for statewide assessments, the CCRPI also proposes to provide disaggregated feedback on each indicator within the Achievement Category of the CCRPI. The disaggregated feedback associated with non-statewide assessments will

provide additional information to be used in the school improvement process.

The heart of Georgia’s plan for school improvement, accountability, communication with stakeholders, college and career readiness, and teacher and leader effectiveness is the CCRPI. The high school CCRPI was the first to be developed, emerging over a series of months of work with stakeholders and interest groups as outlined in Consultation. Each of the twenty indicators on the high school CCRPI is strongly correlated to college and career ready students. The middle school and elementary indicators are aligned to college and career readiness, as well. The idea behind the three indices is the underlying vertical support of one another. Success on the components of the elementary school index predicts both direct success on the middle school indicators and indirect success on the high school indicators. This same direct connect exists between the middle school indicators and the high school indicators. The aim was to develop a comprehensive and differentiated accountability system with the underlying support of college and career readiness.

The GaDOE proposes to use indicators and calculation methodology associated with the CCRPI to set ambitious but achievable Performance Targets in lieu of AMOs. This system with its more inclusive factors and tiered approach for scoring will lead to improved student achievement in Georgia. The CCRPI will require school leaders and classroom teachers to take notice of the growth on a range of validated indicators. Under AYP, many school leaders and teachers in Georgia have fallen into a habit of accepting a barely meets score in ELA/reading and mathematics on assessments primarily designed to measure adequacy, not excellence, as the goal of their work. Additionally, the subgroup constraints of AYP allow schools to hide their subgroup performance behind small student population sizes. The CCRPI requires schools to focus on multiple indicators designed to move all students from adequacy to excellence along with a more holistic focus on individual student and subgroup performance.

The GaDOE has vetted this plan with the Georgia Technical Advisory Committee (TAC). The plan outlined below benefitted greatly from the input provided by: Dr. Bill Mehrens of Michigan State University, R. Rick Leucht of the University of North Carolina at Greensboro, Dr. Mark Reckase of Michigan State University, Dr. George Englehardt of Emory University, Dr. Susan Embertson of the Georgia Institute of Technology, and Dr. Claudia Flowers of the University of North Carolina at Charlotte. Members of the TAC provided insight into not only theoretical considerations, but also the technical aspects of the methodology and how to make meaning connections to interventions.

The CCRPI model will capture scores in Achievement, Achievement Gap Closure, and Progress. Capturing three scores, rather than focusing on a single achievement score associated with only a few indicators, takes into account the broad work of a school that is necessary to ensure improved student achievement, effective implementation of college and career standards, significant intervention and support in specific areas, recognition of the good work of schools in many areas, and the relationship of student achievement to effective teachers and leaders. The use of a three-pronged approach allows schools and districts to receive a depth of feedback on each school’s performance in these three critical areas. The combination of Achievement, Achievement Gap Closure, and Progress allows GaDOE to ensure increased quality in student achievement. It also supports schools achieving at a high-level while incentivizing continual

progress towards excellence, and a specified focus on ensuring additional support for the lowest achieving learners within a given school. The CCRPI summary score sheet includes a *Green, Red, and Yellow Flag* (Performance Flags) feature that illustrates the importance of achievement of students within traditionally recognized subgroups. (See Appendix K, Score Report) The most valuable lesson of AYP under No Child Left Behind is the importance of subgroup data analysis and a commitment to the achievement of all students, not ‘resting’ on the laurels of the high achieving students. GaDOE believes this enhanced score report will provide school staff, LEA staff, parents, and students a comprehensive look at a school that focuses on its performance highlights and performance challenges. This report will assist schools in designing a school improvement plan that targets data-identified needs not only in achievement but in achievement gap closure, school progress, and a more expansive and extensive look at subgroups than currently offered under AYP.

### **OVERALL SCORE**

Using the three-pronged approach, Georgia will calculate an overall CCRPI score to be used within the single statewide accountability system. This score will rest predominantly on a school’s current Achievement Score, but will also take into consideration a school’s Achievement Gap Closure and its Progress towards 100% proficiency. The weighted average of the Achievement Score, the Achievement Gap Closure Score (AGCS), and the Progress Score determines the first three steps in a four step calculation of a school’s overall CCRPI score. To further enhance best practices clearly aligned with college and career readiness, the CCRPI includes a companion set of *Factors for Success* indicators. Schools meeting set targets on some or all of these indicators will experience up to three points in addition to the average score determined by the Achievement, Achievement Gap Closure, and Progress scores. (Appendix B, Factors for Success, 3 levels)

### **PERFORMANCE FLAGS**

While the overall score will be the primary driver of the single statewide accountability system, the Performance Flags will be the primary engine for school and LEA interventions. The Performance Flags will provide schools with readily accessible feedback on their subgroup achievement and student growth on the various indicators. Using the achievement on statewide assessments, schools will receive Green, Red and Yellow Flags for each subgroup based on its actual achievement and student growth as related to an annual Performance Target. Red Flags will indicate performance challenges: subgroup performance and growth below the Performance Target; and Green Flags will indicate performance highlights: subgroup performance significantly above the Performance Target. Yellow flags indicate subgroups making the Performance Target by including the students who are not proficient but make significant student growth. Red Flags and Yellow Flags will clearly guide schools in designing their school improvement and Green Flags will offer well-deserved recognition for effective teaching and learning and exemplary student achievement. The use of the Performance Flags, particularly the Red and Yellow Flags, combined with Performance Targets meets reporting requirements for subgroups and annual performance.

For any subgroup not scoring at a satisfactory achievement level a *Red Flag* will display. For

schools not identified as Focus or Priority schools in section 2.A., the *Red Flag* will trigger specific support to all schools from divisions within the GaDOE to include curriculum, English Language Learners, and students with disabilities. Schools will be able to use these inclusive scores and wealth of disaggregated data to direct their school improvement. The system of Red and Yellow Flags will guide a plan designed to address the unique and specific needs of each individual school. These plans will be presented to LEA staff for review and further refinement and action. School Improvement Specialists for Title I-served schools and LEA and RESA staff for non-Title schools will use these plans to identify resources to target needs unique to a school, avoiding a non-focused approach that has often occurred in past years and has not resulted in improved student achievement in Georgia. As flag data is utilized in the first several years of implementation, performance of subgroups will be more visible than in the past.

Refer to the CCRPI Logic Model (page 20) for more information on the integration of the Performance Flags into both the Single Statewide Accountability System and the school and district level interventions.

### **ACHIEVEMENT SCORE**

Under NCLB and AYP, 100% proficiency was the goal for all students. The current proposal holds to the core principles that every student should be ready for either a post secondary institution or a professional career upon graduation. The CCRPI Achievement Score was derived with 100% proficiency as the goal. In order to receive maximum points within the Achievement Score on each indicator, schools would need to achieve 100% proficiency on each indicator. However, the CCRPI provides schools with the opportunity to receive relative points based on their current performance. For example, a school achieving at 90% proficiency on a specific indicator would receive 90% of the possible points. This is different than the current dichotomous system under AYP which only rewards schools for achievement at or above the specified AMO. The current AYP stifles the GaDOE's attempts to raise the bar across the state. Combining a 100% maximum with relative points, provides schools with a rigorous plan for maximum achievement while obtaining points as they move towards complete proficiency.

The indicators included within the Achievement Score will be broken into categories. High school categories include graduation rate, student attendance, post secondary readiness and content mastery. Middle school categories include content mastery and preparation for high school, student attendance, supports and interventions, and career exploration. Elementary school categories include content mastery and preparation for middle school, student attendance, supports and interventions, and career awareness. These categories will vary among the high school, middle school, and elementary school indicators. (Appendix A CCRPI, 3 levels) Within each category, the indicators will be weighted identically and then aggregated to the category level. The categories will be weighted in a differentiated way to signal not only state priorities but also optimal weights related to the college and career readiness. The weighted average of these categories will produce the Achievement Score. The Achievement Score under CCRPI reflects Georgia's commitment to continual school improvement, including annual statewide assessments and other academic and career-focused indicators.

In order to allow schools to not only build capacity, but also develop rigorous programs, the

CCRPI takes into account the need to hold all schools to high achievement goals and yet ensure schools are incentivized. For example, the *post high school readiness category* on the high school CCRPI will be calculated on the eight highest indicators of the ten listed, on a school by school basis. (Appendix J, CCRPI, HS) Three years of data indicate that all high schools have opportunity for scores in at least eight of these ten indicators. This flexible calculation will allow high schools adequate time to make programmatic changes and identify instructional funding for supporting these rigorous indicators.

### **ACHIEVEMENT GAP CLOSURE SCORE**

Complimenting the Achievement Score is the Achievement Gap Closure Score (AGCS). The AGCS compares annual progress of the *within school* achievement gap and the *school to state* achievement gap. The GaDOE aims to decrease the percent of all students and students in each subgroup not meeting proficiency by 50% by 2016-2017. (See Performance Flags above). The AGCS score differs from the Achievement Score in that only student performance indicators based on state assessments are calculated. High schools will be evaluated on eight statewide assessment indicators; middle schools on seven statewide assessment indicators; and elementary schools on eight statewide assessment indicators. For each school, the achievement gap measure will be set annually in equal bands that promote closure by 2019-20. A school's achievement gap will be determined by identifying the school's lowest 25% of learners (across all subgroups) and classifying this 25% as the school's *High Needs Students* (HNS). To close the *within school* gap, the average score of the school's HNS will be compared to a school's 75<sup>th</sup> percentile score representing a school's *Non High Needs Students* (NHNS). The identification of HNS and NHNS will be done on the most recent statewide assessment prior to entering a specified grade level. For example, HNS and NHNS for the elementary schools will be based on the third grade reading and mathematics CRCTs; for middle schools these groups will be based on the fifth grade reading and mathematics CRCT; and for high schools based on the eighth grade reading and mathematics CRCT; or the corresponding CRCT-M, GAA, or ACCESS for qualifying students. By identifying students prior to any interventions completed by a given school, it allows the AGCS to capture the effect of a school on gap closure.

Georgia agrees that attention to the within school achievement gap is important; however, Georgia contends that the gap between the school and the state is also essential in ascertaining a holistic view of a school's gap performance. This is particularly true for the lowest performing schools in the state that might have little variation in their student performance within the school but have a substantial gap to statewide averages. Georgia proposes to include a *school to state* gap within its AGCS calculations. To close the *school to state* gap, the average score of the school's HNS will be compared to the state's 75<sup>th</sup> percentile scores, NHNS. Evaluating achievement gap closure *within school* as well as *school to state* encourages all schools to close the gap without lowering the ceiling. In schools with the greatest *school to state* achievement gap, this growth measure, while ambitious, is achievable.

Using the HNS approach ensures that students are identified and addressed based on their needs and not their characteristics. Georgia's approach to identifying a subgroup for gap closure is based solely on student achievement rather than group membership. By not assuming poor performance based on subgroup membership, this approach will allow Georgia to more

systematically capture the students with the greatest needs and break down assumptions held by some that all members of certain subgroups are low-performing. Finally, this approach allows Georgia schools to highlight high performance of members within subgroups who have traditionally been classified as low performing.

Georgia agrees that ensuring the core principles behind traditional subgroup disaggregation is important within a statewide accountability system. In an effort to demonstrate the efficiency of HNS classification, research from the GaDOE has indicated that our HNS include all traditionally defined subgroups as indicated under NCLB. ELs and SWD students are also very prominent within our HNS in Georgia. The use of the HNS group allows Georgia to systemically identify all students (regardless of subgroup size) who are in most need of differentiated instructional interventions. The use of HNS also accounts for the inherent multiple membership students could possibly have under the traditional disaggregation of AYP. By removing the multiple counts, this approach to gap closure provides a fair and robust representation across schools regardless of subgroup sizes. Below is a table outlining the distribution of students within the high needs category by their traditional subgroup disaggregation.

<b>Projected Percent of Subgroup Inclusion within the 2010 High Needs Achievement Gap Closure Group</b>		
<b>Student Group</b>	<b>School High Needs</b>	<b>State High Needs</b>
American Indian / Alaskan	39.75	33.25
Asian / Pacific Islander	24.26	15.43
Black	44.81	46.36
Hispanic	44.76	40.37
Multi-Racial	34.69	27.59
White	32.49	24.86
Economically Disadvantaged	46.75	46.79
Limited English Proficient	56.45	55.98
Students with Disabilities	71.08	67.12

## **PROGRESS SCORE**

The Progress Score will capture annual progress for schools (movement on each indicator) with the infusion of student growth as the secondary component once a statewide growth model is fully implemented. The distinction between progress and growth is an important one to Georgia’s proposal. Within the CCRPI progress is a school-level measure targeted at assessing a school’s ability to move its collective performance. Growth is a student-level algorithm that uses the statewide selected growth model to predict a student’s performance and compare it to his or her actual score. The uniqueness of Georgia’s Progress Score is that it will include both school-level progress and student-level growth within its calculation methodology.

In addition to the including both school-level progress and student growth, the Progress Score metric will utilize a tiered approach that awards points to schools with the largest gains to make while not penalizing schools who are already performing at an exceedingly high level. Using a progress model will allow schools performing under the expected benchmark to have an aggressive Individualized Progress Goal (IPG) while schools at or exceeding the expected benchmark will have a Standardized Progress Goals (SPG). The tiered structure provides

appropriate incentives to ensure the most efficient progress across the state.

Tiered benchmarks are set at two different levels, Expected and Exemplar. By 2016-2017 all schools in the state of Georgia should achieve the Expected or Exemplar benchmark. IPG and SPG are identified for each school based on progress tiers described below:

*Level 1: Below Expected Benchmark*

Schools achieving below the Expected benchmark will have an IPG that is an annual target of meeting or exceeding the Expected benchmark by 2016-2017. For example, a school with a gap to the expected benchmark of 30 must grow in annual increments of 5% to reach the Expected benchmark in 2016-2017. Failure to meet the IPG results in diminished progress points.

*Level 2: Above Expected Benchmark but Below Exemplar Benchmark*

Schools achieving above the Expected benchmark but below the Exemplar benchmark will be required to grow a standard amount annually (SPG), on each of the indicators. Failure to meet the SPG results in diminished progress points.

*Level 3: Above Exemplar Benchmark*

Schools achieving above the Exemplar benchmark will be expected to maintain their current levels of achievement (within a statistically viable margin of error), among all students and students in each subgroup, without any specified progress goal. Given that the Exemplar benchmark will be set high, schools in this level will display consistently high achievement across the spectrum of indicators.

The Expected and Exemplar benchmarks within the Progress Score will mirror the Performance Targets set within the Performance Flag system (see Performance Flags). The identified Performance Target for proficiency will be the Expected Benchmark for Progress indicators and the Exemplar Benchmarks for Progress indicators will be set using data from high achieving schools.

## **FACTORS FOR SUCCESS**

The *Factors for Success* indicators are research-based indicators aimed at improving college and career readiness but not systematically used or funded statewide. Identifying factors of success as significant indicators for moving from adequacy to excellence, companion indicators may add as many as three bonus points to the overall CCRPI score for a school. The Factors for Success Companion Index will be fluid and afford opportunities for schools and districts to propose future indicators. (Appendix B, Factors for Success, 3 levels)

## **FINANCIAL EFFICIENCY RATING**

Given the importance of efficient and effective use of financial resources, the CCRPI will provide insight to school and LEA administrators about spending that is targeted for student achievement. This metric will provide information about the impact of instructional expenses on student achievement and CCRPI outcomes. Using a five-star rating system,

schools will be provided insight into how their federal and state dollars spent are impacting student achievement and school improvement. Actual achievement and resource efficiency will be two of the components used to derive the final rating, as well as student participation in standardized testing. While the Financial Efficiency Rating will not factor into a school's accountability plan, it will provide vital information on leading indicators that impact future school success. (Appendix K, Score Report)

### **SCHOOL CLIMATE RATING**

The development of the School Climate Rating will be based on a rating system similar to the Financial Efficiency Rating. Specifically, the School Climate Rating will utilize data from Georgia's Student Health Survey II (GSHSII), an annual collection of data on environmental and behavior indicators. In 2014-2015, the School Climate Rating will also include data from the Georgia Teacher Effectiveness Measure (TEM) and Georgia Leader Effective Measure (LEM) which will include teacher and parent survey instruments being developed in conjunction with Georgia's *Race to the Top* plan. The GaDOE is working closely with AdvancEd to insure that survey tools associated with school accreditation are mirrored in tools GaDOE will use. Research, most notably that of Dr. Bob Balfanz of Johns Hopkins University, supports the use of a school climate metric as an early indication of future increases or declines in student achievement and graduation rates. Given that the School Climate Rating will not factor into a school's overall accountability scores, the diagnostic nature of this metric will help schools understand the importance of school culture and will be used to direct school improvement in a manner that better ensures a positive and safe school environment. (Appendix K, Score Report)

### **PARTICIPATION**

One of the core tenants and more productive parts of the AYP reporting structure under NCLB is its commitment to annual testing and ensuring high levels of participation within those assessments. The proposed CCRPI will continue to include participation as an overall factor in the statewide accountability system. Combining the rigorous indicators within the CCRPI, the innovative way of capturing all High Needs Students, with the participation component will ensure schools and districts receive complete feedback on all student performance.

## 2.C REWARD SCHOOLS

2. C.i Describe the SEA’s methodology for identifying highest-performing and high-progress schools as reward schools.

Georgia proposes to identify two categories of Reward schools annually:

1. Highest Performing Title I Schools as those among the top 5% of Title I schools based on achievement of all students.
2. High Progress Title I Schools as those among the top 10% of Title I schools based on achievement gap closure score.

Highest Performing schools will be calculated based on an achievement ranking of all Title I schools in Georgia. The highest 5% of schools as defined by the CCRPI achievement index will receive this distinction.

High Progress schools will be calculated based on an achievement gap closure ranking of all Title I schools in Georgia. The highest 10% of schools as defined by the CCRPI gap closure index will receive this distinction.

The GaDOE believes that these are meaningful reward categories that will recognize those schools among the highest in overall student achievement and those making the most significant progress closing within school achievement gaps. Further, this system will provide the opportunity for schools to receive reward distinctions while in Focus or Priority status, creating both incentives for effective school improvement and providing resources for schools to reinvest and in grow effective interventions for their students.

2. C.ii Provide the SEA’s list of reward schools in Table 2.

2. C.iii Describe how the SEA will publicly recognize and, if possible, reward highest-performing and high-progress schools.

Georgia will recognize Highest Performing and High Progress Title I schools in June of each year at the Annual Title Programs Conference. Further, these schools will each receive a monetary reward equal to Georgia’s total reward allotment divided by the total number of reward schools. The Title I Highest Performing and High Progress school districts are chosen for designation by the Office of State School Superintendent and approved by the State Board of Education (SBOE) each year. Funding for the Highest-Performing and/or High-Progress Districts is budgeted in the state educational agency administration budget.

**2.D PRIORITY SCHOOLS**

2.D.i Describe the SEA’s methodology for identifying a number of lowest-performing schools equal to at least five percent of the State’s Title I schools as Priority schools.

**Priority School:** A Priority school is a school that, based on the most recent data available, has been identified as among the lowest-performing schools in Georgia. The total number of Priority schools will be at least five percent of the all schools in the state, ensuring that the GaDOE serve at least five percent of Title 1 / Title 1 eligible schools. A Priority school is:

- a school among the lowest five percent of all schools in the State based on the achievement of the “all students” group in terms of proficiency on the statewide assessments that are part of Georgia’s differentiated recognition, accountability, and support system; or
- a high school with a graduation rate less than 60 percent over a number of years.

Proposed data points that will inform the identification of schools and provision of interventions and support will come from the Achievement Scores of the CCRPI.

Insert methodology here. Insert methodology here.

2. D.ii Provide the SEA’s list of Priority schools in Table 2.

2. D.iii Describe the meaningful interventions aligned with the turnaround principles that an LEA with Priority schools will implement.

A school identified as a Priority school will receive the support of the School Improvement Division of the GaDOE. This support may be through assignment of a school improvement specialist who will work with the school on a regular basis and may bring in other staff to support identified areas for growth. Support for schools needing comprehensive services will be provided by the GaDOE school improvement specialists and will be coordinated with other initiatives such as School Improvement Grants (1003g) and Race to the Top.

Districts will sign a memorandum of agreement with the GaDOE on behalf of Priority schools. The memorandum of agreement will outline a set of non-negotiable actions and interventions required of each priority school aligned with the turnaround principles. These non-negotiable actions and interventions include, but are not limited to, the following.

Non-Negotiable Actions and Interventions	Turnaround Principle
1. Assess the performance of the current principal. If necessary, replace the principal. Work collaboratively with GaDOE to develop criteria for selection of an effective turnaround principal.	Turnaround Principle 1
2. Work collaboratively with GaDOE to analyze data and root causes to identify actions, strategies, and interventions for the school improvement plan.	Turnaround Principle 2
3. Participate in required professional learning provided by the GaDOE.	

4. Hire an instructional coach to engage teachers in school-based, job-embedded professional learning.	
5. Work collaboratively with GaDOE to screen teachers transferring to the priority school.	
6. Provide additional learning time for students.	Turnaround Principle 3
7. Provide time during the regular school day for teachers to collaboratively plan instruction to address the content of the CCGPS and student learning needs.	
8. Offer Flexible Learning Programs.	
9. Implement the GaDOE Common Core Georgia Performance Standards frameworks in ELA and Mathematics.	Turnaround Principle 4
10. Participate in a state-led Georgia Assessment of Performance on School Standards (GAPSS) Analysis.	Turnaround Principle 5
11. Develop and implement short-term action plans to achieve the goals in the school improvement plan.	
12. Develop a leadership team and meet a minimum of two times per month to develop and implement short-term action plans and monitor implementation of the school improvement plan.	
13. Analyze teacher attendance and develop a plan for improvement if needed.	Turnaround Principle 6
14. Analyze student attendance and develop a plan for improvement if needed.	
15. Identify students who are at-risk of not graduating and develop a plan of action for supporting those students.	
16. Analyze student discipline referrals and develop a plan for improvement if needed.	
17. Develop and implement a plan for student, family and community engagement.	Turnaround Principle 7
<del>18.</del> Ensure that parent notices and family engagement components are adequately adopted in Flexible Learning Programs.	
Priority schools will be assigned a GaDOE school improvement specialist to provide support and technical assistance with implementation of the non-negotiable actions and interventions. In addition, a GaDOE lead school improvement specialist will regularly monitor implementation of the non-negotiable actions and interventions.	

### Turnaround Principle 1

Once schools have been identified as Priority schools, the GaDOE will work in collaboration with the district to assess the performance of the current principal. In addition, the GaDOE will review school achievement trend data for the school(s) the principal previously served to determine the principal's track record in improving student achievement. Based on the review, the GaDOE and the district will determine whether or not to replace the principal. Criteria will

be developed and used to standardize the decision regarding replacement of the principal. If the district makes the decision to replace the leadership, the GaDOE will work with the district to develop criteria for selecting effective turnaround leaders.

The GaDOE will develop a memorandum of agreement with each district that provides flexibility to turnaround principals in the areas of scheduling, staff, curriculum, and budget.

#### Turnaround Principle 2

In Priority schools, GaDOE school improvement specialists will work with the school leadership to review the quality of staff members. This review will include student achievement trend data included in the Longitudinal Data System (LDS) at the individual teacher level. Teachers transferring to the Priority school will be screened to prevent the selection of ineffective teachers. The GaDOE staff will work collaboratively with districts to make decisions regarding transfers of teachers to Priority schools.

The GaDOE will develop a memorandum of agreement with each district to ensure processes and policies are in place to prevent the transfer of ineffective teachers to Priority schools.

Georgia is committed to developing a comprehensive teacher evaluation system that focuses on providing feedback regarding the implementation of standards based instruction of the Common Core Georgia Performance Standards. The cycle included in this teacher assessment process includes the use of conferencing, observation, and self reflection.

Upon identification, priority schools will be provided professional development and technical assistance addressing leadership, the school improvement process, school standards, implementation of the CCGPS, and implementation of job-embedded professional learning. Strategies to engage English learners, students with disabilities, and economically disadvantaged students in the CCGPS will be at the forefront of all professional development provided to priority schools.

#### Turnaround Principle 3

The use of time is critical in ensuring that all students have an opportunity to learn. Georgia has flexibility across districts in the determination of school calendars and length of school day. Although there is a minimum time allocation, districts can configure the length of day and number of days in a variety of ways that meets the needs of the students. The use of data analysis included in the School Keys enables a school to examine practices and processes currently being implemented, practices and processes that need to be eliminated, and practices and processes that need to be expanded. School improvement specialists will work with the leadership teams in schools to assess current schedules and school calendars, and make appropriate revisions to provide additional learning time for students and additional learning time for teachers.

#### Turnaround Principle 4

The importance of an effective teacher for every student in every classroom is documented throughout current research. The GaDOE has adopted the Common Core State Standards. Providing multiple opportunities for teachers to master the implementation of the Common Core

Georgia Performance Standards (CCGPS) is essential. The school improvement specialists that will serve the priority schools are provided with professional learning opportunities to strengthen their understanding of research-based instructional practices and programs (e.g., differentiated instruction, formative assessment strategies, etc.). The school improvement specialists will provide support with selection of research-based actions, strategies, and interventions for the school improvement plans and provide onsite support with implementation. The GaDOE has also developed frameworks and lessons that address rigor for all students. Georgia has a strong history of working with the Regional Educational Service Agencies (RESA) in supporting the implementation new curriculum. RESAs are currently involved in all GaDOE sponsored professional learning on the CCGPS and aligned assessments. The development of formative assessments that guide instruction is being done at the district and regional level. The School Improvement Division supports this work through on-going collaboration with the RESAs and by providing training for Instructional Coaches.

#### Turnaround Principle 5

Upon identification, Priority schools will participate in a state-led GAPSS analysis. Through the GAPSS analysis diagnostic process a variety of data are collected from multiple sources to assess the status of a school on each of the school standards. The data are combined to inform the results of the GAPSS analysis, which, in turn, informs the development and implementation of school improvement initiatives.

The Priority schools will attend a summer leadership academy for school-based leadership teams. This intensive, week-long professional learning opportunity engages participants in the use of school data to inform the continuous improvement process. School teams are actively engaged in the school improvement process throughout the academy. Sessions provide support to school teams with the following actions.

- Establishing a data-driven leadership team
- Collecting and analyzing the four types of data (student achievement data, process data, demographic data, and perception data) including the results from the GAPSS analysis
- Determining root causes
- Developing SMART goals
- Selecting research-based strategies, actions, and interventions to meet school improvement goals
- Identifying artifacts and evidence of implementation
- Creating a professional learning plan to support implementation
- Designing a plan for monitoring implementation of the school improvement plan

Leadership teams complete the academy with a product, a systematically and deliberately developed school improvement plan that is aligned to current, relevant school data and ready to be implemented and monitored immediately.

The school improvement specialist assigned to the priority school will provide ongoing technical assistance to support implementation of the school improvement plan. Actions, strategies, and

interventions from the school improvement plan become the primary focus of the priority school. While school improvement specialists facilitate the development and implementation of short-term action plans to achieve the goals of the school improvement plan, lead school improvement specialists conduct regularly scheduled site visits to monitor implementation. A balance of support and pressure will ensure that priority schools have the necessary tools needed and are accountable for improving student achievement.

Priority schools will be provided technical assistance on the use of the Statewide Longitudinal Data System. This tool will allow teachers and administrators to access timely and relevant data when planning and revising instruction. The Statewide Longitudinal Data System (SLDS) allows teachers to rapidly see student data from the current as well as previous years. The SLDS allows for quick and easy analysis of the accumulated data for both individual students and groups of students. Access to such information supplies teachers with a better understanding of the needs of their students. Consequently, instruction guided by data is more likely to support and enhance the academic performance of all students.

In addition, school improvement specialists will support administrators and teachers in the collection of the four types of data and the use of the data to make instructional decisions. The memorandum of agreement will require school leadership to meet a minimum of once every two weeks to analyze data, assess progress toward school improvement goals, and determine actions to support implementation. In addition, the memorandum of agreement will require collaborative planning time during the school day for teachers. School improvement specialists will provide support and technical assistance to ensure effective use of leadership team meetings and collaborative planning time.

#### Turnaround Principle 6

School improvement specialists will facilitate the analysis of teacher and student attendance data. Based on the analysis, Priority schools will include actions and interventions to address issues and concerns with teacher and student attendance in the short-term action plan. School level staff members will continuously track and monitor teacher and student attendance and make adjustments to the plan accordingly. Lead school improvement specialists will monitor implementation of actions and interventions to increase teacher and student attendance during site-based monitoring visits to Priority schools.

#### Turnaround Principle 7

Require a plan for family and community engagement;  
Ensure all family and community engagement plans are in place as required;  
Family Engagement Conference.

Priority schools will also be required to offer Flexible Learning Programs (FLP) through a 5% set-aside of their Title 1 allotments. Refer to 2.F

At the end of each year, the GaDOE will carefully review summative data and all indicators from the CCRPI to assess progress of Priority schools. In collaboration with school districts, adjustments will be made based on data to the non-negotiable actions and interventions for each individual Priority school.

Insert description here.

2. D.iv Provide the timeline the SEA will use to ensure that its LEAs that have one or more Priority schools implement meaningful interventions aligned with the turnaround principles in each Priority school no later than the 2014–2015 school year and provide a justification for the SEA’s choice of timeline.

The table below identifies the actions and timeline for implementation of a transition plan that ensures that the proposed differentiated recognition, accountability, and support system will be fully implemented in the 2013-2014 school year.

<b>Projected Timeline for Implementation</b>	
<b>Date</b>	<b>Action</b>
November 2011	Finalize the College and Career Ready Performance Index
Jan-June 2012	Outreach and communication of the CCRPI to all stakeholders.  Ongoing professional learning for School Improvement Specialists.
August/September 2012	Preliminary identification of Priority Schools and Focus Schools
September 2012	Initial release of CCRPI reports for all schools in Georgia. Continue to implement school and LEA support identified on 2011 AYP data during the 2012-2013 school year. School Improvement will shift the focus in working with schools from the traditional AYP data analysis to a focus on the data produced in the CCRPI Report. School improvement plans and initiatives will be driven by areas of need identified in the CCRPI with a focus on the subgroup data.
July 2013	Release and identification of Priority Schools and Focus Schools based on initial CCRPI calculations will inform differentiated recognition, accountability and supports for school improvement during 2013-2014 school year.

This timeline will provide a transition year that allows for Georgia’s Accountability staff to dedicate their time to establishing an effective process for collecting and analyzing all components of the CCRPI in an accurate and timely manner. During that time, school improvement services and consequences will continue to be based on FY11 NI status. However, these services will be informed by various data from the CCRPI. The proposed Reward schools will be implemented the 2012-2013 school year. The proposed CCRPI and differentiated

recognition based on Priority and Focus groups will be fully implemented at the onset of the 2013-2014 school year.

2. D.v Provide the criteria the SEA will use to determine when a school that is making significant progress in improving student achievement exits Priority status and a justification for the criteria selected.

The annual 'run' of data based on achievement indicators will identify Priority Schools. Schools no longer falling into the lowest 5% will be exited; however, the Regional Education Service Agencies will continue providing support to these schools for two additional years.

## 2.E FOCUS SCHOOLS

2.E.i Describe the SEA’s methodology for identifying a number of low-performing schools equal to at least 10 percent of the State’s Title I schools as “Focus schools.”

**Focus School:** A Focus School is a school that, based on the most recent data available, is contributing to the achievement gap in Georgia. The total number of Focus Schools will equal at least to the lowest-achieving ten percent of all schools in the state, ensuring that GaDOE serves at least ten percent of Title 1 / Title 1 eligible schools. A Focus School is:

- a school that has the largest combined *school to state* gap between a school’s high needs students (HNS) and the state’s non-high needs students (NHNS) on all statewide assessments and graduation rate;

Proposed data points that will inform the identification of schools and provision of interventions and support will come from the Achievement Gap Closure Scoring section of the CCRPI.

Insert methodology here.

2. E.ii Provide the SEA’s list of Focus schools in Table 2.

2. E.iii Describe the process and timeline the SEA will use to ensure that its LEAs that have one or more Focus schools will identify the specific needs of the SEA’s Focus schools and their students and provide examples of and justifications for the interventions Focus schools will be required to implement to improve the performance of students who are the furthest behind.

Once a school has been identified as a Focus school, the GaDOE will work in collaboration with the district to analyze student achievement data to identify the largest gaps between groups of students. Based on the analysis of data, the district and the GaDOE will determine the interventions for the Focus school. Districts will sign a memorandum of agreement with the GaDOE on behalf of Focus schools. The memorandum of agreement will outline a set of non-negotiable actions and interventions required of each Focus school. These non-negotiable actions and interventions include, but are not limited to, the following.

### Non-Negotiable Actions and Interventions

1. Provide additional learning time for students.
2. Work collaboratively with the GaDOE to analyze data and root causes to identify actions, strategies, and interventions for the school improvement plan that support the needs of underperforming subgroups and high needs students.

3. Prioritize access to programs and resources to promote achievement based on underperforming subgroups and high needs students.
4. Participate in required professional development and leadership training initiatives to improve teaching and instruction service delivery for high needs students and underperforming subgroups.
5. Provide time during the regular school day for teachers to collaboratively plan instruction to address the content of the CCGPS and student learning needs. Specifically, ensure that regular education teachers have scheduled time to collaborate with special education teachers and English language learners specialists.
6. Develop and implement short-term action plans to achieve the goals for the lowest-performing subgroups and high needs students.
7. Analyze teacher attendance and develop a plan for improvement if needed.
8. Analyze student attendance and develop a plan for improvement if needed.
9. Analyze student discipline referrals and develop a plan for improvement if needed.
10. Develop a leadership team and meet a minimum of two times per month to develop and implement short-term action plans and monitor implementation of actions and interventions to support the lowest-performing subgroups and high needs students.
11. Focus Schools will be required to offer Flexible Learning Programs.
The GaDOE will provide district level support to districts with focus schools. The GaDOE will offer support from specialists in the areas of English learners, students with disabilities, and economically disadvantaged students. In addition, the GaDOE will broker services from other support agencies (e.g., Regional Educational Service Agencies (RESAs), Georgia Learning Resource Services (GLRS), etc.) to meet the specific needs of the focus schools.

Focus Schools will provide additional learning time for students. The additional learning time provided by schools must be in one of the following areas.

- a. Core academic areas
- b. Enrichment activities
- c. Time for teachers to plan, collaborate, review data, and participate in professional development.

Focus schools will engage in a review of how current time is being used along with the strategic addition of more time to better meet students' needs.

Upon identification of Focus schools, the GaDOE will work with district level staff to analyze data and root causes to identify actions, strategies, and interventions for the school improvement plan that support the needs of underperforming subgroups and high needs students. The GaDOE will strategically assign staff members with expertise in supporting underperforming subgroups and high needs students to districts with Focus schools.

The GaDOE will prioritize access to programs and resources to promote achievement based on

underperforming subgroups and high needs students. Focus schools will receive immediate access to newly developed tools and resources offered to school in Georgia. Districts will be expected to provide additional resources to Focus schools.

Focus schools will develop and implement short-term action plans which delineate the actions they will take to provide targeted support to underperforming subgroups and high needs students. The short-term action planning process will ensure that Focus schools immediately take action to implement the non-negotiable actions and interventions. To facilitate prioritizing immediate goals, the following process may be used.

1. Review the actions, strategies, and/or interventions from the school improvement plan. Review recent awareness walk results, data from classroom visits, and recent formative assessment data.
2. Based on this review, narrow the focus to specific strategies that need to be addressed in a short-term action plan. Write these in the “Action Steps” column. The action steps need to identify the timeline and person responsible. The short-term action plan needs to include specific artifacts and evidences to define expectation.
3. Communicate to all stakeholders the identified target areas and implementation steps the school will focus on during the next quarter. This may be accomplished by discussing the plan during collaborative teacher meetings, posting the action plan in the data room, sharing expectations with students, etc.
4. Implement the short-term action plan.

Leadership teams in Focus schools will monitor implementation of the short-term action plans to assess progress of the support being provided to underperforming subgroups and high needs students. The leadership team will engage in the following process to monitor implementation of the short-term action plans.

1. Revisit the short-term action plan as a standing leadership team agenda item. The agendas of the leadership team meetings should be aligned to the prioritized strategies outlined in the short-term action plans. The role of the leadership team is to determine weekly/biweekly actions that must be accomplished and barriers that must be removed in order to reach full implementation of the short-term action plan. The agendas and actions planned should be routinely discussed with teachers. Focus walks, peer observations, demonstration lessons, outside consultant support, and any other professional learning should all support the priorities of the plans.
2. During leadership team meetings, determine progress with implementation of the strategies to address the target areas.
  - What are implementation strengths?
  - What actions were taken?
  - What is the impact on student learning?

3. During leadership team meetings, identify barriers to the implementation of the target areas.
  - What is an implementation concern/issue?
  - Why is it an issue?
  - What are the barriers?
  - What actions will we take?
  - How will we monitor?
4. At the end of each short-term action plan cycle, determine the quality of implementation of strategies. Include artifacts and evidences in the progress check and record implementation status.

The GaDOE will facilitate services from GaDOE specialists and other education agencies to support the targeted areas of need for Focus schools. The targeted services will address research-based strategies and practices for supporting English learners, students with disabilities, and economically disadvantaged students. Specific areas of support will be provided around the following areas that have been identified as key characteristics of schools that are closing the achievement gap.

1. Leadership
2. Effective teaching
3. Data-driven instruction
4. Extended learning time
5. A culture of high expectations
6. Job embedded professional learning

At the end of each year, the GaDOE will carefully review summative data and all indicators from the CCRPI to assess progress of Focus schools. In collaboration with school districts, adjustments will be made based on data to the non-negotiable actions and interventions for each individual Focus school.

The table below identifies the actions and timeline for implementation of a transition plan that ensures that the proposed differentiated recognition, accountability and support system will be fully implemented in the 2013-2014 school year.

<b>Projected Timeline for Implementation</b>	
<b>Date</b>	<b>Action</b>
November 2011	Finalize the College and Career Ready Performance Index
Jan-June 2012	Outreach and communication of the CCRPI to all stakeholders.  Ongoing professional learning for School Improvement Specialists.
August/September 2012	Preliminary identification of Priority Schools and Focus Schools

September 2012	Initial release of CCRPI reports for all schools in Georgia. Continue to implement school and LEA support identified on 2011 AYP data during the 2012-2013 school year. School Improvement will shift the focus in working with schools from the traditional AYP data analysis to a focus on the data produced in the CCRPI Report. School improvement plans and initiatives will be driven by areas of need identified in the CCRPI with a focus on the subgroup data.
July 2013	Release and identification of Priority Schools and Focus Schools based on initial CCRPI calculations will inform differentiated recognition, accountability and supports for school improvement during 2013-2014 school year.

This timeline will provide a transition year that allows for Georgia’s Accountability staff to dedicate their time to establishing an effective process for collecting and analyzing all components of the CCRPI in an accurate and timely manner. During that time, school improvement services and consequences will continue to be based on FY11 NI status. However, these services will be informed by various data from the CCRPI. The proposed Reward schools will be implemented during the 2012-2013 school year. The proposed CCRPI and differentiated recognition based on Priority and Focus groups will be fully implemented at the onset of the 2013-2014 school year.

2. E.iv Provide the criteria the SEA will use to determine when a school that is making significant progress in improving student achievement and narrowing achievement gaps exits Focus status and a justification for the criteria selected.

The annual ‘run’ of achievement gap closure data will identify Focus Schools. Schools no longer falling into the lowest 10% will be exited; however, the Regional Education Service Agencies will continue providing support to these schools for two additional years.

## TABLE 2: REWARD, PRIORITY, AND FOCUS SCHOOLS

Provide the SEA’s list of reward, Priority, and Focus schools using the Table 2 template. Use the key to indicate the criteria used to identify a school as a reward, Priority, or Focus school.

### **TABLE 2: REWARD, PRIORITY, AND FOCUS SCHOOLS** See ATTACHMENT 9

## 2.F PROVIDE INCENTIVES AND SUPPORTS FOR OTHER TITLE 1 SCHOOLS

- 2.F Describe how the SEA’s differentiated recognition, accountability, and support system will provide incentives and supports to ensure continuous improvement in other Title I schools that, based on the SEA’s new AMOs and other measures, are not making progress in improving student achievement and narrowing achievement gaps, and an explanation of how these incentives and supports are likely to improve student achievement and school performance, close achievement gaps, and increase the quality of instruction for students.

The CCRPI will provide a broad picture of schools’ achievement across subject areas, gaps within schools, gaps between school and state averages, progress, and subgroup performance flags as well as school climate and efficiency ratings that will provide a wealth of data for supports that can be used to address areas of need for all schools in Georgia, regardless of Reward, Priority or Focus status. A major strength of the structure of the proposed index is its continuous scaling, rather than a binary distinction for schools each year, which highlights the fact that all schools have room for improvement in certain areas. Thus, in addition to systematic support and interventions provided to schools identified in the Priority and Focus groups, Georgia’s School Keys, Implementation Resource, and Georgia Assessment of Performance on School Standards (GAPSS) Analysis resources illustrate the GaDOE’s commitment to the continuous improvement of all schools across the state. The GaDOE believes that all schools should strive for excellence and target areas for improvement that will contribute to growth and success for all students; to this end, the proposed plan includes a research-based intervention designed to identify and define eight core components of successful schools, assessing school performance across these components, and providing specific guidance for implementing strategies to promote these standards within a school. These resources are universally available to all schools in the state, and will be enhanced by the CCRPI.

The School Keys serve as a tool for all schools in the state. This document was field-tested during the 2004-2005 school year, and revised for the 2005-2006 school year using baseline data. An external validation study of the School Keys was conducted by the Georgia Partnership for Excellence in Education. This external validation included responses from and critiques by a national panel of experts in school improvement. Based on input from the external validation, further refinements were made to the School Keys, including clarification of language and the development of linguistic rubrics to guide the standards application process. The final core strands identified in School Keys are listed in the table below.

### Georgia School Keys – Core Component Strands Identified for Promoting Success in All Schools

Strand	Descriptor
Curriculum	System for managing and facilitating student achievement and learning based upon consensus-driven content and performance standards.
Assessment	Collecting and analyzing student performance data to identify patterns of achievement and underachievement in order to design and implement appropriate instructional interventions.
Instruction	Designing and implementing teaching-learning-assessment tasks and activities to ensure that all students achieve proficiency relative to Georgia Performance Standards (GPS).
Planning and Organization	The processes, procedures, structures, and products that focus the operations of a school on ensuring the attainment of standards and high levels of learning for all students.
Student, Family, & Community Engagement	The school as a community of learning involves parents and community members as active participants. There is consistent and growing evidence of parental involvement and volunteerism, participation in workshops and enrichment activities, and a process of two-way communication. Everyone collaborates to help the school achieve its continuous improvement targets and short and long range goals.
Professional Learning	Means by which teachers, administrators and other school and system employees acquire, enhance and refine the knowledge, skills, and commitment necessary to create and support high levels of learning for all students.
Leadership	The governance process through which individuals and groups influence the behavior of other so that they work collaboratively to achieve common goals and promote organizational effectiveness.
School Culture	The norms, values, standards and practices associated with the school as a learning community committed to ensuring student achievement and organizational productivity.

\*These resources are made available to all schools in Georgia. (Appendix L, Resources)

These standards for school performance will continue to guide the work of school improvement throughout Georgia. All schools were provided with hard copies of the School Keys and corresponding GAPSS analysis and Implementation Resource manuals. Additionally, district level training is provided and these resources are available through the GaDOE website. More intense support on the use and implementation of these resources will be provided to Priority and Focus schools through collaboration with school improvement staff.

The GaDOE employs school improvement specialists who provide on-site support to identified systems and schools aligned to the standards for school performance. The support provided by the school improvement specialists will be informed by school level data from the CCRPI related

to student achievement, graduation rate, progress over time, and student achievement gaps. This level of staff support ensures that schools and districts will receive tailored training and support to promote standards while also building capacity to continue to promote these standards. School improvement specialists will pay particular attention to a school’s performance flag indicators on the CCRPI when formulating school improvement plans. This data will serve as an important diagnostic tool in focusing and adapting interventions and supports to subgroups within a school. It will also subsequently provide a meaningful measure of intervention impact across subgroups. While a Red Flag will indicate problem areas for a particular subgroup, a Yellow Flag will highlight that although that subgroup did not meet the performance target, disaggregated data has demonstrated a rate of growth putting that student group on a trajectory toward meeting performance targets. These distinctions will provide school improvement specialists with invaluable information to support decisions about interventions in schools.

School improvement specialists will facilitate the analysis of data, determination of root causes, development of goals, identification of actions, strategies, and interventions, planning for professional learning, and the establishment of monitoring processes. This process will target specific school level data from the CCRPI including, but not limited to, the achievement of English learners and students with disabilities. The GaDOE support will target the individual needs of the Priority school or Focus school.

A structure and process for monitoring will be implemented at each school to ensure progress toward intended goals. Lead school improvement specialists will monitor system and school level implementation of actions, strategies, and interventions on a regularly scheduled basis ensuring alignment to identified areas of need in the school.

The GaDOE will also facilitate collaboration with other educational agencies such as Regional Education Service Agencies (RESA), colleges and universities, and regional labs to provide a statewide system of support for all schools.

- School and district staff will benefit from the range of school performance data included in the CCRPI. This information will be useful when making spending decisions for districts’ Title I allotments that will aim resources at demonstrated areas of need.

## **2.G BUILD SEA, LEA, AND SCHOOL CAPACITY TO IMPROVE STUDENT LEARNING**

2. G Describe the SEA’s process for building SEA, LEA, and school capacity to improve student learning in all schools and, in particular, in low-performing schools and schools with the largest achievement gaps, including through:
- i. timely and comprehensive monitoring of, and technical assistance for, LEA implementation of interventions in Priority and Focus schools;
  - ii. holding LEAs accountable for improving school and student performance, particularly for turning around their Priority schools; and

- iii. ensuring sufficient support for implementation of interventions in Priority schools, Focus schools, and other Title I schools identified under the SEA’s differentiated recognition, accountability, and support system (including through leveraging funds the LEA was previously required to reserve under ESEA section 1116(b)(10), SIG funds, and other Federal funds, as permitted, along with State and local resources).

Explain how this process is likely to succeed in improving SEA, LEA, and school capacity.

The proposed CCRPI accountability plan will measure school performance each year across multiple dimensions in a way that better equips GaDOE to monitor both improvement and lack of improvement by schools. This plan will also increase the SEAs capacity to identify and address underlying issues that impact student achievement, including achievement of subgroups. Further, the continuous scaling of Georgia’s CCRPI will promote a culture of ongoing improvement for all schools. The GaDOE will capitalize on the rich data the CCRPI provides as it works with LEAs to follow through on their commitments to school improvement initiatives with fidelity.

The best practices included in the Georgia school standards have proven to be successful in working with needs improvement schools in Georgia under ESEA. These school standards, along with the proposed CCRPI, will continue to serve as the foundation for Georgia’s system of differentiated recognition, accountability, and support. Corrective actions and on-site support targeted at promoting school standards will be differentiated based on CCRPI results and determinations as well as specific system and school needs. Schools in Priority and Focus status will receive support and collaboration from area school improvement specialists and from GaDOE to address low achieving schools and gaps in student achievement. In addition to local school support, the GaDOE will service districts through a structure based on best practices and past success in school improvement work in the state.

The increased flexibility offered to LEAs through this waiver would allow districts to consider school level data as well as input from local school boards, principals, parents and other stakeholders to develop a flexible learning program that best meets the needs of their students. GaDOE staff will provide technical assistance to LEAs implementing these programs and continue to both monitor program implementation and evaluate performance in an effort to promote best practices and continued program improvement. Under the proposed plan, these learning programs would provide additional learning opportunities to students in Priority and Focus schools while improving overall student achievement and building capacity in these schools. Support for these programs will be ensured through set-aside requirements equal to 5% of schools’ Title I allotments. Further, the structure of the proposed Reward schools system will provide the opportunity for schools to receive reward distinctions while in Focus or Priority status, creating incentives for effective school improvement while also providing additional resources for schools to reinvest in and grow effective interventions for their students.

Title I area specialists and GaDOE federal program specialists are available for consultation and provide monitoring and support for federal school improvement requirements. The GaDOE

also holds a Title I conference annually to offer professional learning and specific guidance to federal programs staff across the state before each school year. Priority and Focus schools may also have the support of a school improvement specialist hired by the GaDOE. The school improvement specialist will work directly with the school improvement process and initiatives targeted for areas of need. Each district will have the support of a lead school improvement specialist. The role of the lead school improvement specialist will be to monitor the implementation of the school improvement plan and short term action plans developed at the school. The lead school improvement specialist will work with the district to develop and implement district policies and procedures, and practices that support continuous school improvement in all schools, with special attention being provided to Priority and Focus schools within the district. Schools in Priority status will also be required to set aside 10% of their Title I allotments for professional learning, holding districts accountable to investing in teacher and leader quality to build capacity for sustained growth in Georgia’s lowest achieving schools. As schools exit Priority and Focus status, they will continue to receive coordinated support from regional educational agencies for a minimum of two additional years. This transitional system for schools making positive gains in achievement and gap closure ensures that crucial support is provided to promote capacity for continued success.

Finally, in an effort to develop an innovative LEA accountability measure, districts will have the expanded CCRPI scores and wealth of disaggregated data for all their schools readily available for review. This review will allow districts to identify systemic needs and design plans to address those needs as well as offer specific, targeted support to schools with unique needs. The GaDOE will offer advisory support to districts as requested. Moving to the CCRPI calculations for determining accountability will allow districts to take responsibility for addressing the needs of all subgroups. The Financial Efficiency Rating will apply to districts, as well as schools. Districts will be able to clearly see problems and better identify appropriate solutions.

## PRINCIPLE 3: SUPPORTING EFFECTIVE INSTRUCTION AND LEADERSHIP

### 3.A DEVELOP AND ADOPT GUIDELINES FOR LOCAL TEACHER AND PRINCIPAL EVALUATION AND SUPPORT SYSTEMS

Select the option that pertains to the SEA and provide the corresponding description and evidence, as appropriate, for the option selected.

<p><b>Option A</b></p> <p><input type="checkbox"/> If the SEA has not already developed any guidelines consistent with Principle 3, provide:</p> <ul style="list-style-type: none"> <li>i. the SEA’s plan to develop and adopt guidelines for local teacher and principal evaluation and support systems by the end of the 2011–2012 school year;</li> <li>ii. a description of the process the SEA will use to involve teachers and principals in the development of these guidelines; and</li> <li>iii. an assurance that the SEA will submit to the Department a copy of the guidelines that it will adopt by the end of the 2011–2012 school year (see Assurance 14).</li> </ul>	<p><b>Option B</b></p> <p><input checked="" type="checkbox"/> If the SEA has already developed and adopted one or more, but not all, guidelines consistent with Principle 3, provide:</p> <ul style="list-style-type: none"> <li>i. a copy of any guidelines the SEA has adopted (Attachment 10) and an explanation of how these guidelines are likely to lead to the development of evaluation and support systems that improve student achievement and the quality of instruction for students;</li> <li>ii. evidence of the adoption of the guidelines (Attachment 11);</li> <li>iii. the SEA’s plan to develop and adopt the remaining guidelines for local teacher and principal evaluation and support systems by the end of the 2011–2012 school year;</li> <li>iv. a description of the process used to involve teachers and principals in the development of the adopted guidelines and the process to continue their involvement in developing any remaining guidelines; and</li> <li>v. an assurance that the SEA will submit to the Department a copy of the remaining guidelines that it</li> </ul>	<p><b>Option C</b></p> <p><input type="checkbox"/> If the SEA has developed and adopted all of the guidelines consistent with Principle 3, provide:</p> <ul style="list-style-type: none"> <li>i. a copy of the guidelines the SEA has adopted (Attachment 10) and an explanation of how these guidelines are likely to lead to the development of evaluation and support systems that improve student achievement and the quality of instruction for students;</li> <li>ii. evidence of the adoption of the guidelines (Attachment 11); and</li> <li>iii. a description of the process the SEA used to involve teachers and principals in the development of these guidelines.</li> </ul>
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	will adopt by the end of the 2011–2012 school year (see Assurance 14).	
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The Georgia Department of Education is committed to developing and implementing evaluation systems that provide meaningful information about the effectiveness of teachers and principals and that may be used for continual improvement of instruction, informing professional development and improving best practices. *The GaDOE has developed the Teacher Keys Evaluation System and the Leader Keys Evaluation System guidelines over the last twelve months with support from Race to the Top (RT3) resources.* These guidelines are being finalized. They will be piloted January through May 2012 and will be fully implemented by the Race to the Top school districts by the end of the 2012-2013 school year. The School Improvement Department, specifically the division of Teacher and Leader Effectiveness, will be responsible for this project. Governor Nathan Deal is committed to this project and is anxious to see an effective teacher and leader evaluation system in place to improve student achievement and guarantee that Georgia’s students are college and career ready. (Attachment 11)

Partnership with Georgia’s Race to the Top school districts in the development and piloting of the Teacher Keys Evaluation System (TKES) and the Leader Keys Evaluation System (LKES) will result in more rigorous, qualitatively and quantitatively-based evaluation systems that will eventually be used as a basis for all talent and management decisions. The Teacher Keys Evaluation System will utilize measures of student achievement and growth, including student learning objectives for non-tested grades and subjects, surveys of teacher professional practices, and rubric-based observations of teacher practice and process to generate a Teacher Effectiveness Measure (TEM). The Teacher Keys Evaluation System provides a focus on all students, including EL and SWD. The Leader Keys Evaluation System will utilize measures of student achievement and growth in tested and non-tested grades and subjects, a rubric-based assessment of leader practice and process, and other measures of governance and leadership such as climate surveys and retention of effective teachers to produce a Leader Effectiveness Measure (LEM). Both measures will be designed to assess the positive impact a teacher or leader has on student learning and growth. Both the TEM and the LEM will support effectiveness using multiple valid measures to determine performance levels of all students, evaluating teachers and principals on a regular basis, providing timely and useful feedback to guide classroom/school performance and professional learning, and informing personnel decisions. These measures will be used to evaluate teachers and leaders on an annual basis. When implemented statewide in 2014-2015, the TEM and LEM scores will become part of the School Climate Star Rating on the CCRPI.

The shift in Georgia's teacher and leader evaluation processes began in 2008 when CLASS Keys<sup>SM</sup> and Leader Keys<sup>SM</sup>, the original qualitative rubric-based observation instruments, were developed and piloted by districts in Georgia. Race to the Top provided the momentum and sense of urgency needed to prompt reviewing and restructuring the observation instruments, while adding the components of student achievement/growth and other measures to form a comprehensive, aligned evaluation system. Feedback from teachers and principals, as well as other stakeholders, has been crucial to every stage of this process.

Prior to the 2011-2012 development of the Teacher Keys Evaluation System and the Leader Keys Evaluation System, teachers and principals served as co-collaborators in the pilot, study and implementation of CLASS Keys<sup>SM</sup> and Leader Keys<sup>SM</sup>. In the initial 2008-2009 field study of Class Keys<sup>SM</sup>, there were 55 systems, 876 teachers, and 278 administrators providing feedback to refine the system. The Leader Keys field study of 2009-2010 involved 35 systems, and 500 school leaders. These co-collaborators participated in interviews, surveys, and focus groups and served on working committees for the past three years. Their real-world experiences provided the impetus for the restructuring of these instruments into more concise and streamlined components of a comprehensive, aligned evaluation system for teachers and leaders – Teacher Assessment on Performance Standards and Leader Assessment on Performance Standards.

Further input from teachers and leaders was sought during the past year, 2010-2011, when committees were formed in the areas of Evaluation, Student Achievement/Growth, and Other Measures. A teacher advisory group, as well as teacher organizations such as the Professional Association of Georgia Educators (PAGE), the Georgia Association of Educators (GAE), the Georgia Association of Educational Leaders (GAEL), human resource representatives from school districts, and partners from institutions of higher education, provided input through meetings and webinars that were held at the state level. Race to the Top provided an onsite Teacher Leader Advisor as an integral part of this process. In addition, the expertise of a Technical Advisory Committee is being utilized to provide external reviews of the systems, especially in the areas of value added/growth measures in tested subjects and the use of student learning objectives in non-tested grades and subjects. The twenty-six districts in Race to the Top, which educate 40% of Georgia’s students, will provide ongoing feedback when the restructured evaluation systems (TKES and LKES) are piloted January through May, 2012. This input from key stakeholders will ensure that the Georgia Department of Education is successfully developing and implementing guidelines by the end of the 2011-2012 school year for the teacher and principal evaluation systems. (Attachment 10, Teacher Keys/Leader Keys)

### **3.B ENSURE LEAS IMPLEMENT TEACHER AND PRINCIPAL EVALUATION AND SUPPORT SYSTEMS**

- 3.B Provide the SEA’s process for ensuring that each LEA develops, adopts, pilots, and implements, with the involvement of teachers and principals, including mechanisms to review, revise, and improve, high-quality teacher and principal evaluation and support systems consistent with the SEA’s adopted guidelines.

The Georgia Department of Education is committed to ensuring that each LEA implements the Teacher Keys Evaluation System and the Leader Keys Evaluation System with fidelity. Established procedures are in place to provide communications to the districts, deliver training to teachers and administrators, provide coaching throughout the process, and

receive feedback from teachers and leaders to refine the implementation process after the pilot ends. An electronic platform will be established for collecting data from rubric-based observations, surveys about professional practices and school climate, student learning objectives, and student and school academic growth. (The electronic platform will be embedded in the GaDOE's statewide Longitudinal Data System (LDS). This is another way the Georgia Department of Education will support the districts in implementing effectively the restructured evaluation systems). The School Improvement Department, specifically the division of Teacher and Leader Effectiveness, will be responsible for this project. The system will provide clear, timely, and useful feedback that identifies needs of teachers and leaders and guides professional development.

Race to the Top LEA administrators and teachers will be trained and coached by eighteen Teacher Keys and Leader Keys Evaluation Specialists. These specialists have undergone rigorous training and testing in order to ensure fidelity of implementation in the districts. A percentage of teachers and leaders in the twenty-six LEA's will pilot the evaluation systems from January through May, 2012. The Evaluation Specialists will provide appropriate support to ensure that the teacher and principal evaluation systems are implemented in a manner consistent with Georgia Department of Education guidelines. Validity and reliability studies of the results of the pilot will be conducted during the summer of 2012.

Twenty-six Race to the Top Districts will implement the Teacher Keys Evaluation System (TKES) and the Leader Keys Evaluation System (LKES) as performance management tools in the 2012-2013 school year. The students in the twenty-six LEAs in the Race To the Top pilot represent 40% of the students in Georgia; 46% of Georgia's students in poverty; 53% of Georgia's African American students; 48% of Georgia's Hispanic students; and 68% of Georgia's lowest achieving schools.

Beginning with the 2012-2013 school year, an additional sixty school districts will be offered the opportunity to implement TKES and LKES each year. All LEAs in Georgia will implement the evaluation and support systems no later than the 2014-2015 school year with the support from the Georgia Legislature and the Georgia State Board of Education. Talent management decisions linked to the teacher and leader effectiveness measures produced through TKES and LKES will be available to the Race to the Top districts in 2013-2014. Timelines have been clearly delineated to ensure the capacity of the Georgia Department of Education to provide an effective execution of these systems. When fully implemented, TKES and LKES will be used to guide personnel decisions in all LEAs. High-quality evaluation systems provide meaningful information about the effectiveness of teachers and principals while increasing the quality of instruction and improving student achievement. Timelines, human resources, and fiscal resources are in place to ensure the effective implementation of the Teacher Keys Evaluation System and the Leader Key Evaluation System. The ultimate goal and result of effective application of these high-quality, comprehensive evaluation systems will be the positive impact on the effectiveness of instruction for Georgia's students and a subsequent increase in student achievement in Georgia.

Another support that is being developed for new teachers and leaders, in partnership with

the Professional Standards Commission (PSC) through Race to the Top, will be Teacher and Leader Induction. The induction guidelines developed in Georgia in 2011 are currently available for public comment. The work that was begun in the summer with the Induction Task Force will continue with additional sessions in 2012. The LEAs involved in Race To The Top are working with a GaDOE induction specialist to review existing induction programs for teachers and building principals. They are planning improvements, and redesigning or designing where needed, with the expectation that programs grounded in the best practices identified by the Task Force and built into the guidelines will be fully implemented for the 2012-2013 school year. All districts in the state are encouraged to utilize the guidelines for the same purpose and will be provided support in that work.

Implementation of high quality induction programs for new teachers, and for new principals, will provide strong systems of support and positively impact performance on the Teacher and Leader Effectiveness Measures included in Georgia’s redesigned teacher and leader evaluation systems. This will help ensure that teachers and principals have appropriate opportunities for professional learning, mentoring, and coaching to support development into successful career teachers. The programs will extend beyond the first year into the second and third “new” year based on individual needs and performance. Ultimately, the greatest impact will be seen in the increase of student learning, growth, and achievement. (See below for timelines and activities from Race to the Top).

### **Race to the Top (RT3) Great Teachers and Leaders Overview**

#### Teacher and Leader Effectiveness

At the heart of Georgia’s RT3 plan is increasing the overall effectiveness of teachers and leaders, recognizing that effective teachers and leaders are critical factors in continually improving student achievement. The State will develop Teacher Effectiveness and Leader Effectiveness Measures (TEMs and LEMs respectively) using multiple measures to accurately reflect a teacher or leader’s impact on students. At least 50% of the TEM and LEM scores will come from student progress, and these scores will be used in key talent management decisions in participating LEAs, including targeted professional development, compensation, promotion and career advancement opportunities, and dismissal decisions. TEM and LEM measure will be designed to allow effective performance to serve as a model and inform professional development.

#### Quantitatively-Based Evaluation System and Performance Pay

Georgia’s partnering LEAs will participate in the development of a more rigorous and quantitatively-based evaluation system as a basis for teacher and leader compensation. These LEAs will collaborate with the State to finalize the evaluation system in 2010-11, begin to pilot implement the evaluation system in 2011-12, and will qualify for access to the new performance-based compensation system for their teachers in 2013-14 (LEAs will need two full years of reliable evaluation and effectiveness data on their teachers before they can tie compensation-related decisions to the data). LEAs will pay for the performance-based compensation program out of their portion of RT3 funding, per the MOU they signed with the State.

The State will roll out the new evaluation system (including the value-added model, the research-based evaluation tool, and new quantitative measures, such as surveys) to all participating LEAs by 2011-2012 and then to 120 additional systems (up to 60 additional systems per year) over the remaining two year period of the RT3 grant (2012-2014).

*The key projects under this initiative are:*

<b>#</b>	<b>Project Name</b>	<b>Description</b>	<b>Application Reference</b>
13	<i>Value-Added / Growth Model</i>	<ul style="list-style-type: none"> <li><i>The State will develop the model used to analyze student assessment results in such a way as to measure the value that a school or teacher contributes to a student's learning during a particular time period</i></li> <li><i>Used as an input into Teacher Effectiveness Measure (TEM), Leader Effectiveness Measure (LEM) and other effectiveness measures</i></li> </ul>	<i>(D)(2)(i)</i>
<b>Lead(s): Melissa Fincher</b>			
14	<i>Development, testing and validation of other quantitative measures</i>	<ul style="list-style-type: none"> <li><i>Parent, student, peer (teacher) and climate surveys used as input into TEM, LEM and other effectiveness measures (see Section D2 in application)</i></li> <li><i>This project also includes personnel support at PSC to assist with implementation of changes</i></li> </ul>	<i>(D)(2)(i)</i>
<b>Lead: Avis King and Martha Ann Todd</b>			
15	<i>Evaluation instrument and validation</i>	<ul style="list-style-type: none"> <li><i>The finalization of a research-based evaluation tool to provide both formative and summative feedback to teachers and leaders</i></li> </ul>	<i>(D)(2)(i) and (D)(2)(ii)</i>
<b>Lead(s): Avis King and Martha Ann Todd</b>			
16	<i>Evaluation training and evaluation process feedback</i>	<ul style="list-style-type: none"> <li><i>Training for individuals who will conduct evaluations</i></li> <li><i>Feedback on the overall evaluation process and tools</i></li> </ul>	<i>(D)(2)(i) and (D)(2)(ii)</i>
<b>Lead(s): Avis King and Martha Ann Todd</b>			
17	<i>Performance-based pay for teachers</i>	<ul style="list-style-type: none"> <li><i>Provide additional funding to implement of a performance-based compensation system based on a teacher's effectiveness in Cherokee County, Henry County and Pulaski County</i></li> </ul>	<i>(D)(2)(iv)</i>
<b>Lead(s): Avis King and Martha Ann Todd</b>			

18	<i>Performance-based pay for leaders</i>	<ul style="list-style-type: none"> <li>Implementation a performance-based compensation system based on a leader's effectiveness</li> </ul> <p><b>Lead(s):</b> Avis King and Martha Ann Todd</p>	(D)(2)(iv)
19	<i>Equitable distribution incentives</i>	<ul style="list-style-type: none"> <li>Relocation incentives given to teachers based on a TEM threshold to encourage movement to high-need areas</li> <li>Incentives to teachers who reduce the achievement gap in science and math</li> </ul> <p><b>Lead(s):</b> Avis King and Martha Ann Todd</p>	(D)(3)
20	<i>Increasing supply of effective science and math teachers</i>	<ul style="list-style-type: none"> <li>Partner with UTeach to increasing the number of science and math majors who go into teaching</li> </ul> <p><b>Lead:</b> Lauren Wright</p>	(D)(3)
21	<i>Focused professional development for teachers in math and science</i>	<ul style="list-style-type: none"> <li>Partner with the Center for Education Integrating Science, Mathematics, and Computing (CEISMC) to further develop existing teachers in math and science</li> </ul> <p><b>Lead:</b> Juan-Carlos Aguilar</p>	(D)(5) STEM Competitive Preference
22	<i>Sharing of best practices</i>	<ul style="list-style-type: none"> <li>Expand Summer Leadership Academies to bring leadership teams from low achieving schools together for professional development</li> </ul> <p><b>Lead(s):</b> Avis King and Barbara Lunsford</p>	(D)(5) (E)(2)

**Activities and milestones:**

Project –Milestones	Start	End	Grant Year 2010-2011				Grant Year		
			Q 1	Q 2	Q 3	Q 4	2011-2012	2012-2013	2013-2014
<b>Great Teachers and Leaders</b>									
<b>(D)(2) Improving teacher and principal effectiveness based on performance</b>									
<b>GOAL 1A: Establish a clear approach for measuring student growth by developing a value-added/growth model</b>									



	experts with the National Center for Performance Incentives)									
15	Develop “other quantitative measures” of student achievement such as student, parent, and peer surveys and new ways of measuring student engagement.	6/11	2/12				X	X		
16	Field test new measures to determine degree of correlation between surveys and growth in student learning.	2/12	5/12					X		
17	Validate survey tools before use in high stakes evaluation.	5/12	7/12					X		
18	Revise measures as needed, based on field test results and feedback from key stakeholders.	7/12	8/12					X	X	
19	Once measures have been validated, communicate measures (rationale, value) broadly to school leaders and to teachers in participating LEAs.	9/12	9/14						X	X
20	Roll out “other quantitative measures” to other districts as they come board (up to 60 per year) The LEAs are not required to participate in the evaluation system. GaDOE will encourage additional LEAs to use the system.	8/12	9/14					X	X	X
21	Hire a certification and education prep positions at the PSC to assist with implementation of new measures within their internal systems.	4/11	9/14			X	X	X	X	X
22	Provide funding for equipment for the two positions at PSC.	4/11	5/11			X				
<b>GOAL 1C: Establish a clear approach for measuring student growth by developing other quantitative measures of student learning that are rigorous and comparable across classrooms.</b>										
1	Establish a Technical Advisory Committee (TAC) to identify the specific method for calculating the reduction and the level of gap reduction needed to be deemed significant.	7/11	7/11				X			
2	Determine the specific method for calculating the reduction and the level of gap reduction needed to be deemed significant.	7/11	2/12				X	X		
3	Develop communication materials around the methodology used to determine gap reduction.	10/11	2/12					X		
4	Roll out achievement gap measure to the 26 partnering LEAs.	2/12	8/12					X		
5	Roll out achievement gap measure to other districts as they come on board (up to 60 per year). The LEAs are not required to participate in the evaluation system. GaDOE will encourage additional LEAs to use the system.	9/12	9/14						X	X
<b>GOAL 2: Develop Rigorous, Transparent, and Fair Evaluation Systems for Districts, Principals and Teachers in collaboration with LEAs, principals and teachers.</b>										





	Teacher positions at PSC.									
50	Provide funding for the Master Teacher program to contract with a state review team to score Master Teacher applications.	1/11	9/14							
51	Train 3-5 evaluators per school in a 3 day evaluation training session and train 1-2 central office representatives to provide a “train the trainer” model for ongoing evaluation training to LEA evaluators.	7/12	9/12							
52	Train additional LEA representatives over time (to subsequent summer sessions) as trainers, allowing them to share their experiences with evaluation system in their districts.	9/12	9/14							
53	Train subsequent cohorts of districts (up to 60 per year) utilizing GaDOE training staff and resources.	9/12	9/14							
54	Offer regional workshop for teachers when they return to classroom-- through districts’ central office staff who have attended summer training.	9/11	9/11							
55	Share key evaluation data with LEA leaders, school leaders and teachers to: <ul style="list-style-type: none"> <li>• Create transparency around metrics;</li> <li>• Provide guidance on how data should be used/interpreted;</li> <li>• Vendor/GOSA will calculate growth/VAM model, TEM, LEM and DEM;</li> <li>• GOSA will monitor / audit reported measures; and</li> <li>• Capture data to allow for longitudinal analysis at all levels and create reports that can be accessed by teacher and administrators.</li> </ul>	5/12	6/13							
56	Share results of field tests for “other quantitative measures” with participants and key stakeholders.	5/12	6/13							
56 a	Ensure that specifics of data trends are discussed in evaluation conversations.	5/12	9/14							
57	Design and administer annual surveys for teachers/leaders in participating LEAs to seek feedback on evaluation system and provide summary results to stakeholders.	8/12	8/14							
58	Utilize feedback from surveys to adjust evaluation process as needed.	9/12	9/14							
59	Facilitate dissemination of best practices on how to support teachers and principals to drive student achievement. Best practices may be published or participating LEAs may be asked to present at the Summer Leadership Academies.	6/12	9/14							

**GOAL 4: Use annual evaluations to inform talent development and talent management decisions.**

60	Signed MOU with participating LEAs on reporting requirements to be submitted to US ED and include data on how LEAs utilize teacher and principal effectiveness data throughout their systems.	8/10	10/10	x						
61	Monitor LEA’s effectiveness in utilizing annual evaluations to inform talent decisions. (Activity is complemented by Section CPP Activity CPP4 pg 66)	6/12	9/14					x	x	X
62	Tie teacher and leader compensation in participating LEAs to TEM and LEM (assumes 2 years of data available including the pilot year). (Note: other LEAs may opt into the compensation system)	9/13	9/14							X
63	Develop and provide performance based career ladder guidelines through PSC to participating LEAs.	4/12	6/12					x		
<b>(D)(3) Ensuring equitable distribution of effective teachers and principals</b>										
<b>GOAL 1: Ensure equitable access to highly effective teachers and principals</b>										
<b>GOAL 2: Increase number and percentage of effective educators teaching hard-to-staff subjects and hard-to-staff places.</b>										
<b>DEMAND SIDE –RETENTION BONUSES AND SIGNING BONUSES</b>										
1	Pay individual bonuses to teachers and principals based on performance tied to student achievement. The TEM and LEM will measure teacher and principal effectiveness on four components. Data collection begins in 2011-12 and the 26 LEAs will provide performance based pay to teachers and leaders starting in school year 2013-2014.	9/13	9/14							X
2	Provide additional funding to three LEAs to help off-set the cost of the individual bonuses to teachers and principals. Three Systems: Cherokee County, Henry County, & Pulaski County	9/13	9/14							X
3	Pay additional bonuses to principals and teachers in high-need schools for reducing the achievement gap each year. This is a retention-type bonus targeted at high-need schools where the achievement gaps are the largest.	9/13	9/14							x
4	Develop guidelines and provide a two year signing bonuses for teachers that move to high - need schools (give priority to rural schools). The bonus is contingent on meeting a high threshold TEM in each of the two years	9/12	9/14						x	X
<b>SUPPLY SIDE – IMPROVING EXISTING CAPACITY</b>										
5	Provide targeted training to teachers through online PLUs. Focus on modules such as: standards; teaching to standards; analysis, interpretation and use of assessment data to improve instruction. See detail in Section B Goal	6/12	9/14					x	x	X

	4a Activity 22 for dependency.									
6	Expand the Summer Leadership Academies currently organized for lowest-achieving schools to include RT3 LAS.	7/11	9/14				x	x	x	X
7	Signed MOUs with participating LEAs to require participation in all teacher and leader effectiveness reforms.	8/10	10/10	x						
8	Establish teacher induction guidelines in partnership with GaDOE and PSC.	5/11	9/11						x	
<b>SUPPLY SIDE – INCREASING PIPELINE OF EFFECTIVE EDUCATORS</b>										
9	Increase pipeline of effective teachers through partnership with Teach for America (TFA) in Atlanta Public Schools, Clayton County, DeKalb County and Gwinnett with the first class of new TFA recruits beginning in school year 2011-12.	9/10	9/14	x	x	x	x	x	x	X
9a	Teach for America will complete the process to become a certification provider through the Professional Standards Commission.	10/10	8/12	x	x	x	x	x		
10	Increase pipeline of effective teachers through partnership with The New Teacher Project (TNTP) in Burke County, Chatham County, Dougherty County, Meriwether County, Muscogee County and Richmond County with the first class of new TNTP recruits beginning in school year 2011-12.	9/10	9/14	x	x	x	x	x	x	X
10a	The New Teacher Project will complete the process to become a certification provider through the Professional Standards Commission.	10/10	8/11	x	x	x	x			
11	Provide competitive grant awards through the Innovation Fund for Grow Your Own Teacher (GYOT) programs. (Funding included in section A project 28)	9/11	9/14					x	x	X
12	Create alternative certification pathway for principals.	10/11	12/12					x	x	
13	PSC and alternative providers, including LEAs, work together to have their principal programs approved as a certification unit.	8/10	9/14	x	x	x	x	x	x	X
<b>(D)(4) Improving the effectiveness of teacher and principal preparation programs</b>										
<b>GOAL 1: Link teachers' and principals' student achievement/student growth data to preparation programs</b>										
1	Develop a Teacher Preparation Program Effectiveness Measure (TPPEM) and Leader Preparation Program Effectiveness Measure (LPPEM). The TPPEM and LPPEM include multiple components, including TEM and LEM of graduates aggregated by cohort, which provides the linkage between student growth data to in-State teacher and principal preparation programs.	5/11	7/12				x	x	x	



**Attachment 1: Notice to LEAs**

Georgia Department of Education - Title Programs I - Windows Internet Explorer

http://www.gadoe.org/tss\_title.aspx

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Georgia Department of Education - Title Programs I

**Staff Contact List**  
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**RELATED INFORMATION**

- ◀ U.S. Department of Education - ED Data Express
- ◀ To Report Waste, Fraud, and Abuse
- ◀ Adequate Yearly Progress
- ◀ LEA Consolidated Application
- ◀ State Board Rules

▶ More

**Title I, Part A - Supplemental Educational Services**  
LEA Monitoring  
FY12 Title I, Part A Monitoring Document  
FY11 Self-Monitoring Document

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**Title Programs Newsletter**  
Spring/Summer 2010  
Spring/Summer 2009  
Fall 2008  
Spring 2007  
Winter 2007

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**Applications**  
LEA Consolidated Application

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**Outreach**  
Craig Geers, Director

**Overview**  
Title I, Part B - Even Start Family Literacy Program  
Title I, Part D - Programs for Neglected or Delinquent Children  
Title VI, Part B - Rural Education Achievement Program (REAP)  
Title X, Part C - McKinney - Vento Homeless Assistance Act

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**Migrant Education Program**  
Migrant Education Program

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**Parent Engagement Program**  
Parent Engagement Program

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**21st Century Community Learning Centers**  
21st Century Community Learning Centers

**Title I Conference**  
◀ FY12 Regional Meeting Schedule

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**PARENT SUMMITS**  
◀ Secondary Level Parent Engagement Summit Letter

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**RESOURCES**

- ◀ FY12 Public Notice Comment for Flexibility Waivers under ESEA
- ◀ Complaint Procedures
- ◀ Complaint Form
- ◀ Guidelines for Using Title I Equipment
- ◀ FY 12 - FY 14 LEA Monitoring Cycle

▶ More

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**SCHOOL REPORT OF AYP**  
◀ 2011 2010 2009 2008 2007 2006 2005 2004 2003 2002 2001

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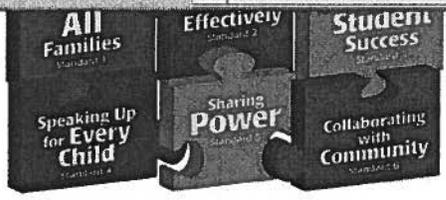
**SYSTEM REPORT OF AYP**  
◀ 2009 2008 2007 2006 2005 2004 2003

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**ALLOCATIONS**  
◀ 2011 2010 2010 ARRA 2009 2008 2007 2006 2005 2004 2003

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The Georgia Department of Education has adopted National PTA Standards for Family-School Partnerships as the state's model in engaging parents, students and the community. To learn more about these standards, please visit [www.pta.org/national\\_standards.asp](http://www.pta.org/national_standards.asp)

### Georgia Parent Involvement Coordinators (PIC) Network

The Georgia PIC Network is divided into five regions and there are approximately 700 Parent Involvement Coordinators throughout the state. Their focus is to advocate for the parents in their school, offer a variety of informative workshops, link parents to resources in the community, and assist parents with navigating the school system so their child can obtain the resources required to help his/her child achieve their maximum academic potential.

Parent Engagement Professionals participate in professional development meetings that held semi-annually within their region. To locate your region, please refer to the color coded map below.



- Parent Engagement Program Presentations, Workshops and Tools
- Homework Including Parents in the Process-Module 3
- Preparing for College
- Homework and Study Habits
- Helping your Teen Cope with Peer-Pressure

- #### ADMINISTRATORS
- Parent Leadership Award Application
  - FY12 Public Notice Comment for Flexibility Waivers under ESEA
  - Parent Engagement Brochure
  - Parent Involvement Coordinator Guidance Job Description
  - Parent Calendar (2010-2011)

**Attachment 2: Comments Received from LEAs**



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:21 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: Request for Waivers for ESEA Flexibility

Glynn County comments on flexibility waivers

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
(404) 657-1796  
Fax (770) 357-9477  
E-mail: mdelaune@doe.k12.ga.us  
www.doe.k12.ga.us

----- Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:20 PM -----

From: "Darlene Moye, DR" <dmoye@glynn.k12.ga.us>  
To: 'Margo DeLaune' <MDeLaune@doe.k12.ga.us>  
Date: 10/04/2011 01:31 PM  
Subject: Request for Waivers for ESEA Flexibility

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Superintendent Howard Mann and the Glynn County School System applauds and supports the efforts the state is making to obtain waivers of ten provisions of the Elementary and Secondary Education Act of 1965 and their regulatory, administrative, and reporting requirements. We feel that these waivers will provide the flexibility that is needed to improve student achievement, enhance the quality of instruction, and move our schools forward in meeting the needs of all student in a positive manner.

*Darlene M. Moye, Ed.D.*  
*Director of Federal Programs*  
*2301 Stonewall Street*  
*Brunswick, GA 31520*  
*dmoye@glynn.k12.ga.us*  
*912-267-4100 Ext. 1518*  
*912-261-3092 (fax)*  
*912-577-0879 (cell)*



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:20 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: GaDOE's Request for Public Comments Regarding US  
ED's Flexibility Opportunity

Gwinnett County's comments on flexibility waiver

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
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--- Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:19 PM ---

From: Carol\_Grady@Gwinnett.k12.ga.us  
To: mdelaune@doe.k12.ga.us  
Cc: jedavenp@doe.k12.ga.us, Erin\_Hahn@Gwinnett.k12.ga.us, Celeste\_Strohl@Gwinnett.k12.ga.us,  
Linda\_S\_Davis@Gwinnett.k12.ga.us  
Date: 10/04/2011 02:08 PM  
Subject: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

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Hi Margo,

Attached are two documents which provide Gwinnett County's responses to the recent waiver proposal. These provide clear, concise input from a wide range of stakeholders throughout the school district. I hope this will be helpful as you gather the public comments.

(See attached file: C&CR Indices Two Column Response Matrix revised.docx)

(See attached file: AYP - C&CR Indices Executive Summary of GCPS Feedback revised.docx)

Carol Grady  
Director of Federal & Special Programs  
437 Old Peachtree Rd. N.W.  
Suwanee, GA 30024  
Office 678-301-7060  
Fax 678-301-7058

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C&CR Indices Two Column Response Matrix revised.docx



AYP - C&CR Indices Executive Summary of GCPS Feedback revised.docx

**College & Career Readiness Indices  
HIGH SCHOOL**

PERFORMANCE INDEX	GCPS RESPONSE (COMMENT, QUESTION OR CONCERN)
EOCT – 9 <sup>th</sup> grade Literature – % of students passing	<p>What metrics will be used to compute multiple measures into a single performance score for schools?</p> <p>Will subgroup disaggregation be required?</p> <p>Will there be an annual measurable objective (AMO) for these indicators?</p> <p>Will the AMO be scheduled to increase to 100% over a set period of time?</p> <p>What adjustment will be made for districts like GCPS that do not include Physical Science in the standard sequence?</p>
EOCT – American Literature – % of students passing	
EOCT – Mathematics I – % of students passing	
EOCT – Mathematics II – % of students passing	
EOCT – Biology – % of students passing	
EOCT – U.S. History – % of students passing	
EOCT – Economics – % of students passing	
EOCT – Physical Science – % of students passing	
Completing 3 or more Pathway courses – % of students	<p>Course completion is determined by teacher grading which is a non-standard measure</p>
CTAE Pathway completers – % earning CTAE credential	
Work ready certificate – % of students earning	<p>Percentage reference should not apply to all students but to targeted groups of students based on interest and need.</p>
NOT requiring remediation courses in college - % of graduates	<p>Tracking student course registration especially out of state may be a challenge</p>
Earning high school credits for accelerated enrollment via IB, AP, Dual Enrollment, MOWR – % of students	<p>Determined by teacher grading which is a non-standard measure</p>
World Languages – % of students earning 2 or more credits	<p>Determined by teacher grading which is a non-standard measure</p>
Zell Miller Scholarship – % of students earning	<p>Endorsed by GCPS – appropriate reflection of student achievement</p>
AP Exams – % of students scoring 3 or higher	
IB Exams – % of students scoring 4 or higher	
ACT – % of students scoring a minimum of 22	
SAT – % of students scoring a minimum of 1550	
Cohort Graduation Rate – %	<p>What allowance is planned for 5<sup>th</sup> year completers?</p>
Attendance Rate – %	<p>Necessary indicator for student and school success.</p>
COMPANION INDEX	GCPS RESPONSE (COMMENT, QUESTION OR CONCERN)
EOCT – 9 <sup>th</sup> grade Literature – % of 9 <sup>th</sup> graders exceeding	<p>Consider including percent exceeds for all students on all EOCTs</p>
EOCT – Mathematics I or II – % of 9 <sup>th</sup> graders exceeding	
Credits in at least 4 core courses – % of 9 <sup>th</sup> graders earning	<p>Will retained students (2<sup>nd</sup> year 9<sup>th</sup> graders) be included in the %?</p>
Credit(s) in a STEM course(s) – % of students earning	<p>Which courses qualify as STEM? Definition of STEM courses?</p>
Soft Skills Assessment – % of tested students scoring proficient	<p>Could be manipulated by limiting the number of students tested.</p>
PSAT – % of sophomores participating	<p>Will retained students (2<sup>nd</sup> year 10<sup>th</sup> graders) be included in the %?</p>
Physics course – % of students earning credit	<p>Determined by teacher grading which is a non-standard measure</p>
SAT or ACT – % of graduated students participating during HS	<p>How will this data be reported and/or calculated?</p>
Post secondary programs – % of graduated students enrolling	<p>Tracking student enrollment especially out of state may present challenges</p>
GHSWT – % of students exceeding	<p>Exceeds performance level is endorsed as appropriate by GCPS</p>
World Language – % of students earning 3 or more credits	<p>Determined by teacher grading which is a non-standard measure</p>
Calculus, AP Calculus or AP Stat – % of students earning credit	

**College & Career Readiness Indices  
ELEMENTARY SCHOOL**

PERFORMANCE INDEX	GCPS RESPONSE (COMMENT, QUESTION OR CONCERN)
CRCT – English/Language Arts – % of students passing	<p>What metrics will be used to compute multiple measures into a single performance score for schools?</p> <p>Will subgroup disaggregation be required?</p> <p>Will there be an annual measurable objective (AMO) for these indicators?</p> <p>Will the AMO be scheduled to increase to 100% over a set period of time?</p>
CRCT – Reading – % of students passing	
CRCT – Mathematics – % of students passing	
CRCT – Science – % of students passing	
CRCT – Social Studies – % of students passing	
5 <sup>th</sup> Grade Writing Assessment – % of students passing	
Lexile measure – % of 3 <sup>rd</sup> graders scoring greater than 650	
Lexile measure – % of 5 <sup>th</sup> graders scoring greater than 850	
ELLs – annual increase in number with positive movement between Performance Bands	Change to: % of ELLs with positive movement between performance bands
SWDs – % served in general education environment more than 80% of the school day	Arbitrary measure rather than focused on individual student needs
Career Awareness Modules – % of 5 <sup>th</sup> graders completing 10	Represents completion status rather than student achievement.
Career Portfolio in GaCollege411 – % of 5 <sup>th</sup> graders completing	Represents completion status rather than student achievement.
Attendance Rate – %	Necessary indicator for student and school success.
COMPANION INDEX	GCPS RESPONSE (COMMENT, QUESTION OR CONCERN)
CRCT – English/Language Arts – % of 5 <sup>th</sup> graders exceeding	<p>Consider including percent exceeds for all students at all grade levels rather than 5<sup>th</sup> grade only on all CRCTs</p>
CRCT – Reading – % of 5 <sup>th</sup> graders exceeding	
CRCT – Mathematics – % of 5 <sup>th</sup> graders exceeding	
CRCT – Science – % of 5 <sup>th</sup> graders exceeding	
CRCT – Social Studies – % of 5 <sup>th</sup> graders exceeding	
Fitnessgram – % of students (grades 1-5) with documented data	Represents completion status rather than student achievement.
Fine Arts or World Language – % of students enrolled	Represents enrollment status rather than student achievement.

# College and Career Ready Performance Index

## Executive Summary of Principal Feedback – August 2011

### Gwinnett County Public Schools

The draft document of the College and Career Readiness Performance Index has been reviewed by selected district and school based leaders from Gwinnett County Public Schools. The following responses represent the district perspective on various issues relative to both the performance and companion indices.

#### Comments:

- This next generation accountability structure is a reasonable and appropriate method to determine AYP.
- A multi-measure, multi-criteria approach provides a better determination of school effectiveness.
- This design is more inclusive of high achieving students as well as those with learning disabilities, language barriers and limitations due to poverty.
- Percent of students earning credit in a Physics course adds an appropriate level of rigor to the high school companion index.

#### Concerns:

- Rewarding the inclusion model of instruction for students with disabilities (SWD) may push schools to a one size fits all approach rather than allowing individual student need to determine appropriate placement.
- High density ELL schools may face significant challenges in meeting performance band progress indicators.
- CTAE Pathway courses are typically not selected by students pursuing admission to a research university therefore career pathway indicators may prompt a return to the old technical track course of study.
- Schools need more information on the career readiness indicators for elementary and middle school students.
- Must define what constitutes a STEM course for indicator on percent of students earning STEM course credit.
- Cost factor is a concern with pathway completers earning industry recognized credential.
- Data reporting access on SAT results from College Board may be a problem because they do not generate reports such as “percent of students tested scoring a minimum of 1500”. Same concern for ACT.
- Data access is also an issue for tracking post-secondary enrollment in and out of state for some institutions.
- “Percent of students earning credit” is a non-standard measure since teacher grading and grade weighting is not consistent from school to school or district to district across the state.
- The indices seem designed to reflect school status rather than school performance. School status indicates where students are in their learning journeys; school performance reflects how far students have come.

#### Questions:

- What metrics are planned to consolidate these multiple criteria into one cumulative score result?
- Will these new criteria apply to subgroup performance results or only to overall school percentage averages?
- Will these new criteria apply only to Full Academic Year (FAY) students?
- What timeline for implementation is planned?
- Will cut score standards for performance results be established and then graduate to 100% by a predetermined time?
- Will school results be reported by scaled scores or translated into a category result such as a letter grade?
- What research supports these criteria as an accurate reflection of college and career readiness?

#### Recommendations:

- Apply “exceeds” performance results in all four core content areas for high school EOCTs on the companion index rather than language arts and math only.
- Apply “exceeds” performance results to grades 3 – 5 (rather than 5<sup>th</sup> only) and grades 6 – 8 (rather than 8<sup>th</sup> only) on the respective elementary and middle school companion indices.
- Consider weighting of indicators to reflect the importance of academic achievement performance results.
- Develop a Physics EOCT for districts that do not include Physical Science in their standard course sequence.
- Consider Calculus as another course area in addition to Physics to add rigor to the high school companion index.



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:20 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: ESEA flexibility

**Coweta County flexibility waiver comments**

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
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Fax (770) 357-9477  
E-mail: mdelaune@doe.k12.ga.us  
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— Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:19 PM —

From: "Warren, Sherry" <sherry.warren@cowetaschools.net>  
To: "Margo DeLaune" <MDeLaune@doe.k12.ga.us>  
Date: 10/10/2011 02:11 PM  
Subject: ESEA flexibility

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Margo, the changes sound good. Terms like achievable goals and continuous improvement, as opposed to a high bar that becomes impossible to reach.

Also, I did not see any wording specific to special education students. Please make sure that whatever the standard is for them....that it is a reasonable growth model. We have been labeled NI only because these students with disabilities could not perform at a level with their peers.

I am a little concerned about the amount of documentation that may be required for the career and college readiness.

I know that this is an area of extreme interest for our current superintendent. Please try to keep it simple for our schools and LEAS by using documentation that we may already be collecting.

Thank you for allowing input.



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:19 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: Request for Comments by Georgia's Committee of  
Practitioners (COP) Membership

COP member flexibility waiver comments

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
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----- Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:18 PM -----

From: "Sue Myers" <SMyers@paulding.k12.ga.us>  
To: "DeLaune, Margo" <MDeLaune@doe.k12.ga.us>  
Date: 10/12/2011 01:14 PM  
Subject: Re: Request for Comments by Georgia's Committee of Practitioners (COP) Membership

---

Dear Ms. DeLaune,  
Please see the attached review form and comments. Thank you for the opportunity to provide feedback.  
Take care,  
Sue Myers

Sue Myers  
Director of Title I  
Paulding County School District  
770-443-8003 ext. 10158  
[smyers@paulding.k12.ga.us](mailto:smyers@paulding.k12.ga.us)

>>> Margo DeLaune <MDeLaune@doe.k12.ga.us> 9/28/2011 4:15 PM >>>  
Dear COP Member:

The Georgia Department of Education (GaDOE) is asking Title I COP members to review the attached documents regarding the U.S. Department of Education's (US ED) proposed opportunity for states to request flexibility, on its own behalf and of its LEAs, through waivers of ten provisions of the Elementary and Secondary Education Act of 1965 (ESEA) and their associated regulatory, administrative, and report requirements. Please send your comments back to Margo DeLaune, GaDOE Title Programs Director at mdelaune@doe.k12.ga.us no later than **October 12, 2011**. Or to the mailing address listed below in my email signature.

You are receiving this email because you were a Title I Committee of Practitioners (COP) member for the 2010-2011 school year. As you know, a few of the 2010-2011 COP member terms have expired. The FY12 Title I COP membership, to replace those members whose terms have expired, will not become

official until the State Board of Education (SBOE) has approved the FY12 COP membership at the October SBOE meeting. Therefore, any new COP members will receive the opportunity to review the attached documents in October 2011.

Under this flexibility, the GaDOE would grant waivers for LEAs through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility from the US ED. Attached you will find:

- ESEA Flexibility Request Form
- ESEA Flexibility Plan
- COP Document Review Form
- Public Law 107-110 (NCLB)

The GaDOE will be seeking waiver permission for LEAs on the following:

- The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that all students meet or exceed the State's proficient level of academic achievement on the State's assessments in reading/language arts and mathematics no later than the end of the 2013-2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.
- The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements. **Note: 1116(b) is in reference to Title I Public School Choice and Supplemental Educational Services (SES).**
- The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs. **Note: 1116(c) is in reference to Notification Letters to publicize and disseminate to LEAs, teachers, other staff, parents, students and the community AYP results.**
- The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.
- The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.
- The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State's priority and focus schools.

- The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools.  
**Note: 1117 is in reference to Title I Academic Achievement Awards.**

- The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems.

- The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.

- The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that it may award SIG funds to an LEA to implement one of the four SIG models in any of the State's priority schools.

The GaDOE thanks you for your attention to this proposed flexibility request and appreciates your comments. Should you have additional questions, please contact me at (404) 657-1796.

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
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[www.doe.k12.ga.us](http://www.doe.k12.ga.us)

Committee of Practitioners Document Review Form.doc



**Georgia Department of Education  
Committee of Practitioners Document Review Form  
October , 2011**

**ESEA Flexibility**

**October 7, 2011**

Document Reviewed

Date Reviewed

<b>DISTRICT LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS—Why This Is A Good Idea</b>
	<p>ESEA Flexibility would allow the SEA to develop rigorous yet achievable AMOs that would guide district, schools, and classrooms in improving student achievement. Flexibility would also allow districts to better focus on improving student achievement and to increase the quality of learning by determining how best to allocate funds to meet the specific needs of the schools and students in their district.</p> <p>Flexibility in Implementation of School Improvement Requirements would be extremely beneficial as it would allow the LEA to develop strategic plans for use of funds to improve instruction and provide resources as an alternative to current requirements. It would also allow for long range instructional planning at the school and district level as funding would remain within the school district.</p> <p>“Reducing Duplication and Unnecessary Burden” would allow for districts to focus on student needs and school and district priorities.</p>
<b>SCHOOL LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS—Why This Is A Good Idea</b>
	<p>ESEA Flexibility would allow the SEA to develop rigorous yet achievable AMOs that would guide schools in improving student achievement.</p> <p>Incentives and recognition would be provided to Title I schools for making significant progress, closing achievement gaps and increasing student achievement. These incentives would then be applied to</p>



**Georgia Department of Education  
Committee of Practitioners Document Review Form  
October , 2011**

	<p>continue the positive work at the school and classroom level.</p> <p>"Reducing Duplication and Unnecessary Burden" would allow for schools to focus on student needs and school priorities.</p>
<b>CLASSROOM LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS--Why This Is A Good Idea</b>
	<p>ESEA Flexibility would allow the SEA to develop rigorous yet achievable AMOs that would guide classroom instruction in improving student achievement.</p> <p>Incentives and recognition would be provided to Title I schools for making significant progress, closing achievement gaps and increasing student achievement. These incentives would then be applied to continue the positive work at the school and classroom level.</p> <p>"Reducing Duplication and Unnecessary Burden" would allow for schools to focus on student needs and school priorities.</p>

**General Comments:**

The opportunity for ESEA Flexibility allows SEAs and LEAs to look closely at the work they are currently doing, fully support what is working, and address issues of specific need in regards to student achievement and increasing the quality of instruction in our classrooms. To truly prepare students for college and career readiness, SEAs and LEAs must evaluate programs and practices, provide interventions and support systems, and implement effective teacher and leader evaluation methods. The outlined flexibility continues to ensure accountability of SEAs, LEAs, and schools, but also allows for needs based application of ESEA.



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:18 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: Request for Comments by Georgia's Committee of  
Practitioners (COP) Membership

COP member flexibility waiver comments

Margo DeLaune  
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----- Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:17 PM -----

From: "Allen Kicklighter" <akicklighter@burke.k12.ga.us>  
To: "Margo DeLaune" <MDeLaune@doe.k12.ga.us>  
Date: 10/12/2011 03:56 PM  
Subject: RE: Request for Comments by Georgia's Committee of Practitioners (COP) Membership

---

Good Afternoon,

Here are my comments for COP.

Thanks,

Allen

Allen Kicklighter, Ed.D.  
Director of Federal Programs  
Burke County Public School District  
789 Burke Veterans Parkway (Perimeter Rd)  
Waynesboro, Ga. 30830  
akicklighter@burke.k12.ga.us  
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**From:** Margo DeLaune [mailto:MDeLaune@doe.k12.ga.us]  
**Sent:** Wednesday, September 28, 2011 4:15 PM

To: bsstrickland@camden.k12.ga.us; (bgeeslin; debbie.peabody@henry.k12.ga.us; sherry.warren@cowetaschool.org; audria\_berry@fc.dekalb.k12.ga.us; pam\_speaks@fc.dekalb.k12.ga.us; amueller@atlanta.k12.ga.us; ken.owen@cherokee.k12.ga.us; carol\_grady@gwinnett.k12.ga.us; tclayton@irwin.k12.ga.us; patty.robinson@hallco.org; mnoble@elbert.k12.ga.us; Constance.Carter@cobbk12.org; rlancaster@smsrome.org; SMyers@paulding.k12.ga.us; akicklighter@burke.k12.ga.us; jtorp\_2@yahoo.com; lucia.ribeiro@cobbk12.org; MurielColes@djj.state.ga.us; blunford@doe.k12.ga.us; jcortez@doe.k12.ga.us; smcgloho@doe.k12.ga.us; tom.dickson@house.ga.gov

Cc: Jennifer Davenport; Judy Alger; Phyllis Conn; Anthony Threat; James Everson; Evelyn Maddox; Randy Phillips; Marijo Pitts-Sheffield; Grace McElveen; Kathy Pruet; Robyn Planchard; Bobby Trawick; Elaine Dawsey; Olufunke Osunkoya; Barbara Lunsford; Avis King; Michelle Tarbutton; Margo DeLaune  
Subject: Request for Comments by Georgia's Committee of Practitioners (COP) Membership

Dear COP Member:

The Georgia Department of Education (GaDOE) is asking Title I COP members to review the attached documents regarding the U.S. Department of Education's (US ED) proposed opportunity for states to request flexibility, on its own behalf and of its LEAs, through waivers of ten provisions of the Elementary and Secondary Education Act of 1965 (ESEA) and their associated regulatory, administrative, and report requirements. Please send your comments back to Margo DeLaune, GaDOE Title Programs Director at [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us) no later than **October 12, 2011**. Or to the mailing address listed below in my email signature.

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Under this flexibility, the GaDOE would grant waivers for LEAs through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility from the US ED. Attached you will find:

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- COP Document Review Form
- Public Law 107-110 (NCLB)

The GaDOE will be seeking waiver permission for LEAs on the following:

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- The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs. **Note: 1116(c) is in reference to Notification Letters to publicize and disseminate to LEAs, teachers, other staff, parents, students and the community AYP results.**

- The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.

- The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.

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- The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools. **Note: 1117 is in reference to Title I Academic Achievement Awards.**

- The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems.

- The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.

- The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that it may award SIG funds to an LEA to implement one of the four SIG models in any of the State's priority schools.

The GaDOE thanks you for your attention to this proposed flexibility request and appreciates your comments. Should you have additional questions, please contact me at (404) 657-1796.

Margo DeLaune  
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[www.doe.k12.ga.us](http://www.doe.k12.ga.us)

AK - Committee of Practitioners Document Review Form.doc



**Georgia Department of Education  
Committee of Practitioners Document Review Form  
October , 2011**

Allen Kicklighter

10/12/11

Document Reviewed

Date Reviewed

<b>DISTRICT LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS—Why This Is A Good Idea</b>
<p>The only barrier I see to we should not request the ESEA flexibility, is that we do not know the final measurable objectives that will be required for meeting AYP at this time. This is by far outweighed by the ability to determine more appropriate measures to determine the successful performance of students in schools within a system.</p>	<p>The flexibility that this opportunity gives to SEA's and LEA's by far outweighs the risks associated with this flexibility. Collage and Career readiness expectations is by far a more reasonable and justifiable way to determine accountability for systems rather than a one-size-fits-all everyone will achieve at a certain level determination that we have been required to use up until this point.</p> <p>The possibility of redirecting SES funds to extended day services within the school system and the elimination of a cumbersome process driven by for-profit companies would be of great benefit to school systems.</p>
<b>SCHOOL LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS—Why This Is A Good Idea</b>
<p>The only reason that we would not do this at the school level is again we do not understand the final determinations of the performance measurable objectives that will be required</p>	<p>Schools will have an opportunity to realistically understand and work towards the annual measurable objectives that will be required for success under the flexibility that will be given.</p>



**Georgia Department of Education  
Committee of Practitioners Document Review Form  
October , 2011**

<b>CLASSROOM LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS—Why This Is A Good Idea</b>
<p>Well there will be a certain amount of anxiety due to a lack of concrete indications of final performance objectives; this will be offset by the possibility of being able to achieve success based on growth models.</p>	<p>This will give classroom level data to support growth in the narrowing of achievement gaps and the ability to measure the improvement of students rather than trying to achieve an arbitrary level for all students year regardless of their abilities or limitations.</p>

**General Comments:**

It is my sincerest hope that Georgia will exercise the flexibility necessary to allow school systems to use money designated to choice and SES for meaningful extended learning opportunities within the school system itself. With the flexibility of determining how these services would be provided for the students. The current method of mail outs and dealing with numerous supplemental educational services providers with varying levels of concerns for the students within the district is at best a cumbersome process and at worst a process that requires a significant amount of staff time to monitor and process with at best and ambiguous return on the investment.



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:17 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: Request for Comments by Georgia's Committee of  
Practitioners (COP) Membership

Cop member's comments on flexibility waiver

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
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(404) 657-1796  
Fax (770) 357-9477  
E-mail: mdelaune@doe.k12.ga.us  
www.doe.k12.ga.us  
---- Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:16 PM ----

From: "AUDRIA BERRY" <AUDRIA\_BERRY@fc.dekalb.k12.ga.us>  
To: MDeLaune@doe.k12.ga.us  
Date: 10/12/2011 04:02 PM  
Subject: Re: Request for Comments by Georgia's Committee of Practitioners (COP) Membership

---

Hello Margo,

I hope all is well. Attached are my comments regarding the ESEA flexibility.

Thanks.

Margo DeLaune <MDeLaune@doe.k12.ga.us> on Wednesday, September 28, 2011 at 4:15 PM -0400 wrote:

>Dear COP Member:

>

>The Georgia Department of Education (GaDOE) is asking Title I COP members  
>to review the attached documents regarding the U.S. Department of  
>Education's (US ED) proposed opportunity for states to request  
>flexibility, on its own behalf and of its LEAs, through waivers of ten  
>provisions of the Elementary and Secondary Education Act of 1965 (ESEA)  
>and their associated regulatory, administrative, and report requirements.  
> Please send your comments back to Margo DeLaune, GaDOE Title Programs  
>Director at mdelaune@doe.k12.ga.us no later than October 12, 2011. Or to  
>the mailing address listed below in my email signature.

>

>You are receiving this email because you were a Title I Committee of  
>Practitioners (COP) member for the 2010-2011 school year. As you know, a  
>few of the 2010-2011 COP member terms have expired. The FY12 Title I COP  
>membership, to replace those members whose terms have expired, will not  
>become official until the State Board of Education (SBOE) has approved  
>the FY12 COP membership at the October SBOE meeting. Therefore, any new  
>COP members will receive the opportunity to review the attached documents  
>in October 2011.

>

>Under this flexibility, the GaDOE would grant waivers for LEAs through

>the 2013-2014 school year, after which time an SEA may request an  
>extension of this flexibility from the US ED. Attached you will find:  
> • ESEA Flexibility Request Form

>ESEA Flexibility Plan

>COP Document Review Form

>Public Law 107-110 (NCLB)

>The GaDOE will be seeking waiver permission for LEAs on the following:

>

>• The requirements in ESEA section 1111(b)(2)(E)-(H) that  
>prescribe how an SEA must establish annual measurable objectives (AMOs)  
>for determining adequate yearly progress (AYP) to ensure that all  
>students meet or exceed the State's proficient level of academic  
>achievement on the State's assessments in reading/language arts and  
>mathematics no later than the end of the 2013-2014 school year. The SEA  
>requests this waiver to develop new ambitious but achievable AMOs in  
>reading/language arts and mathematics in order to provide meaningful  
>goals that are used to guide support and improvement efforts for the  
>State, LEAs, schools, and student subgroups.

>

>• The requirements in ESEA section 1116(b) for an LEA to identify  
>for improvement, corrective action, or restructuring, as appropriate, a  
>Title I school that fails, for two consecutive years or more, to make  
>AYP, and for a school so identified and its LEA to take certain  
>improvement actions. The SEA requests this waiver so that an LEA and its  
>Title I schools need not comply with these requirements. Note: 1116(b) is  
>in reference to Title I Public School Choice and Supplemental Educational  
>Services (SES).

>

>• The requirements in ESEA section 1116(c) for an SEA to identify  
>for improvement or corrective action, as appropriate, an LEA that, for  
>two consecutive years or more, fails to make AYP, and for an LEA so  
>identified and its SEA to take certain improvement actions. The SEA  
>requests this waiver so that it need not comply with these requirements  
>with respect to its LEAs. Note: 1116(c) is in reference to Notification  
>Letters to publicize and disseminate to LEAs, teachers, other staff,  
>parents, students and the community AYP results.

>

>• The requirements in ESEA sections 6213(b) and 6224(e) that limit  
>participation in, and use of funds under the Small, Rural School  
>Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based  
>on whether an LEA has made AYP and is complying with the requirements in  
>ESEA section 1116. The SEA requests this waiver so that an LEA that  
>receives SRSA or RLIS funds may use those funds for any authorized  
>purpose regardless of whether the LEA makes AYP.

>

>• The requirement in ESEA section 1114(a)(1) that a school have a  
>poverty percentage of 40 percent or more in order to operate a schoolwide  
>program. The SEA requests this waiver so that an LEA may implement  
>interventions consistent with the turnaround principles or interventions  
>that are based on the needs of the students in the school and designed to  
>enhance the entire educational program in a school in any of its priority  
>and focus schools, as appropriate, even if those schools do not have a  
>poverty percentage of 40 percent or more.

>

>• The requirement in ESEA section 1003(a) for an SEA to distribute  
>funds reserved under that section only to LEAs with schools identified  
>for improvement, corrective action, or restructuring. The SEA requests  
>this waiver so that it may allocate section 1003(a) funds to its LEAs in  
>order to serve any of the State's priority and focus schools.

>

>• The provision in ESEA section 1117(c)(2)(A) that authorizes an

>SEA to reserve Title I, Part A funds to reward a Title I school that (1)  
>significantly closed the achievement gap between subgroups in the school;  
>or (2) has exceeded AYP for two or more consecutive years. The SEA  
>requests this waiver so that it may use funds reserved under ESEA section  
>1117(c)(2)(A) for any of the State's reward schools. Note: 1117 is in  
>reference to Title I Academic Achievement Awards.

>  
>· The requirements in ESEA section 2141(a), (b), and (c) for an  
>LEA and SEA to comply with certain requirements for improvement plans  
>regarding highly qualified teachers. The SEA requests this waiver to  
>allow the SEA and its LEAs to focus on developing and implementing more  
>meaningful evaluation and support systems.

>  
>· The limitations in ESEA section 6123 that limit the amount of  
>funds an SEA or LEA may transfer from certain ESEA programs to other ESEA  
>programs. The SEA requests this waiver so that it and its LEAs may  
>transfer up to 100 percent of the funds it receives under the authorized  
>programs among those programs and into Title I, Part A.

>  
>· The requirements in ESEA section 1003(g)(4) and the definition  
>of a Tier I school in Section I.A.3 of the School Improvement Grants  
>(SIG) final requirements. The SEA requests this waiver so that it may  
>award SIG funds to an LEA to implement one of the four SIG models in any  
>of the State's priority schools.

>  
>The GaDOE thanks you for your attention to this proposed flexibility  
>request and appreciates your comments. Should you have additional  
>questions, please contact me at (404) 657-1796.

>  
>  
>

>Margo DeLaune  
>Title Programs Director  
>Georgia Department of Education  
>1858 Twin Towers East  
>Atlanta, Georgia 30334  
>(404) 657-1796  
>Fax (770) 357-9477  
>E-mail: mdelaune@doe.k12.ga.us  
>[ <http://www.doe.k12.ga.us> ][www.doe.k12.ga.us](http://www.doe.k12.ga.us)

-Audria

---

Dr. Audria M. Berry  
Executive Director  
Office of School Improvement  
DeKalb County School System  
1701 Mountain Industrial Blvd  
Stone Mountain, GA 30083

(678) 676-0380 (telephone)  
(678) 676-0304 (fax)  
[Audria\\_Berry@fc.dekalb.k12.ga.us](mailto:Audria_Berry@fc.dekalb.k12.ga.us)





**Georgia Department of Education  
Committee of Practitioners Document Review Form  
October , 2011**

Audria Berry

October 11, 2011

Document Reviewed

Date Reviewed

<b>DISTRICT LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS--Why This Is A Good Idea</b>
<p>Parents of transfer students will be very upset with the new rules.</p>	<p>Places the responsibility of student achievement back on the home school.</p> <p>Ensures tutoring is conducted by trained instructors.</p> <p>Ensures that the curriculum is taught.</p> <p>Reduces the number of hours needed to facilitate Public School Choice.</p>
<b>SCHOOL LEVEL</b>	
<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS--Why This Is A Good Idea</b>
	<p>Reduces the number of high achieving students leaving low performing schools, essentially a "brain drain."</p> <p>Increases accountability.</p> <p>Reduces the labeling of schools, especially if the lack of success is based on one subgroup and not the entire school.</p> <p>Encourages more collaboration between teachers, parents, administrators and community.</p>
<b>CLASSROOM LEVEL</b>	



**Georgia Department of Education  
Committee of Practitioners Document Review Form  
October , 2011**

<b>BARRIERS-Reason Why We Should Not Do</b>	<b>ENABLERS--Why This Is A Good Idea</b>
	Increases accountability.  Encourages more collaboration between teachers, parents, administrators and community.

**General Comments:**



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:17 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: GaDOE's Request for Public Comments Regarding US  
ED's Flexibility Opportunity

CoP members comments on flexibility waiver

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
(404) 657-1796  
Fax (770) 357-9477  
E-mail: mdelaune@doe.k12.ga.us  
www.doe.k12.ga.us

— Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:16 PM —

From: "Miller, Tawana D" <MillerT@fultonschools.org>  
To: "Margo DeLaune" <MDeLaune@doe.k12.ga.us>  
Cc: <Oosunkoya@doe.k12.ga.us>, "Krause, Amy" <KrauseA@fultonschools.org>, "Carter, Marrietta J" <CarterMJ@fultonschools.org>  
Date: 10/16/2011 03:06 PM  
Subject: RE: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

---

Good Afternoon Mrs. DeLaune,

Comments regarding the waivers are highlighted below.

Thank-you,

Tawana

*Tawana D. Miller, Ed.D.*

Director, Title I  
Teaching Museum South  
689 North Avenue  
Hapeville, GA 30354  
404 669-8217 – OFF  
404 669-8218 – FAX  
[millert@fulton.k12.ga.us](mailto:millert@fulton.k12.ga.us)

This message is intended only for the use of the individual or entity to which it is addressed and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify me immediately by telephone and/or e-mail. Thank-you for your cooperation.

**From:** Margo DeLaune [mailto:MDeLaune@doe.k12.ga.us]

**Sent:** Wednesday, September 28, 2011 4:28 PM

**To:** K12 - Title I Directors

**Cc:** Margo DeLaune; Jennifer Davenport; Judy Alger; Phyllis Conn; Anthony Threat; James Everson; Evelyn Maddox; Randy Phillips; Marijo Pitts-Sheffield; Grace McElveen; Kathy Pruett; Robyn Planchard; Bobby Trawick; Elaine Dawsey; Olufunke Osunkoya

**Subject:** GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

Dear Title I Directors:

The Georgia Department of Education (GaDOE) will be seeking to exercise the offer for State educational agency's (SEAs) the opportunity to request flexibility on behalf of itself, its local educational agencies (LEAs), and its schools, in order to better focus on improving student learning and increasing the quality of instruction. This voluntary opportunity will provide educators and State and local leaders with flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for rigorous and comprehensive State-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity and improve the quality of instruction. The GaDOE intends to seek this flexibility pursuant to the authority in section 9401 of the Elementary and Secondary Education Act of 1965 (ESEA), which allows the Secretary to waive, with certain exceptions, any statutory or regulatory requirement of the ESEA for an SEA that receives funds under a program authorized by the ESEA and requests a waiver. Under this flexibility, the GaDOE would grant waivers through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility. The GaDOE will be seeking waiver permission for LEAs on the following:

- The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that all students meet or exceed the State's proficient level of academic achievement on the State's assessments in reading/language arts and mathematics no later than the end of the 2013-2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.
- The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements.
- The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs.
- The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.
- The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the

needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.

For large school systems – when one goes below the 40 percent threshold for SWP eligibility – it would appear that we are moving away from the research that correlates poverty with student achievement. The flexibility offered through SWP Title I programs aligns with the thinking that larger percentages of eligible students receiving free or reduced lunch impact the entire school in ways that are different from those schools having smaller percentages of students eligible for free or reduced lunch. The formation of the SWP program should in our estimation align with the original intent and purpose of schoolwide programs as taken from the GaDOE guidance on Schoolwide programs

“For the first year of the schoolwide program the school serves a school attendance area in which not less than 40 percent of the children are from low-income families or 40 percent of the students enrolled in the school are from low-income families”.

- The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State's priority and focus schools.

Some of the State's priority and focus schools in rural areas might preclude some funding to larger metro area systems and schools that could have a smaller percentage of schools in corrective action or restructuring as compared to smaller school systems.

- The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools.
- The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems.
- The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.
- The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that it may award SIG funds to an LEA to implement one of the four SIG models in any of the State's priority schools.

In the case of a waiver request submitted by GaDOE, prior to submitting its request, the GaDOE must provide all interested LEAs in Georgia with notice and a reasonable opportunity to comment on the request (ESEA section 9401(b)(3)(A)(i)). GaDOE must submit all comments it receives from those LEAs to the US ED along with its waiver request (ESEA section 9401(b)(3)(A)(ii)). US ED will consider these comments when determining whether to grant the waiver request. The GaDOE must also provide notice and information regarding the waiver request to the public in the manner in which the GaDOE customarily

provides such notice and information to the public (ESEA section 9401(b)(3)(A)(iii)), such as through a public Web site.

In order for the GaDOE to have time to receive comments from your district and stakeholders the GaDOE is asking that you submit your comments to GaDOE no later than **October 15, 2011**. Comments may be submitted to **Margo DeLaune, Title Programs Director** at **[mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us)** if you have additional comments or questions, I may be reached by phone at (404) 657-1796.

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
(404) 657-1796  
Fax (770) 357-9477  
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[www.doe.k12.ga.us](http://www.doe.k12.ga.us)



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:16 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: GaDOE's Request for Public Comments Regarding US  
ED's Flexibility Opportunity

COP member comments on flexibility waiver

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
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— Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:15 PM —

From: Ken Owen <Ken.Owen@cherokee.k12.ga.us>  
To: Margo DeLaune <MDeLaune@doe.k12.ga.us>  
Cc: Carla Cohen <Carla.Cohen@cherokee.k12.ga.us>  
Date: 10/17/2011 04:25 PM  
Subject: RE: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

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Margo,

Please see the attached letter relative to the CCRPI that our Superintendent sent to Martha Reichrath several weeks ago. However, since this was sent outside the input window, I am sending to you now so it can be recognized as our official response to the state's plan. If you have any questions or need additional information, please do not hesitate to contact me at any time.

Thank you!

Ken

Kenneth Owen  
Director, School Improvement  
Cherokee County School District  
111 Academy Street, Box 769  
Canton, GA 30169  
Phone (770) 704-4283  
Cell (678) 614-7412  
Fax (770) 479-2532

**From:** Margo DeLaune [mailto:MDeLaune@doe.k12.ga.us]  
**Sent:** Wednesday, September 28, 2011 4:28 PM  
**To:** K12 - Title I Directors  
**Cc:** Margo DeLaune; Jennifer Davenport; Judy Alger; Phyllis Conn; Anthony Threat; James Everson; Evelyn Maddox; Randy Phillips; Marijo Pitts-Sheffield; Grace McElveen; Kathy Pruett; Robyn Planchard;

Bobby Trawick; Elaine Dawsey; Olufunke Osunkoya

**Subject:** GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

Dear Title I Directors:

The Georgia Department of Education (GaDOE) will be seeking to exercise the offer for State educational agency's (SEAs) the opportunity to request flexibility on behalf of itself, its local educational agencies (LEAs), and its schools, in order to better focus on improving student learning and increasing the quality of instruction. This voluntary opportunity will provide educators and State and local leaders with flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for rigorous and comprehensive State-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity and improve the quality of instruction. The GaDOE intends to seek this flexibility pursuant to the authority in section 9401 of the Elementary and Secondary Education Act of 1965 (ESEA), which allows the Secretary to waive, with certain exceptions, any statutory or regulatory requirement of the ESEA for an SEA that receives funds under a program authorized by the ESEA and requests a waiver. Under this flexibility, the GaDOE would grant waivers through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility. The GaDOE will be seeking waiver permission for LEAs on the following:

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only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State's priority and focus schools.

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In order for the GaDOE to have time to receive comments from your district and stakeholders the GaDOE is asking that you submit your comments to GaDOE no later than **October 15, 2011**. Comments may be submitted to **Margo DeLaune, Title Programs Director** at [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us) if you have additional comments or questions, I may be reached by phone at (404) 657-1796.

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
(404) 657-1796  
Fax (770) 357-9477  
E-mail: [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us)



# Cherokee County School District

221 West Main Street  
Canton, Georgia 30114  
Phone 770-479-1871 ~ Fax 770-479-1236

DR. FRANK R. PETRUZIELO  
SUPERINTENDENT OF SCHOOLS

ROBERT RECHSTEINER  
SCHOOL BOARD CHAIR

KIM COCHRAN  
SCHOOL BOARD VICE-CHAIR

MIKE CHAPMAN

MICHAEL GEIST

JANET READ

ROB USHER

ROBERT WOFFORD

August 29, 2011

Dr. Martha Reichrath  
Deputy State Superintendent  
205 Jesse Hill Jr. Drive  
1770 Twin Towers East  
Atlanta, GA 30334

Dear Dr. Reichrath:

Pursuant to recent correspondence from the Georgia Department of Education (GDOE) relative to the proposed College and Career Ready Performance Index (CCRPI), the following reflects Cherokee County School District feedback concerning this new/alternative accountability measure.

In light of the many congenital defects of the federal No Child Left Behind Act (NCLB) that have had numerous unintended negative consequences for our schools, school district and communities, we truly appreciate the fact that the GDOE is seeking waivers of this law for the 2011-12 school year. I am especially pleased to see the state is asking that the 2011 Academic Measureable Objectives (AMO) for determining Adequate Yearly Progress (AYP) remain in place for the 2011-12 school year and that no further identification of schools and school districts as "needs improvement" will occur during the "hold harmless" phase of implementing a new state accountability plan.

We respectfully recommend that Georgia request in its waiver that these features remain in place for at least two years (NCLB allows up to three years of flat AMOs), as has been requested by several other states (Tennessee, Idaho, South Dakota, Montana, etc.)...thereby providing adequate time for the state to fully develop and validate a viable accountability plan and instrument(s) that will be more likely to be aligned with a reauthorized Elementary and Secondary Education Act (ESEA). GDOE should strive to avoid placing schools and school districts at risk of being under three different accountability plans (NCLB, CCRPI and a reauthorized ESEA) in a span of just a few years.

The following recommendations for the CCRPI, as it is currently envisioned, are offered for your consideration:

- The CCRPI, at this point, is presented without background information to put the data and indicators in perspective. GDOE can avoid this by better defining the indicators and providing a rationale as to why the data are important, defining more specifically the

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targeted student groups, and subsequently explaining how the data can or should be used by schools, parents and stakeholders. It is imperative that all entities fully understand the meaning and purpose of any accountability measure to assure appropriate reporting and use of the resulting data and outcomes.

- As you know, current AYP and State Report Card data is disaggregated by student subgroup...is the intent to report this data in a like manner? Additionally, when percentages are listed, it is unclear as to percentages of what group or groups. For example, on the Elementary School Model for Grades K – 5, one indicator is “percent of students scoring at meets or exceeds in ELA.” Is this the percent of all students in grades K – 5? Or a percentage of students in grades 3 – 5 only? Likewise, on the high school model, one indicator is “Percent of students earning a Work Ready Certificate.” Does this mean a percentage of the total school student population? Only seniors are eligible to take the Work Ready assessment. As such, this indicator should be qualified to read “Percent of *seniors* earning a Work Ready Certificate.”
- In the sections labeled Career Awareness (Elementary School model) and Career Exploration (Middle School model), GaCollege411, a specific software package, is mandated to be used at all schools. As the State is working on an extensive and comprehensive pipeline through which other data throughout the state will be collected, could this not be “built” into that system? Also, what about those school districts that have invested resources into other, more user friendly and robust career awareness/exploration software? Would those districts now be forced to abandon that product in favor of a potentially inferior product? Also, when a specific tool or product is listed, it has the tendency of requiring schools and school districts to utilize something that may or may not be worthwhile in the future.
- While we concur that Career Awareness is essential in the elementary schools, we are concerned about fifth grade students completing ten “Career Awareness Modules” in an already heavy curriculum and with less minutes of instruction per school day. Could this be dropped from the Index?

Again, we applaud the State’s initiative to develop and implement a more viable instrument to measure student achievement. Thank you for the opportunity to provide input in this regard!

Sincerely,



Dr. Frank R. Petruzielo  
Superintendent of Schools

FRP/CDC/KO

cc: School Board Members  
School Board Attorney  
Agenda Preparation Group  
Principals  
PTA Presidents

*Education Today For A Better Tomorrow*



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:16 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: GaDOE's Request for Public Comments Regarding US  
ED's Flexibility Opportunity

COP member's comments on flexibility waiver

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
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E-mail: mdelaune@doe.k12.ga.us  
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----- Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:15 PM -----

From: Ken Owen <Ken.Owen@cherokee.k12.ga.us>  
To: Margo DeLaune <MDeLaune@doe.k12.ga.us>  
Date: 10/17/2011 04:41 PM  
Subject: RE: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

---

Thank you, Margo!

Ken

Kenneth Owen  
Director, School Improvement  
Cherokee County School District  
111 Academy Street, Box 769  
Canton, GA 30169  
Phone (770) 704-4283  
Cell (678) 614-7412  
Fax (770) 479-2532

**From:** Margo DeLaune [mailto:MDeLaune@doe.k12.ga.us]  
**Sent:** Monday, October 17, 2011 4:39 PM  
**To:** Ken Owen  
**Subject:** RE: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

Ken: thank you. I appreciate you sending this to me so we can include these comments in GaDOE's public comments to US ED.

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
(404) 657-1796

Fax (770) 357-9477  
E-mail: [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us)  
[www.doe.k12.ga.us](http://www.doe.k12.ga.us)

From: Ken Owen <[Ken.Owen@cherokee.k12.ga.us](mailto:Ken.Owen@cherokee.k12.ga.us)>  
To: Margo DeLaune <[MDeLaune@doe.k12.ga.us](mailto:MDeLaune@doe.k12.ga.us)>  
Cc: Carla Cohen <[Carla.Cohen@cherokee.k12.ga.us](mailto:Carla.Cohen@cherokee.k12.ga.us)>  
Date: 10/17/2011 04:25 PM  
Subject: RE: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

Margo,

Please see the attached letter relative to the CCRPI that our Superintendent sent to Martha Reichrath several weeks ago. However, since this was sent outside the input window, I am sending to you now so it can be recognized as our official response to the state's plan. If you have any questions or need additional information, please do not hesitate to contact me at any time.

Thank you!

Ken

Kenneth Owen  
Director, School Improvement  
Cherokee County School District  
111 Academy Street, Box 769  
Canton, GA 30169  
Phone (770) 704-4283  
Cell (678) 614-7412  
Fax (770) 479-2532

**From:** Margo DeLaune [<mailto:MDeLaune@doe.k12.ga.us>]  
**Sent:** Wednesday, September 28, 2011 4:28 PM  
**To:** K12 - Title I Directors  
**Cc:** Margo DeLaune; Jennifer Davenport; Judy Alger; Phyllis Conn; Anthony Threat; James Everson; Evelyn Maddox; Randy Phillips; Marijo Pitts-Sheffield; Grace McElveen; Kathy Pruet; Robyn Planchard; Bobby Trawick; Elaine Dawsey; Olufunke Osunkoya  
**Subject:** GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

Dear Title I Directors:

The Georgia Department of Education (GaDOE) will be seeking to exercise the offer for State educational

agency's (SEAs) the opportunity to request flexibility on behalf of itself, its local educational agencies (LEAs), and its schools, in order to better focus on improving student learning and increasing the quality of instruction. This voluntary opportunity will provide educators and State and local leaders with flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for rigorous and comprehensive State-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity and improve the quality of instruction. The GaDOE intends to seek this flexibility pursuant to the authority in section 9401 of the Elementary and Secondary Education Act of 1965 (ESEA), which allows the Secretary to waive, with certain exceptions, any statutory or regulatory requirement of the ESEA for an SEA that receives funds under a program authorized by the ESEA and requests a waiver. Under this flexibility, the GaDOE would grant waivers through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility. The GaDOE will be seeking waiver permission for LEAs on the following:

- The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that all students meet or exceed the State's proficient level of academic achievement on the State's assessments in reading/language arts and mathematics no later than the end of the 2013-2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.
- The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements.
- The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs.
- The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.
- The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.
- The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State's priority and focus schools.
- The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools.

- The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems.
- The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.
- The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that it may award SIG funds to an LEA to implement one of the four SIG models in any of the State's priority schools.

In the case of a waiver request submitted by GaDOE, prior to submitting its request, the GaDOE must provide all interested LEAs in Georgia with notice and a reasonable opportunity to comment on the request (ESEA section 9401(b)(3)(A)(i)). GaDOE must submit all comments it receives from those LEAs to the US ED along with its waiver request (ESEA section 9401(b)(3)(A)(ii)). US ED will consider these comments when determining whether to grant the waiver request. The GaDOE must also provide notice and information regarding the waiver request to the public in the manner in which the GaDOE customarily provides such notice and information to the public (ESEA section 9401(b)(3)(A)(iii)), such as through a public Web site.

In order for the GaDOE to have time to receive comments from your district and stakeholders the GaDOE is asking that you submit your comments to GaDOE no later than **October 15, 2011**. Comments may be submitted to **Margo DeLaune, Title Programs Director** at [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us) if you have additional comments or questions, I may be reached by phone at (404) 657-1796.

Margo DeLaune  
 Title Programs Director  
 Georgia Department of Education  
 1858 Twin Towers East  
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 Fax (770) 357-9477

E-mail: [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us)

[www.doe.k12.ga.us/attachment "CCRPI Input Letter 8-29-11.pdf" deleted by Margo DeLaune/ESI/DOE/GADOE\]](http://www.doe.k12.ga.us/attachment/CCRPI%20Input%20Letter%208-29-11.pdf)



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:15 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: COP Review of ESEA Flexibility Waivers

Committee of Practitioners Comment on Flexibility waiver.

Margo DeLaune  
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Georgia Department of Education  
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----- Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:14 PM -----

From: "Georgia Thomas" <Georgia.Thomas@dec.al.ga.gov>  
To: "Margo DeLaune" <MDeLaune@doe.k12.ga.us>  
Date: 10/20/2011 06:00 PM  
Subject: Re: COP Review of ESEA Flexibility Waivers

---

Margo,

Please see my embedded comments in blue. I look forward to the meeting next month.

*Georgia E. Thomas*

Federal Grants Coordinator  
Bright from the Start: Georgia Department of Early Care and Learning  
2 Martin Luther King Jr. Drive, Suite 670, East Tower  
Atlanta, GA 30334  
Ph 404-657-5729 FAX 404-651-7430  
[Georgia.Thomas@dec.al.ga.gov](mailto:Georgia.Thomas@dec.al.ga.gov)

>>> Margo DeLaune <MDeLaune@doe.k12.ga.us> 10/12/2011 3:06 PM >>>

Dear COP Member:

The Georgia Department of Education (GaDOE) is asking Title I COP members to review the attached documents regarding the U.S. Department of Education's (US ED) proposed opportunity for states to request flexibility, on its own behalf and of its LEAs, through waivers of ten provisions of the Elementary and Secondary Education Act of 1965 (ESEA) and their associated regulatory, administrative, and report requirements. Please send your comments back to Margo DeLaune, GaDOE Title Programs Director at mdelaune@doe.k12.ga.us no later than October 21, 2011. Or to the mailing address listed below in my

email signature.

You are receiving this email because you were a Title I Committee of Practitioners (COP) member for the 2010-2011 school year. As you know, a few of the 2010-2011 COP member terms have expired. The FY12 Title I COP membership, to replace those members whose terms have expired, will not become official until the State Board of Education (SBOE) has approved the FY12 COP membership at the October SBOE meeting. Therefore, any new COP members will receive the opportunity to review the attached documents in October 2011.

Under this flexibility, the GaDOE would grant waivers for LEAs through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility from the US ED. Attached you will find:

- ESEA Flexibility Request Form
- ESEA Flexibility Plan
- COP Document Review Form
- Public Law 107-110 (NCLB)

The GaDOE will be seeking waiver permission for LEAs on the following:

- The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that all students meet or exceed the State's proficient level of academic achievement on the State's assessments in reading/language arts and mathematics no later than the end of the 2013-2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.
- The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements. **Note: 1116(b) is in reference to Title I Public School Choice and Supplemental Educational Services (SES). I fully support as I believe the ability to opt-out creates even greater divisions and gaps between high-performing/scoring schools and lower performing schools. It also creates a hardship on local budgets that must provide support services beyond planned capacity.**
- The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs. **Note: 1116(c) is in reference to Notification Letters to publicize and disseminate to LEAs, teachers, other staff, parents, students and the community AYP results. I support a more constructive approach to improve lower - performing schools rather than the more punitive one the current provision requires.**
- The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP. **Absolutely; rural communities sometimes lack the technological capability to help their students compete.**
- The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may

implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more. **Does this refer to the Title I designation? Is the plan to lower the percentage of families in poverty to be more inclusive?**

- The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State's priority and focus schools. **Would like to hear discussion on this.**

- The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools. **Note: 1117 is in reference to Title I Academic Achievement Awards.**

- The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems. **Would like to hear pros and cons of this issue; this speaks to teacher preparation. Does the proposed support system include working with institutions of higher education to ensure rigorous, challenging course work and practicums to adequately prepare students to enter the workforce and classroom? This should not be a trade-off to developing meaningful evaluation and support systems; we need to keep the bar high.**

The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A. **How will we prevent arbitrary decision -making?**

- The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that it may award SIG funds to an LEA to implement one of the four SIG models in any of the State's priority schools. **Yes**

The GaDOE thanks you for your attention to this proposed flexibility request and appreciates your comments. Should you have additional questions, please contact me at (404) 657-1796.

**My questions do not require a response; my hope is that we will be able to engage in meaningful dialogue at an appropriate point in this process.**

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
(404) 657-1796  
Fax (770) 357-9477  
E-mail: mdelaune@doe.k12.ga.us

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Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:14 PM

To: Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject: Fw: GaDOE's Request for Public Comments Regarding US  
ED's Flexibility Opportunity

Jeff-Davis County's comment on flexibility waiver.

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
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— Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:13 PM —

From: Martha McBride <mmcbride@jeff-davis.k12.ga.us>  
To: Margo DeLaune <MDeLaune@doe.k12.ga.us>, Marijo Pitts-Sheffield <mpitts@doe.k12.ga.us>  
Date: 09/28/2011 09:05 PM  
Subject: Re: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

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Hi! While you are in the flexibility mode, is there any chance we could ask to be released from having to compute the per pupil amount per school when completing Title I budgets? It would certainly speed up the process if we could just list how much each school receives from Title I.

Thanks for sending this wealth of information to us. Have a great day!

On Wed, Sep 28, 2011 at 4:27 PM, Margo DeLaune <[MDeLaune@doe.k12.ga.us](mailto:MDeLaune@doe.k12.ga.us)> wrote:

Dear Title I Directors:

The Georgia Department of Education (GaDOE) will be seeking to exercise the offer for State educational agency's (SEAs) the opportunity to request flexibility on behalf of itself, its local educational agencies (LEAs), and its schools, in order to better focus on improving student learning and increasing the quality of instruction. This voluntary opportunity will provide educators and State and local leaders with flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for rigorous and comprehensive State-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity and improve the quality of instruction. The GaDOE intends to seek this flexibility pursuant to the authority in section 9401 of the Elementary and Secondary Education Act of 1965 (ESEA), which allows the Secretary to waive, with certain exceptions, any statutory or regulatory requirement of the ESEA for an SEA that receives funds under a program authorized by the ESEA and requests a waiver. Under this flexibility, the GaDOE would grant waivers through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility. The GaDOE will be seeking waiver permission for LEAs on the following:

- The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that

all students meet or exceed the State's proficient level of academic achievement on the State's assessments in reading/language arts and mathematics no later than the end of the 2013-2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.

- □ □ □ □ The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements.

- □ □ □ □ The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs.

- □ □ □ □ The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.

- □ □ □ □ The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.

- □ □ □ □ The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State's priority and focus schools.

- □ □ □ □ The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools.\_

- □ □ □ □ The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems.

- □ □ □ □ The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.

- □ □ □ □ The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that

it may award SIG funds to an LEA to implement one of the four SIG models in any of the State's priority schools.

In the case of a waiver request submitted by GaDOE, prior to submitting its request, the GaDOE must provide all interested LEAs in Georgia with notice and a reasonable opportunity to comment on the request (ESEA section 9401(b)(3)(A)(i)). GaDOE must submit all comments it receives from those LEAs to the US ED along with its waiver request (ESEA section 9401(b)(3)(A)(ii)). US ED will consider these comments when determining whether to grant the waiver request. The GaDOE must also provide notice and information regarding the waiver request to the public in the manner in which the GaDOE customarily provides such notice and information to the public (ESEA section 9401(b)(3)(A)(iii)), such as through a public Web site.

In order for the GaDOE to have time to receive comments from your district and stakeholders the GaDOE is asking that you submit your comments to GaDOE no later than **October 15, 2011**. Comments may be submitted to **Margo DeLaune, Title Programs Director** at [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us) if you have additional comments or questions, I may be reached by phone at **(404) 657-1796**.

Margo DeLaune  
Title Programs Director  
Georgia Department of Education  
1858 Twin Towers East  
Atlanta, Georgia 30334  
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Fax **(770) 357-9477**  
E-mail: [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us)  
[www.doe.k12.ga.us](http://www.doe.k12.ga.us)

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**Martha M. McBride, Ed.D.**  
Director of Instruction and Title I  
Jeff Davis County Board of Education  
P.O. Box 1780  
Hazlehurst, GA 31539  
912-375-6705 phone  
912-375-6020 fax  
[mmcbride@jeff-davis.k12.ga.us](mailto:mmcbride@jeff-davis.k12.ga.us)



Margo  
DeLaune/ESI/DOE/GADOE  
10/24/2011 02:13 PM

To Jessica Johnson/ESI/DOE/GADOE@GADOE  
cc  
bcc  
Subject Fw: GaDOE's Request for Public Comments Regarding US  
ED's Flexibility Opportunity

Greene County comment on flexibility

Margo DeLaune  
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Georgia Department of Education  
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— Forwarded by Margo DeLaune/ESI/DOE/GADOE on 10/24/2011 02:12 PM —

From: Dee Kilgore <dee.kilgore@greene.k12.ga.us>  
To: 'Margo DeLaune' <MDeLaune@doe.k12.ga.us>  
Date: 09/29/2011 03:59 PM  
Subject: RE: GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

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THANK YOU!

**From:** Margo DeLaune [mailto:MDeLaune@doe.k12.ga.us]  
**Sent:** Wednesday, September 28, 2011 4:28 PM  
**To:** K12 - Title I Directors  
**Cc:** Margo DeLaune; Jennifer Davenport; Judy Alger; Phyllis Conn; Anthony Threat; James Everson; Evelyn Maddox; Randy Phillips; Marijo Pitts-Sheffield; Grace McElveen; Kathy Pruett; Robyn Planchard; Bobby Trawick; Elaine Dawsey; Olufunke Osunkoya  
**Subject:** GaDOE's Request for Public Comments Regarding US ED's Flexibility Opportunity

Dear Title I Directors:

The Georgia Department of Education (GaDOE) will be seeking to exercise the offer for State educational agency's (SEAs) the opportunity to request flexibility on behalf of itself, its local educational agencies (LEAs), and its schools, in order to better focus on improving student learning and increasing the quality of instruction. This voluntary opportunity will provide educators and State and local leaders with flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for rigorous and comprehensive State-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity and improve the quality of instruction. The GaDOE intends to seek this flexibility pursuant to the authority in section 9401 of the Elementary and Secondary Education Act of 1965 (ESEA), which allows the Secretary to waive, with certain exceptions, any statutory or regulatory requirement of the ESEA for an SEA that receives funds under a program authorized by the ESEA and requests a waiver. Under this flexibility, the GaDOE would grant waivers through the 2013-2014 school year, after which time an SEA may request an extension of this flexibility. The GaDOE will be seeking waiver permission for LEAs on the following:

- The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that all students meet or exceed the State's proficient level of academic achievement on the State's assessments in reading/language arts and mathematics no later than the end of the 2013–2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.
- The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements.
- The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs.
- The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.
- The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a schoolwide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.
- The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its LEAs in order to serve any of the State's priority and focus schools.
- The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools.
- The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems.
- The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.

- The requirements in ESEA section 1003(g)(4) and the definition of a Tier I school in Section I.A.3 of the School Improvement Grants (SIG) final requirements. The SEA requests this waiver so that it may award SIG funds to an LEA to implement one of the four SIG models in any of the State's priority schools.

In the case of a waiver request submitted by GaDOE, prior to submitting its request, the GaDOE must provide all interested LEAs in Georgia with notice and a reasonable opportunity to comment on the request (ESEA section 9401(b)(3)(A)(i)). GaDOE must submit all comments it receives from those LEAs to the US ED along with its waiver request (ESEA section 9401(b)(3)(A)(ii)). US ED will consider these comments when determining whether to grant the waiver request. The GaDOE must also provide notice and information regarding the waiver request to the public in the manner in which the GaDOE customarily provides such notice and information to the public (ESEA section 9401(b)(3)(A)(iii)), such as through a public Web site.

In order for the GaDOE to have time to receive comments from your district and stakeholders the GaDOE is asking that you submit your comments to GaDOE no later than **October 15, 2011**. Comments may be submitted to **Margo DeLaune, Title Programs Director** at [mdelaune@doe.k12.ga.us](mailto:mdelaune@doe.k12.ga.us) if you have additional comments or questions, I may be reached by phone at (404) 657-1796.

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**Attachment 3: Public Releases via Media Outlets**

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## Georgia Seeks Alternative to No Child Left Behind

**MEDIA CONTACT:** Matt Cardoza, GaDOE Communications Office, (404) 651-7358, [mcardoza@gadoe.org](mailto:mcardoza@gadoe.org)  
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**September 21, 2011** -- U.S. Senator Johnny Isakson (R-Ga.) and State School Superintendent Dr. John Barge yesterday personally delivered Georgia's request for a waiver to certain provisions of No Child Left Behind (NCLB), and an alternative, to U.S. Secretary of Education Arne Duncan. Georgia is one of the first states seeking a waiver from some of the requirements within NCLB. The State requests permission to replace NCLB with Georgia's College and Career Ready Performance Index (CCRPI) for each public school, school district, and the state for the 2011 – 2012 school year. This CCRPI determination will vary based upon grade levels. However, it will measure the extent to which a school, school district, and the state are successfully making progress on a number of accountability indicators such as content mastery, student attendance, and the next level of preparation.

Governor Nathan Deal said, "The College and Career Ready Performance Index developed by Dr. Barge and his team at the Georgia Department of Education moves us in the right direction for 21st century accountability. Rather than focusing on one test given on one school day, the CCRPI takes a comprehensive look at the things that go into making successful elementary, middle and high schools. I commend Dr. Barge and Sen. Isakson for personally delivering this important request, and I'm appreciative of Secretary Duncan's willingness to entertain accountability waivers from states. I wholeheartedly support Georgia's request."

"Through Georgia's College and Career Ready Performance Index, we will be able to use multiple indicators to determine a school's overall impact on our students", said Superintendent Barge. "This approach will do more to ensure that the K-12 experience provides students with the academic preparation to compete globally, as well as the career development skills aligned with the evolving requirements of our workforce."

The proposed CCRPI for high schools, middle schools, and elementary schools represents more than 18 months of work dedicated to continuing a rigorous statewide accountability plan that is more indicative of a focus on school improvement and students' preparedness for the future than the current AYP calculations. The Georgia Department of Education has worked with a number of education stakeholders throughout the state including: district superintendents; K-12 principals, counselors, and teachers; higher education leaders; business/industry partners. Also, the formation of CCRPI has been guided by the U.S. Department of Education's Blueprint for Reform, the Council of Chief State School Officers' Roadmap for Next-Generation Accountability Systems, as well as technical advice from a number of other education partners.

The implementation of the CCRPI will yield an in-depth analysis of students' college and career readiness, which is not currently provided by data collected for Adequate Yearly Progress (AYP). Separate scores will be provided in three areas to capture the essential work of individual schools: Achievement Score (based upon current year data); Progress Score (based upon current and prior year data); and Achievement Gap Closure Score (based upon gap closure at the state or school level). The school-wide scores in these three areas will be weighted to produce the school's Overall CCRPI Score.

"We have a unique opportunity to implement a state-specific performance index that communicates a clear pathway towards school improvement and transparent accountability and charts the course for ensuring that more of Georgia's students are truly college and career ready," said Superintendent Barge. "This index will give schools a score that better reflects their efforts to educate students and will be much easier to communicate to the general public."

For the 2011 – 2012 school year, Georgia requests "stay put" permission relative to the current 2011

AYP determinations, Needs Improvement (NI) interventions as outlined in the Georgia Single Statewide Accountability System and in Georgia's Consolidated State Application Accountability workbook, and consequence structure. The CCRPI calculations will be communicated to Georgia schools and school districts to establish baseline data for 2011-2012 within the context of a "hold harmless" consequence structure.

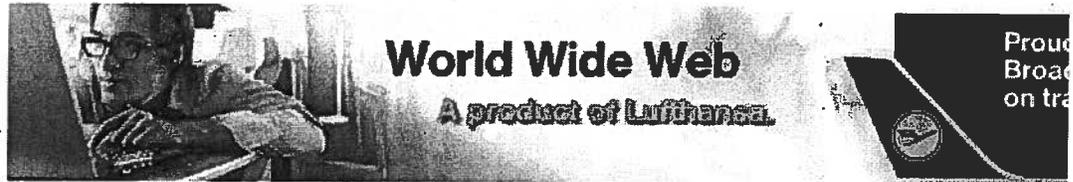
[NCLB Waiver Request Letter to Secretary Duncan](#)

[NCLB Waiver Appendix A \(College and Career Ready Performance Index\)](#)

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We think you're near



# No Child Left Behind changes... broadening how student achievement is measured

Nicole Bailey-Covin, Atlanta Public Schools Examiner  
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"We're not afraid of accountability. But we want people to understand a school is so much more than a test score." State School Superintendent, Dr. John Barge  
 Credits: johnbarga.com

The U-S Department of education has already laid the ground work for states to move away from the "test results only" based guidelines measuring student and school performance under the No Child Left Behind Act. On Tuesday Georgia was among the first states to request a waiver from some of the requirements of the controversial No Child Left Behind law. For years critics have expressed concern that No Child Left Behind puts extreme pressure on educators to demonstrate high achievement on test scores which determines the success of a system. With the recent test cheating scandals in Atlanta Public Schools and school districts across the country, some have augured that the pressure to score high on standardized test like the CRCT has taken the focus from providing a well rounded education for students and created an unhealthy learning environment.

## Related Topics

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Tuesday, State School Superintendent John Barge and U.S. Senator Johnny Isakson hand-delivered Georgia's waiver request to Washington. According to www.ajc.com John

GA waiver

Barge says, "It is important that Georgia's students are judge not just by one standardized test but by using a 'college- and career-ready' performance index." Barge says, "Our new plan is looking at a whole host of indicators that look at the full scope of work schools do to prepare students to be ready for college and career. He also says, "We're not afraid of accountability. But we want people to understand a school is so much more than a test score."

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Georgia's "college- and career-ready performance index" plan does count for CRCT scores, but also includes: ACT and SAT college entrance exam scores; Student performance on Advanced Placement tests; Student success in career tech classes, such as automotive repair; Reading levels in elementary and middle schools; And students' performance in dual enrollment classes, where they earn both high school and college credit.

Georgia's waiver request also includes exemption from the No Child Left Behind goal that schools be 100 percent proficient in reading and math by 2014 or face serious sanctions. Those sanctions include loss of federal aid. Many in Congress agree that the reading and math proficiency is unrealistic.

U-S Secretary of Education Arne Duncan says as the bar continues to rise each year, U-S school districts are struggling and not meeting standards. For that reason, states are being allowed to seek waivers. For Georgia the number of schools not making AYP, Adequate Yearly Progress, rose by nearly

10% between 2010 and 2011. When a school does not make AYP the results include what many Metro Atlanta schools have already experienced this year, the School Choice rule where students can transfer to higher-performing schools in the same district. In the most serious of cases, basing school achievement solely on test scores could result in replacing and removing educators or even shutting a school down.

The Professional Association of Georgia Educators is in favor of the state's waiver request. Tim Callahan, spokesman for the organization told the AJC, "We also think it's good to broaden the definition of AYP and move away from focusing solely on test scores." Georgia should learn the results of its appeal of the No Child Left behind Act by the end of this year.



By Nicole Bailey-Covin  
Atlanta Public Schools Examiner

With more than 12 years of broadcast news experience, Nicole Bailey-Covin has reported on educational topics across Georgia while working for two...

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## **Barge Presents New Schools Accountability Plan in D.C.**

September 21, 2011 09:26 AM



(AJC) — State Schools Superintendent John Barge on Tuesday presented a plan to measure school performance on a broader basis to the Secretary of Education, attempting to procure an exemption for Georgia from test-focused federal requirements. Barge and Sen. Johnny Isakson, R-Ga., asked Education Secretary Arne Duncan for a waiver for the adequate yearly progress measure of the controversial No Child Left Behind law. Isakson said Barge's plan would be a template for other states, consisting of scores on the Criterion Referenced Competency Test along with other factors in a "performance index." The waiver suggested that schools be judged on multiple criteria (20 for high schools, 13 for middle and elementary schools). Student attendance would be a factor at each school level. ACT, SAT and End of Course test scores would count in high school, plus the percentage of students who attend technical schools or colleges without requiring remedial or support sources.

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OPINION 6:35 p.m. Friday, September 30, 2011

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# Why Georgia wants a No Child waiver

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By John Barge

Without doubt, the No Child Left Behind Act was a step in the right direction for k-12 education. It forced us to look at the achievement of all students, by subgroups, rather than just an average.

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Prior to NCLB, many of us thought our schools were doing a better job of educating all students than they actually were. One of the flaws with NCLB, however, is that since the focus was on a single test score, and because of very unrealistic measures, such as requiring that 100 percent of all students be proficient by 2014, many in the general public now think our schools are doing a terrible job of educating any of our students.

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Nothing could be further from the truth. Many of our schools do a tremendous job educating students with the knowledge and skills they will need to be successful in the 21st century. Unfortunately, the current accountability process under NCLB gives our schools no credit for those successes. It limits their "progress" to a single test score given at a single point in time. We know that there is much more to educating a child than preparing him or her to pass a test.

That's why U.S. Sen. Johnny Isakson (R-Ga.) and I recently met in Washington to hand-deliver a waiver of NCLB to U.S. Education Secretary Arne Duncan. We feel that Georgia has a new and vastly improved plan to effectively and appropriately measure the real progress of our schools, while increasing accountability.

We delivered an accountability plan called the College and Career Ready Performance Index. Georgia has been working on this index for more than a year and it has been vetted throughout the state and beyond. This index will take us to the next level of accountability and allow us to give schools a grade that is comprehensive, meaningful and easy to understand. It will look at various indicators designed to determine what schools are doing to prepare our students to be college and career ready.

Secretary Duncan summed up our proposal well when he stated, "Georgia has a real chance to help lead the country where we need to go. Georgia did not use this as an opportunity to perpetuate the status quo, but to continue to push forward in a very thoughtful way."

I sincerely appreciate and am encouraged by Secretary Duncan's willingness to let the states determine how they approach the guiding principles of accountability. We are strengthening our accountability while returning control to the states and local systems, something I agree with wholeheartedly.

I want to be clear. Seeking a waiver of NCLB is in no way stepping backward with respect to accountability. Our schools are not afraid of accountability; they want to be held accountable for the full scope of work that they do and not just a test score. That is why we are seeking a waiver from NCLB.

John Barge is Georgia's state school superintendent

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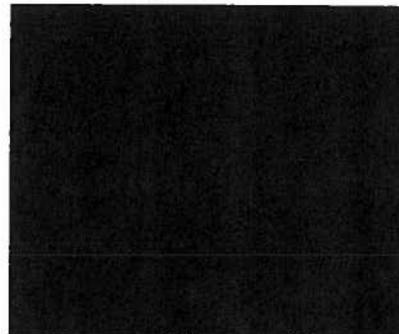
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Education Secretary Arne Duncan and Kentucky  
Commissioner Holliday for a Press Call on No Child Left  
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***Dr. John D. Barge, State School Superintendent***  
***"Making Education Work for All Georgians"***

**Superintendent Barge to Join U.S. Education Secretary Arne Duncan  
and Kentucky Commissioner Holliday for a Press Call on No Child Left  
Behind Reform**

**MEDIA CONTACTS:** Matt Cardoza, [mcardoza@gadoe.org](mailto:mcardoza@gadoe.org), (404) 651-7358 or U.S. Education Press Office, [press@ed.gov](mailto:press@ed.gov), (202) 401-1576

**September 23, 2011** -- State School Superintendent Dr. John Barge will join U.S. Secretary of Education Arne Duncan and Kentucky Commissioner of Education Terry Holliday **TODAY** for a press call to discuss how No Child Left Behind (NCLB) reform will impact Georgia, Kentucky, and states across the South.

The call will follow President Obama's announcement outlining how the Administration will work with states to provide relief from NCLB in exchange for state-led education reform.

A question and answer period will follow remarks.

Media interested in joining the call should dial 888-456-0353 and give the passcode "NCLB reform."

**WHO:**

U.S. Secretary of Education Arne Duncan  
State School Superintendent Dr. John Barge  
Kentucky Commissioner of Education Terry Holliday

**WHAT:**

Press call on NCLB reform

**WHEN:**

TODAY at 11:30 a.m. ET

**WHERE:**

Dial-in: 888-456-0353 / Passcode: "NCLB Reform"

###

THE WHITE HOUSE  
Office of the Press Secretary

**OBAMA ADMINISTRATION SETS HIGH BAR FOR FLEXIBILITY FROM NO CHILD LEFT BEHIND IN ORDER TO ADVANCE EQUITY AND SUPPORT REFORM**

WASHINGTON - In an effort to support local and state education reform across America, the White House today outlined how states can get relief from provisions of the Elementary and Secondary Education Act - or No Child Left Behind (NCLB) - in exchange for serious state-led efforts to close achievement gaps, promote rigorous accountability, and ensure that all students are on track to graduate college- and career-ready.

States can request flexibility from specific NCLB mandates that are stifling reform, but only if they are transitioning students, teachers, and schools to a system aligned with college- and career-ready standards for all students, developing differentiated accountability systems, and undertaking reforms to support effective classroom instruction and school leadership.

"To help states, districts and schools that are ready to move forward with education reform, our administration will provide flexibility from the law in exchange for a real commitment to undertake change. The purpose is not to give states and districts a reprieve from accountability, but rather to unleash energy to improve our schools at the local level," President Obama said.

Release of this package comes nearly a decade after NCLB became law, and four years after it was due to be rewritten by Congress. NCLB shined light on achievement gaps and increased accountability for high-need students, but it also encouraged states to lower standards and narrow curriculum, focused on absolute test scores instead of student growth and gains, and created one-size-fits-all federal mandates.

Education Secretary Arne Duncan said, "We want to get out of the way and give states and districts flexibility to develop locally-tailored solutions to their educational challenges while protecting children and holding schools accountable for better preparing young people for college and careers."

In recent months, states have led a "quiet revolution" to move beyond NCLB's vision. States have taken the lead in pursuing reform and innovations, including widespread adoption of college- and career-ready standards, development of new assessments, and other reforms in areas including teacher and principal evaluation and support, and turning around low-performing schools.

The ESEA flexibility package announced today, developed with input from chief state school officers from 45 states, will spur momentum across America to implement a new educational system aligned to college- and career- readiness, even as the more comprehensive reforms outlined in the President's Blueprint for Reform await Congressional reauthorization of the ESEA.

This flexibility package was developed under the waiver authority explicitly granted to the U.S. Department of Education under the ESEA, and has been exercised under the previous Administration. The flexibility will begin to have an impact during the 2011-2012 school year and will have increasing impact in subsequent years.

For a fact sheet on the details of the flexibility announcement click [HERE](#).

###

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## State School Superintendent Dr. John Barge Discusses the No Child Left Behind Waiver and Career Pathways

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**Attachment 4: Evidence of Adoption of Common Core State Standards**

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## State Board of Education Adopts Common Core State Standards

### MEDIA CONTACTS:

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July 8, 2010 -- The State Board of Education today adopted the Common Core State Standards (CCSS) in English language arts and mathematics for grades K-12. These state-led academic standards were initiated by the National Governor's Association (NGA), co-chaired by Governor Sonny Perdue, and the Council of Chief State School Officers (CCSSO). The CCSS for grades K-12 were developed in collaboration with a variety of stakeholders including content experts, states, teachers, school administrators and parents.

"The State Board's vote to adopt the Common Core State Standards is a huge step toward giving us a meaningful comparison of our students' achievement with that of students in other states," said State Board of Education Chair Wanda Barrs. "Our students will be competing for jobs with students from all over the world and we must be able to compare ourselves to the rest of the U.S. and other countries to ensure that we are providing students with the tools they need to be globally competitive."

The CCSS is a state-led initiative - not a federal mandate. Georgia teachers and other experts in standards setting have been at the table since the process began. When the expert development groups that the CCSSO and NGA pulled together began writing the standards in mathematics and English language arts, they built off of the work of states that had already developed rigorous college- and career-ready standards. Georgia was one of these select states, and when reading the CCSS, it is clear that there are many elements of the Georgia Performance Standards (GPS) throughout. Therefore, the adoption of the CCSS in Georgia will not be a drastic change for either teachers or students. Some of the standards are introduced at different grade levels, but teachers have, essentially, been implementing the CCSS while they've been teaching the GPS.

"Georgia has been ahead of the curve in the development of rigorous standards," said State School Superintendent Brad Bryant. "The Common Core standards enhance the Georgia Performance Standards and ensure that all of our students will be taught a world-class curriculum that will prepare them for college or a career."

The Common Core Georgia Performance Standards (CCGPS) define the knowledge and skills students should have within their K-12 education careers so that they will graduate high school fully prepared for college and careers. The standards are:

- Aligned with college and work expectations;
- Clear, understandable and consistent;
- Include rigorous content and application of knowledge through high-order skills;
- Built upon strengths and lessons of current state standards;
- Informed by other top performing countries, so that all students are prepared to succeed in our global economy and society; and
- Evidence- and research-based.

"Today's students must be prepared to compete in a global economy," said Governor Sonny Perdue. "These state developed standards make sure that our students are prepared for college and the workforce."

More Information:

- [Frequently Asked Questions](#)

**Georgia Department of Education  
Item for State Board of Education Approval  
– Curriculum Adoption & Revision –**

<b>Tracking Number: 10 –281</b>	<b>Fast Track: No</b>
---------------------------------	-----------------------

**Item Name**

<b>SIA – K-12 Common Core State Standards for English Language Arts and Mathematics</b>
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**Summary for Associates’ and Cabinet eBoard**

The draft K-12 Common Core State Standards for English language arts and mathematics which includes literacy in social studies and science, released by the National Governor’s Association and the Council of Chief State School Officers, are closely aligned with the Georgia Performance Standards (GPS) and will be presented to the State Board of Education for approval at the July 8, 2010, State Board of Education meeting.

**SBOE Approval Process Schedule**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Date Concept Paper was Approved by Executive Cabinet</b>	<b>Policy Committee</b>	<b>Associates Initial Viewing</b>	<b>Cabinet Viewing 1</b>	<b>Dry Run Action- To Post for Comment</b>
N/A	03/26/2010, Friday	03/18/2010, Thursday	03/30/2010, Tuesday	N/A
<b>6</b>	<b>7*</b>	<b>8</b>	<b>9</b>	<b>10**</b>
<b>SBOE Action To Post for Comment</b>	<b>Cabinet Viewing 2</b>	<b>Dry Run Item for Info</b>	<b>State Board Item for Info</b>	<b>Cabinet Viewing 3</b>
N/A	N/A	06/04/2010, Friday	06/10/2010, Thursday	N/A
<b>11</b>	<b>12</b>			
<b>Dry Run Action - Approval</b>	<b>State Board Action - Adoption</b>			
07/01/2010, Friday	07/8/2010, Thursday			

\* If the item has not changed since Cabinet Viewing 1, this step should be omitted. Place "N/A" in the box if this step is omitted.

\*\* If the item has not changed since Cabinet Viewing 1 or 2, this step should be omitted. Place "N/A" in box if this step is omitted.

**Recommendation – Action – Approval to Post for Comment**

N/A
-----

**Recommendation – Item for Information – Curriculum Approval**

At its July 2010 Board meeting, the State Board of Education will be asked to adopt the K-12 Common Core State Standards in English language arts, mathematics, and literacy in social studies and science.

### **Recommendation – Action - Curriculum Approval**

It is recommended that the State Board of Education adopt the K-12 Common Core State Standards in English language arts, mathematics, and literacy in social studies and science.

### **Rationale** (Explain which goal(s) and strategic initiatives this item supports and why. Maximum of 2,000 character limit)

The Common Core State Standards support Strategic Plan Goal 1: Increase high school graduation rate, decrease high school drop-out rate, and increase post-secondary enrollment rate. The corresponding strategy is to implement rigorous standards for high school graduation and align these standards, curriculum and assessments with expectations for post-secondary and/or the workforce. The Common Core State Standards for English language arts and mathematics support Strategic Plan Goal 5: Improve the SAT, ACT, and achievement scores of Georgia students. The corresponding strategy is to provide an effective curriculum and assessment system to improve student achievement.

The K-12 Common Core State Standards in ELA, mathematics, and literacy in social studies and science are internationally benchmarked, closely aligned to the GPS, and support rigorous and relevant content to prepare students for success in college and careers.

### **Details** (2,000 character maximum)

The Common Core State Standards (CCSS) initiative is a state-led effort coordinated by the National Governors' Association Center for Best Practices (NGA Center) and the Council of Chief State School Officers (CCSSO). Members of the CCSS advisory committee include experts from Achieve, Inc., ACT, the College Board, the National Association of State Boards of Education and the State Higher Education Executive Officers. The draft CCSS standards were released for public comment in March 2010. The final standards were released on May 26, 2010. If approved by the State Board of Education in July 2010, the K-12 CCSS in ELA, mathematics, and literacy in social studies and science will be implemented during the school year 2011-2012.

### **Summary** (unlimited characters)

The Common Core State Standards (CCSS) were developed in collaboration with teachers, school administrators, and experts across the nation and provide a clear and consistent framework to prepare our students for college and the workforce. The CCSS were posted in March 2010 for public review and comment by the NGA Center and the CCSSO. A summary of public feedback regarding the CCSS is posted on the NGA Center and CCSSO website. Georgia feedback was requested at the state level and received via e-mail and webinars from K-12 and postsecondary educators. Georgia feedback for ELA, mathematics, and literacy in social studies and science was used in the revision of the crosswalk documents showing the alignment between the Georgia Performance Standards and the CCSS.

### **Goals**

- 1: Increase high school graduation rate, decrease high school drop-out rate, and increase post-secondary enrollment
- 2: Strengthen teacher quality, recruitment, and retention.
- 3: Improve workforce readiness skills.
- 4: Develop strong education leaders, particularly at the building level.
- 5: Improve the SAT, ACT, and achievement scores of Georgia students.
- 6: Make policies that ensure maximum academic and financial accountability.

**Contacts** (300 character maximum)

Pam Smith, Director of Academic Standards  
Thomas Wilson, Associate Superintendent for Standards-Based Instruction  
Janet Davis, Mathematics Program Manager  
Mary Stout, English Language Arts Program Manager

**Attachments** (Include the name of the attachments that will be included on eBoard)

Draft CCSS ELA and Literacy in Social Studies and Science  
CCSS ELA Appendix A  
CCSS ELA Appendix B  
CCSS ELA Appendix C  
Draft CCSS Math  
CCSS Math Appendix A  
Crosswalk Comparison of GPS and Common Core State Standards for Reading  
Crosswalk Comparison of GPS and Common Core State Standards for Writing  
Crosswalk Comparison of GPS and Common Core State Standards for Listening/Speaking  
Crosswalk Comparison of GPS and Common Core State Standards for Language  
Crosswalk Comparison of GPS and Common Core State Standards for Literacy in Social Studies  
Crosswalk Comparison of GPS and Common Core State Standards for Literacy in Science  
Crosswalk Comparison of GPS and Common Core State Standards for Math

**Internal Review**

This State Board of Education item must be reviewed by the appropriate offices before being presented to Cabinet. Provide the date that you sent the item to be reviewed.

**Communications**

**Date Submitted:** Monday, March 22, 2010

**Submitted To:** Matt Cardoza

**Summarize Feedback or Comments Received**

Click here to enter text.

## **ELA and Mathematics**

### **Common Core GPS Timeline**

- July 8, 2010 - Adopted by SBOE
- 2010 - 2011 - Administrator Professional Learning/ Resource Development
- 2011-2012- Teacher Professional Learning for CCGPS and resources supporting “Bridging the Gap” (Transition for standards that shifted to different grade levels)
- 2012-2013 – ELA and Math CCGPS Year 1 Implementation (Transition Standards)
- 2013-2014 – ELA and Math CCGPS Year 2 Implementation; Field Test
- 2014-2015 – ELA and Math CCGPS Year 3 Implementation and Common Assessment

Brad Bryant, State Superintendent of Schools

“We will lead the nation in improving student achievement.”

1

## Attachment 6: Race to the Top Assessment Memorandum

**MEMORANDUM OF UNDERSTANDING**  
**For**  
**Race To The Top – Comprehensive Assessment Systems Grant**

---

**PARTNERSHIP FOR ASSESSMENT OF READINESS FOR COLLEGE AND CAREERS MEMBERS**

*November 1, 2010*

**I. Parties**

This Memorandum of Understanding (“MOU”) is made and effective as of this 1 day of November 2010, (the “Effective Date”) by and between the State of Georgia and all other member states of the Partnership For Assessment of Readiness for College and Careers (“Consortium” or “PARCC”) who have also executed this MOU.

**II. Scope of MOU**

This MOU constitutes an understanding between the Consortium member states to participate in the Consortium. This document describes the purpose and goals of the Consortium, presents its background, explains its organizational and governance structure, and defines the terms, responsibilities and benefits of participation in the Consortium.

**III. Background – Comprehensive Assessment Systems Grant**

On April 9, 2010, the Department of Education (“ED”) announced its intent to provide grant funding to consortia of States for two grant categories under the Race to the Top Fund Assessment Program: (a) Comprehensive Assessment Systems grants, and (b) High School Course Assessment grants. 75 Fed. Reg. 18171 (April 9, 2010) (“Notice”).

The Comprehensive Assessment Systems grant will support the development of new assessment systems that measure student knowledge and skills against a common set of college- and career-ready standards in mathematics and English language arts in a way that covers the full range of those standards, elicits complex student demonstrations or applications of knowledge and skills as appropriate, and provides an accurate measure of student achievement across the full performance continuum and an accurate measure of student growth over a full academic year or course.

**IV. Purpose and Goals**

The states that are signatories to this MOU are members of a consortium (Partnership For Assessment of Readiness for College and Careers) that have organized themselves to apply for and carry out the objectives of the Comprehensive Assessment Systems grant program.

Consortium states have identified the following major purposes and uses for the assessment system results:

- To measure and document students' college and career readiness by the end of high school and progress toward this target. Students meeting the college and career readiness standards will be eligible for placement into entry-level credit-bearing, rather than remedial, courses in public 2- and 4-year postsecondary institutions in all participating states.
- To provide assessments and results that:
  - Are comparable across states at the student level;
  - Meet internationally rigorous benchmarks;
  - Allow valid measures of student longitudinal growth; and
  - Serve as a signal for good instructional practices.
- To support multiple levels and forms of accountability including:
  - Decisions about promotion and graduation for individual students;
  - Teacher and leader evaluations;
  - School accountability determinations;
  - Determinations of principal and teacher professional development and support needs; and
  - Teaching, learning, and program improvement.
- Assesses all students, including English learners and students with disabilities.

To further these goals, States that join the Consortium by signing this MOU mutually agree to support the work of the Consortium as described in the PARCC application for funding under the Race to the Top Assessment Program.

## **V. Definitions**

This MOU incorporates and adopts the terms defined in the Department of Education's Notice, which is appended hereto as Addendum 1.

## **VI. Key Deadlines**

The Consortium has established key deadlines and action items for all Consortium states, as specified in Table (A)(1)(b)(v) and Section (A)(1) of its proposal. The following milestones represent major junctures during the grant period when the direction of the Consortium's work will be clarified, when the Consortium must make key decisions, and when member states must make additional commitments to the Consortium and its work.

- A. The Consortium shall develop procedures for the administration of its duties, set forth in By-Laws, which will be adopted at the first meeting of the Governing Board.
- B. The Consortium shall adopt common assessment administration procedures no later than the spring of 2011.

- C. The Consortium shall adopt a common set of item release policies no later than the spring of 2011.
- D. The Consortium shall adopt a test security policy no later than the spring of 2011.
- E. The Consortium shall adopt a common definition of “English learner” and common policies and procedures for student participation and accommodations for English learners no later than the spring of 2011.
- F. The Consortium shall adopt common policies and procedures for student participation and accommodations for students with disabilities no later than the spring of 2011.
- G. Each Consortium state shall adopt a common set of college- and career-ready standards no later than December 31, 2011.
- H. The Consortium shall adopt a common set of common performance level descriptors no later than the summer of 2014.
- I. The Consortium shall adopt a common set of achievement standards no later than the summer of 2015.

## **VII. Consortium Membership**

### **A. Membership Types and Responsibilities**

1. **Governing State:** A State becomes a Governing State if it meets the eligibility criteria in this section.
  - a. The eligibility criteria for a Governing State are as follows:
    - (i) A Governing State may not be a member of any other consortium that has applied for or receives grant funding from the Department of Education under the Race to the Top Fund Assessment Program for the Comprehensive Course Assessment Systems grant category;
    - (ii) A Governing State must be committed to statewide implementation and administration of the assessment system developed by the Consortium no later than the 2014-2015 school year, subject to availability of funds;
    - (iii) A Governing State must be committed to using the assessment results in its accountability system, including for school accountability determinations;

teacher and leader evaluations; and teaching, learning and program improvement;

(iv) A Governing State must provide staff to the Consortium to support the activities of the Consortium as follows:

- Coordinate the state's overall participation in all aspects of the project, including:
  - ongoing communication within the state education agency, with local school systems, teachers and school leaders, higher education leaders;
  - communication to keep the state board of education, governor's office and appropriate legislative leaders and committees informed of the consortium's activities and progress on a regular basis;
  - participation by local schools and education agencies in pilot tests and field test of system components; and
  - identification of barriers to implementation.
- Participate in the management of the assessment development process on behalf of the Consortium;
- Represent the chief state school officer when necessary in Governing Board meetings and calls;
- Participate on Design Committees that will:
  - Develop the overall assessment design for the Consortium;
  - Develop content and test specifications;
  - Develop and review Requests for Proposals (RFPs);
  - Manage contract(s) for assessment system development;
  - Recommend common achievement levels;
  - Recommend common assessment policies; and
  - Other tasks as needed.

(v) A Governing State must identify and address the legal, statutory, regulatory and policy barriers it must change in order for the State to adopt and implement

the Consortium's assessment system components by the 2014-15 school year.

**b. A Governing State has the following additional rights and responsibilities:**

- (i) A Governing State has authority to participate with other Governing States to determine and/or to modify the major policies and operational procedures of the Consortium, including the Consortium's work plan and theory of action;
- (ii) A Governing State has authority to participate with other Governing States to provide direction to the Project Management Partner, the Fiscal Agent, and to any other contractors or advisors retained by or on behalf of the Consortium that are compensated with Grant funds;
- (iii) A Governing State has authority to participate with other Governing States to approve the design of the assessment system that will be developed by the Consortium;
- (iv) A Governing State must participate in the work of the Consortium's design and assessment committees;
- (v) A Governing State must participate in pilot and field testing of the assessment systems and tools developed by the Consortium, in accordance with the Consortium's work plan;
- (vi) A Governing State must develop a plan for the statewide implementation of the Consortium's assessment system by 2014-2015, including removing or resolving statutory, regulatory and policy barriers to implementation, and securing funding for implementation;
- (vii) A Governing State may receive funding from the Consortium to defray the costs associated with staff time devoted to governance of the Consortium, if such funding is included in the Consortium budget;
- (viii) A Governing State may receive funding from the Consortium to defray the costs associated with intra-State communications and engagements, if such funding is included in the Consortium budget.

- (ix) A Governing State has authority to vote upon significant grant fund expenditures and disbursements (including awards of contracts and subgrants) made to and/or executed by the Fiscal Agent, Governing States, the Project Management Partner, and other contractors or subgrantees.

2. **Fiscal Agent:** The Fiscal Agent will be one of the Governing States in the Consortium.

- (i) The Fiscal Agent will serve as the “Applicant” state for purposes of the grant application, applying as the member of the Consortium on behalf of the Consortium, pursuant to the Application Requirements of the Notice (Addendum 1) and 34 C.F.R. 75.128.
- (ii) The Fiscal Agent shall have a fiduciary responsibility to the Consortium to manage and account for the grant funds provided by the Federal Government under the Race to the Top Fund Assessment Program Comprehensive Assessment Systems grants, including related administrative functions, subject to the direction and approval of the Governing Board regarding the expenditure and disbursement of all grant funds, and shall have no greater decision-making authority regarding the expenditure and disbursement of grant funds than any other Governing State;
- (iii) The Fiscal Agent shall issue RFPs in order to procure goods and services on behalf of the Consortium;
- (iv) The Fiscal Agent has the authority, with the Governing Board’s approval, to designate another Governing State as the issuing entity of RFPs for procurements on behalf of the Consortium;
- (v) The Fiscal Agent shall enter into a contract or subgrant with the organization selected to serve as the Consortium’s Project Management Partner;
- (vi) The Fiscal Agent may receive funding from the Consortium in the form of disbursements from Grant funding, as authorized by the Governing Board, to cover the costs associated with carrying out its

responsibilities as a Fiscal Agent, if such funding is included in the Consortium budget;

(vii) The Fiscal Agent may enter into significant contracts for services to assist the grantee to fulfill its obligation to the Federal Government to manage and account for grant funds;

(viii) Consortium member states will identify and report to the Fiscal Agent, and the Fiscal Agent will report to the Department of Education, pursuant to program requirement 11 identified in the Notice for Comprehensive Assessment System grantees, any current assessment requirements in Title I of the ESEA that would need to be waived in order for member States to fully implement the assessment system developed by the Consortium.

### **3. Participating State**

a. The eligibility criteria for a Participating State are as follows:

(i) A Participating State commits to support and assist with the Consortium's execution of the program described in the PARCC application for a Race to the Top Fund Assessment Program grant, consistent with the rights and responsibilities detailed below, but does not at this time make the commitments of a Governing State;

(ii) A Participating State may be a member of more than one consortium that applies for or receives grant funds from ED for the Race to the Top Fund Assessment Program for the Comprehensive Assessment Systems grant category.

b. The rights and responsibilities of a Participating State are as follows:

(i) A Participating State is encouraged to provide staff to participate on the Design Committees, Advisory Committees, Working Groups or other similar groups established by the Governing Board;

(ii) A Participating State shall review and provide feedback to the Design Committees and to the Governing Board regarding the design plans,

strategies and policies of the Consortium as they are being developed;

(iii) A Participating State must participate in pilot and field testing of the assessment systems and tools developed by the Consortium, in accordance with the Consortium's work plan; and

(iv) A Participating State is not eligible to receive reimbursement for the costs it may incur to participate in certain activities of the Consortium.

**4. Proposed Project Management Partner:**

Consistent with the requirements of ED's Notice, the PARCC Governing States are conducting a competitive procurement to select the consortium Project Management Partner. The PARCC Governing Board will direct and oversee the work of the organization selected to be the Project Management Partner.

**B. Recommitment to the Consortium**

In the event that the governor or chief state school officer is replaced in a Consortium state, the successor in that office shall affirm in writing to the Governing Board Chair the State's continued commitment to participation in the Consortium and to the binding commitments made by that official's predecessor within five (5) months of taking office.

**C. Application Process For New Members**

1. A State that wishes to join the Consortium after submission of the grant application may apply for membership in the Consortium at any time, provided that the State meets the prevailing eligibility requirements associated with its desired membership classification in the Consortium. The state's Governor, Chief State School Officer, and President of the State Board of Education (if applicable) must sign a MOU with all of the commitments contained herein, and the appropriate state higher education leaders must sign a letter making the same commitments as those made by higher education leaders in the states that have signed this MOU.
2. A State that joins the Consortium after the grant application is submitted to the Department of Education is not authorized to re-open settled issues, nor may it participate in the review of proposals for Requests for Proposals that have already been issued.

**D. Membership Opt-Out Process**

At any time, a State may withdraw from the Consortium by providing written notice to the chair of the Governing Board, signed by the individuals holding the same positions that signed the MOU, at least ten (10) days prior to the effective-date of the withdrawal, including an explanation of-reasons for the withdrawal.

## **VIII. Consortium Governance**

This section of the MOU details the process by which the Consortium shall conduct its business.

### **A. Governing Board**

1. The Governing Board shall be comprised of the chief state school officer or designee from each Governing State;
2. The Governing Board shall make decisions regarding major policy, design, operational and organizational aspects of the Consortium's work, including:
  - a. Overall design of the assessment system;
  - b. Common achievement levels;
  - c. Consortium procurement strategy;
  - d. Modifications to governance structure and decision-making process;
  - e. Policies and decisions regarding control and ownership of intellectual property developed or acquired by the Consortium (including without limitation, test specifications and blue prints, test forms, item banks, psychometric information, and other measurement theories/practices), provided that such policies and decisions:
    - (i) will provide equivalent rights to such intellectual property to all states participating in the Consortium, regardless of membership type;
    - (ii) will preserve the Consortium's flexibility to acquire intellectual property to the assessment systems as the Consortium may deem necessary and consistent with "best value" procurement principles, and with due regard for the Notice requirements regarding broad availability of such intellectual property except as otherwise protected by law or agreement as proprietary information.

3. The Governing Board shall form Design, Advisory and other committees, groups and teams (“committees”) as it deems necessary and appropriate to carry out the Consortium’s work, including those identified in the PARCC grant application.
  - a. The Governing Board will define the charter for each committee, to include objectives, timeline, and anticipated work product, and will specify which design and policy decisions (if any) may be made by the committee and which must be elevated to the Governing Board for decision;
  - b. When a committee is being formed, the Governing Board shall seek nominations for members from all states in the Consortium;
  - c. Design Committees that were formed during the proposal development stage shall continue with their initial membership, though additional members may be added at the discretion of the Governing Board;
  - d. In forming committees, the Governing Board will seek to maximize involvement across the Consortium, while keeping groups to manageable sizes in light of time and budget constraints;
  - e. Committees shall share drafts of their work products, when appropriate, with all PARCC states for review and feedback; and
  - f. Committees shall make decisions by consensus; but where consensus does not exist the committee shall provide the options developed to the Governing Board for decision (except as the charter for a committee may otherwise provide).
4. The Governing Board shall be chaired by a chief state school officer from one Governing State.
  - a. The Governing Board Chair shall serve a one-year term, which may be renewed.
  - b. The Governing States shall nominate candidates to serve as the Governing Board Chair, and the Governing Board Chair shall be selected by majority vote.
  - c. The Governing Board Chair shall have the following responsibilities:
    - (i) To provide leadership to the Governing Board to ensure that it operates in an efficient, effective, and

orderly manner. The tasks related to these responsibilities include:

- (a) Ensure that the appropriate policies and procedures are in place for the effective management of the Governing Board and the Consortium;
  - (b) Assist in managing the affairs of the Governing Board, including chairing meetings of the Governing Board and ensure that each meeting has a set agenda, is planned effectively and is conducted according to the Consortium's policies and procedures and addresses the matters identified on the meeting agenda;
  - (c) Represent the Governing Board, and act as a spokesperson for the Governing Board if and when necessary;
  - (d) Ensure that the Governing Board is managed effectively by, among other actions, supervising the Project Management Partner; and
  - (e) Serve as in a leadership capacity by encouraging the work of the Consortium, and assist in resolving any conflicts.
5. The Consortium shall adhere to the timeline provided in the grant application for making major decisions regarding the Consortium's work plan.
- a. The timeline shall be updated and distributed by the Project Management Partner to all Consortium states on a quarterly basis.
6. Participating States may provide input for Governing Board decisions, as described below.
7. Governing Board decisions shall be made by consensus; where consensus is not achieved among Governing States, decisions shall be made by a vote of the Governing States. Each State has one vote. Votes of a supermajority of the Governing States are necessary for a decision to be reached.
- a. The supermajority of the Governing States is currently defined as a majority of Governing States plus one additional State;
  - b. The Governing Board shall, from time to time as necessary, including as milestones are reached and additional States become

Governing States, evaluate the need to revise the votes that are required to reach a decision, and may revise the definition of supermajority, as appropriate. The Governing Board shall make the decision to revise the definition of supermajority by consensus, or if consensus is not achieved, by a vote of the supermajority as currently defined at the time of the vote.

8. The Governing Board shall meet quarterly to consider issues identified by the Board Chair, including but not limited to major policy decisions of the Consortium.

**B. Design Committees**

1. One or more Design Committees will be formed by the Governing Board to develop plans for key areas of Consortium work, such as recommending the assessment system design and development process, to oversee the assessment development work performed by one or more vendors, to recommend achievement levels and other assessment policies, and address other issues as needed. These committees will be comprised of state assessment directors and other key representatives from Governing States and Participating States.
2. Design Committees shall provide recommendations to the Governing Board regarding major decisions on issues such as those identified above, or as otherwise established in their charters.
  - a. Recommendations are made on a consensus basis, with input from the Participating States.
  - b. Where consensus is not achieved by a Design Committee, the Committee shall provide alternative recommendations to the Governing Board, and describe the strengths and weaknesses of each recommendation.
  - c. Design Committees, with support from the Project Management Partner, shall make and keep records of decisions on behalf of the Consortium regarding assessment policies, operational matters and other aspects of the Consortium's work if a Design Committee's charter authorizes it to make decisions without input from or involvement of the Governing Board.
  - d. Decisions reserved to Design Committees by their charters shall be made by consensus; but where consensus is not achieved decisions shall be made by a vote of Governing States on each Design Committee. Each Governing State on the committee has one vote. Votes of a majority of the Governing States on a Design Committee, plus one, are necessary for a decision to be reached.

3. The selection of successful bidders in response to RFPs issued on behalf of the Consortium shall be made in accordance with the procurement laws and regulations of the State that issues the RFP, as described more fully in Addendum 3 of this MOU.
  - a. To the extent permitted by the procurement laws and regulations of the issuing State, appropriate staff of the Design Committees who were involved in the development of the RFP shall review the proposals, shall provide feedback to the issuing State on the strengths and weaknesses of each proposal, and shall identify the proposal believed to represent the best value for the Consortium members, including the rationale for this conclusion.

**C. General Assembly of All Consortium States**

1. There shall be two convenings of all Consortium states per year, for the purpose of reviewing the progress of the Consortium's work, discussing and providing input into upcoming decisions of the Governing Board and Design Committees, and addressing other issues of concern to the Consortium states.
  - a. A leadership team (comprised of chief state school officers, and other officials from the state education agency, state board of education, governor's office, higher education leaders and others as appropriate) from each state shall be invited to participate in one annual meeting.
  - b. Chief state school officers or their designees only shall be invited to the second annual convening.
2. In addition to the two annual convenings, Participating States shall also have the opportunity to provide input and advice to the Governing Board and to the Design Committees through a variety of means, including:
  - a. Participation in conference calls and/or webinars;
  - b. Written responses to draft documents; and
  - c. Participation in Google groups that allow for quick response to documents under development.

**IX. Benefits of Participation**

Participation in the Consortium offers a number of benefits. For example, member States will have opportunities for:

- A. Possible coordinated cooperative purchase discounts;

- B. Possible discount software license agreements;
- C. Access to a cooperative environment and knowledge-base to facilitate information-sharing for educational, administrative, planning, policy and decision-making purposes;
- D. Shared expertise that can stimulate the development of higher quality assessments in an efficient and cost-effective manner;
- E. Cooperation in the development of improved instructional materials, professional development and teacher preparation programs aligned to the States' standards and assessments; and
- F. Obtaining comparable data that will enable policymakers and teachers to compare educational outcomes and to identify effective instructional practices and strategies.

**X. Binding Commitments and Assurances**

**A. Binding Assurances Common To All States – Participating and Governing**

Each State that joins the Consortium, whether as a Participating State or a Governing State, hereby certifies and represents that it:

1. Has all requisite power and authority necessary to execute this MOU;
2. Is familiar with the Consortium's Comprehensive Assessment Systems grant application under the ED's Race to the Top Fund Assessment Program and is supportive of and will work to implement the Consortium's plan, as defined by the Consortium and consistent with Addendum 1 (Notice);
3. Will cooperate fully with the Consortium and will carry out all of the responsibilities associated with its selected membership classification;
4. Will, as a condition of continued membership in the Consortium, adopt a common set of college- and career-ready standards no later than December 31, 2011, and common achievement standards no later than the 2014-2015 school year;
5. Will, as a condition of continued membership in the Consortium, ensure that the summative components of the assessment system (in both mathematics and English language arts) will be fully implemented statewide no later than the 2014-2015 school year, subject to the availability of funds;
6. Will conduct periodic reviews of its State laws, regulations and policies to identify any barriers to implementing the proposed assessment system and

address any such barriers prior to full implementation of the summative assessment components of the system:

- a. The State will take the necessary steps to accomplish implementation as described in Addendum 2 of this MOU.
7. Will use the Consortium-developed assessment systems to meet the assessment requirements in Title I of the ESEA;
8. Will actively promote collaboration and alignment between the State and its public elementary and secondary education systems and their public Institutions of Higher Education ("IHE") or systems of IHEs. The State will endeavor to:
  - a. Maintain the commitments from participating public IHEs or IHE systems to participate in the design and development of the Consortium's high school summative assessments;
  - b. Obtain commitments from additional public IHEs or IHE systems to participate in the design and development of the Consortium's high school summative assessments;
  - c. Involve participating public IHEs or IHE systems in the Consortium's research-based process to establish common achievement standards on the new assessments that signal students' preparation for entry level, credit-bearing coursework; and
  - d. Obtain commitments from public IHEs or IHE systems to use the assessment in all partnership states' postsecondary institutions, along with any other placement requirement established by the IHE or IHE system, as an indicator of students' readiness for placement in non-remedial, credit-bearing college-level coursework.
9. Will provide the required assurances regarding accountability, transparency, reporting, procurement and other assurances and certifications; and
10. Consents to be bound by every statement and assurance in the grant application.

**B. Additional Binding Assurances By Governing States**

In addition to the assurances and commitments required of all States in the Consortium, a Governing State is bound by the following additional assurances and commitments:

1. Provide personnel to the Consortium in sufficient number and qualifications and for sufficient time to support the activities of the Consortium as described in Section VII (A)(1)(a)(iv) of this MOU.

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#### **XI. Financial Arrangements**

This MOU does not constitute a financial commitment on the part of the Parties. Any financial arrangements associated with the Consortium will be covered by separate project agreements between the Consortium members and other entities, and subject to ordinary budgetary and administrative procedures. It is understood that the ability of the Parties to carry out their obligations is subject to the availability of funds and personnel through their respective funding procedures.

#### **XII. Personal Property**

Title to any personal property, such as computers, computer equipment, office supplies, and office equipment furnished by a State to the Consortium under this MOU shall remain with the State furnishing the same. All parties agree to exercise due care in handling such property. However, each party agrees to be responsible for any damage to its property which occurs in the performance of its duties under this MOU, and to waive any claim against the other party for such damage, whether arising through negligence or otherwise.

#### **XIII. Liability and Risk of Loss**

- A. To the extent permitted by law, with regard to activities undertaken pursuant to this MOU, none of the parties to this MOU shall make any claim against one another or their respective instrumentalities, agents or employees for any injury to or death of its own employees, or for damage to or loss of its own property, whether such injury, death, damage or loss arises through negligence or otherwise.
- B. To the extent permitted by law, if a risk of damage or loss is not dealt with expressly in this MOU, such party's liability to another party, whether or not arising as the result of alleged breach of the MOU, shall be limited to direct damages only and shall not include loss of revenue or profits or other indirect or consequential damages.

#### **XIV. Resolution of Conflicts**

Conflicts which may arise regarding the interpretation of the clauses of this MOU will be resolved by the Governing Board, and that decision will be considered final and not subject to further appeal or to review by any outside court or other tribunal.

#### **XV. Modifications**

The content of this MOU may be reviewed periodically or amended at any time as agreed upon by vote of the Governing Board.

**XVI. Duration, Renewal, Termination**

- A. This MOU will take effect upon execution of this MOU by at least five States as “Governing States” and will have a duration through calendar year 2015, unless otherwise extended by agreement of the Governing Board.
- B. This MOU may be terminated by decision of the Governing Board, or by withdrawal or termination of a sufficient number of Governing States so that there are fewer than five Governing States.
- C. Any member State of the Consortium may be involuntarily terminated by the Governing Board as a member for breach of any term of this MOU, or for breach of any term or condition that may be imposed by the Department of Education, the Consortium Governing Board, or of any applicable bylaws or regulations.

**XVII. Points of Contact**

Communications with the State regarding this MOU should be directed to:

*Name: Melissa Fincher*

*Mailing Address: 205 Jesse Hill Jr. Drive, 1554 Twin Towers East, Atlanta, GA 30334*

*Telephone: 404-651-9405*

*Fax: 404-656-5976*

*E-mail: mfincher@doe.k12.ga.us*

Or hereafter to such other individual as may be designated by the State in writing transmitted to the Chair of the Governing Board and/or to the PARCC Project Management Partner.

**XVIII. Signatures and Intent To Join in the Consortium**

The State of Georgia hereby joins the Consortium as a *Governing State*, and agrees to be bound by all of the assurances and commitments associated with the *Governing State* membership classification. Further, the State of Georgia agrees to perform the duties and carry out the responsibilities associated with the *Governing State* membership classification.

*Signatures required:*

- Each State’s Governor;
- Each State’s chief school officer; and
- If applicable, the president of the State board of education.

Addenda:

- **Addendum 1:** Department of Education Notice Inviting Applications for New Awards for Fiscal Year (FY) 2010.

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- **Addendum 2:** Each State describes the process it plans to follow to ensure that it will be able to implement the assessment systems developed by the Consortium by the 2014-2015 school year, pursuant to Assurance 6 in Section X of this MOU.
- **Addendum 3:** Signature of each State's chief procurement official confirming that the State is able to participate in the Consortium's procurement process.

**ADDENDUM 2:**  
**[STATE NAME] ASSURANCE REGARDING PROCESS AND PLANS FOR**  
**IMPLEMENTING PROPOSED ASSESSMENT SYSTEM**

**MEMORANDUM OF UNDERSTANDING**

**For**

**Race To The Top -- Comprehensive Assessment Systems Grant Partnership For**  
**Assessment of Readiness for College and Careers Members**

**ADDENDUM 2: ASSURANCE REGARDING PROCESS AND PLANS FOR**  
**IMPLEMENTING PROPOSED ASSESSMENT SYSTEM**

*June 3, 2010*

Plan of Georgia

Barrier	Issue
Funding	Additional funding will be required to support operational administration. The Georgia Department of Education will work with the Governor's Office and the State Legislature to secure funding.
Technology	Once minimum system requirements are determined for the administration of the assessment system, the Georgia Department of Education will evaluate district readiness. Implementation may require additional infrastructure (such as hardware and bandwidth) for some districts.
State Board of Education Policies and Regulations	As the assessment systems is developed, including administration policies and protocols, Georgia policies and regulations will be reviewed and updated as needed.

ADDENDUM 3:  
GEORGIA ASSURANCE REGARDING PARTICIPATION IN CONSORTIUM  
PROCUREMENT PROCESS

MEMORANDUM OF UNDERSTANDING

For

**Race To The Top – Comprehensive Assessment Systems Grant Partnership For  
Assessment of Readiness for College and Careers Consortium Members**

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**ADDENDUM 3: ASSURANCE REGARDING PARTICIPATION  
IN CONSORTIUM PROCUREMENT PROCESS**

June 9, 2010

The signature of the chief procurement official of the State of Georgia on Addendum 3 to the Memorandum of Understanding for Race to the Top Comprehensive Assessment Systems Grant Partnership For Assessment of Readiness for College and Careers Consortium Members constitutes an assurance from that the chief procurement official has determined that the Georgia Department of Education may, consistent with its applicable procurement laws and regulations, participate in and make procurements using the Consortium's procurement processes described herein.

**I. Consortium Procurement Process**

This section describes the procurement process that will be used by the Consortium. The Governing Board of the Consortium reserves the right to revise this procurement process as necessary and appropriate, consistent with its prevailing governance and operational policies and procedures. In the event of any such revision, the Consortium shall furnish a revised Addendum Three to each State in the Consortium for the signature by its chief procurement official.

1. *Competitive Procurement Process; Best Value Source Selection.* The Consortium will procure supplies and services that are necessary to carry out its objectives as defined by the Governing Board of the Consortium and as described in the grant application by a competitive process and will make source selection determinations on a "best value" basis.
2. *Compliance with federal procurement requirements.* The Consortium procurement process shall comply with all applicable federal procurement requirements, including the requirements of the Department of Education's grant regulation at 34 CFR § 80.36, "Procurement," and the requirements applicable to projects funded under the American Recovery and Reinvestment Act of 2009 ("ARRA").
3. *Lead State for Procurement.* The Fiscal Agent of the Consortium shall act as the Lead State for Procurement on behalf of the Consortium, or shall designate another Governing State to serve the Consortium in this capacity. The Lead State for Procurement shall conduct procurements in a manner consistent with its own procurement statutes and regulations.
4. *Types of Procurements to be Conducted.* The Lead State for Procurement shall conduct two types of procurements: (a) procurements with the grant funds provided by the

**ADDENDUM 3:  
GEORGIA ASSURANCE REGARDING PARTICIPATION IN CONSORTIUM  
PROCUREMENT PROCESS**

Department of Education to the Fiscal Agent, and (b) procurements funded by a Consortium member State's non-grant funds.

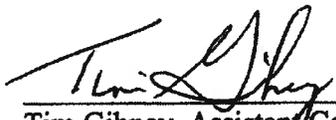
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5. *Manner of Conducting Procurements with Grant Funds.* Procurements with grant funds shall be for the acquisition of supplies and/or services relating only to the design, development, and evaluation of the Consortium's assessment system, and a vendor awarded a contract in this category shall be paid by grant funds disbursed by the Fiscal Agent at the direction of the Governing Board of the Consortium. The Lead State for Procurement shall conduct the procurement and perform the following tasks, and such other tasks as may be required or necessary to conduct the procurement effectively, in a manner consistent with its own State procurement laws and regulations, provided however that such procurements involve a competitive process and best value source selection:
- a. Issue the RFP;
  - b. Receive and evaluate responsive proposals;
  - c. Make source selection determinations on a best value basis;
  - d. Execute a contract with the awardee(s);
  - e. Administer awarded contracts.
6. *Manner of Conducting Procurements with State Funds.* The Consortium shall conduct procurements related to the implementation of operational assessments using the cooperative purchasing model described in this section.
- a. The Lead State for Procurement shall conduct such procurements and perform the following tasks, and such other tasks as may be required or necessary to conduct the procurement effectively, in a manner consistent with its own State procurement laws and regulations, provided however that such procurements involve a competitive process and best value source selection:
    - i. Issue the RFP, and include a provision that identifies the States in the Consortium and provides that each such State may make purchases or place orders under the contract resulting from the competition at the prices established during negotiations with offerors and at the quantities dictated by each ordering State;
    - ii. Receive and evaluate responsive proposals;
    - iii. Make source selection determinations on a best value basis;
    - iv. Execute a contract with the awardee(s);
    - v. Administer awarded contracts.
  - b. The Georgia Department of Education (as a participating Consortium State other than the Lead State for Procurement) may place orders or make purchases under a contract awarded by the Lead State for Procurement pursuant to the cooperative purchasing authority provided for under Georgia's state procurement code and regulations, or other similar authority as may exist or be created or permitted under the applicable laws and regulations of that State.

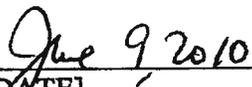
**ADDENDUM 3:  
GEORGIA ASSURANCE REGARDING PARTICIPATION IN CONSORTIUM  
PROCUREMENT PROCESS**

- i. The Georgia Department of Education may execute an agreement (“Participating Addendum”) with the contractor, which shall be incorporated into the contract. The Participating Addendum will address, as necessary, the scope of the relationship between the contractor and the State; any modifications to contract terms and conditions; the price agreement between the contractor and the Georgia Department of Education; the use of any servicing subcontractors and lease agreements; and shall provide the contact information for key personnel in the State, and any other specific information as may be relevant and/or necessary.

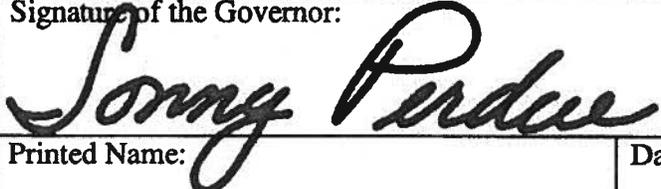
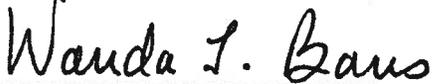
**II. Assurance Regarding Participation in Consortium Procurement Process**

I, Tim Gibney, in my capacity as the chief procurement official for the State of Georgia, confirm by my signature below that the Georgia Department of Education may, consistent with the procurement laws and regulations of the State of Georgia, participate in the Consortium procurement processes described in this Addendum 3 to the Memorandum of Understanding For Race To The Top -- Comprehensive Assessment Systems Grant Partnership for Assessment of Readiness for College and Careers Consortium Members. Nothing in this Addendum 3 or the Memorandum of Understanding For Race To The Top -- Comprehensive Assessment Systems Grant Partnership for Assessment of Readiness for College and Careers Consortium Members shall obligate the Georgia Department of Administrative Services or any other state agency to be financially responsible for any purchases made pursuant to this Addendum 3 or the Memorandum of Understanding For Race To The Top -- Comprehensive Assessment Systems Grant Partnership for Assessment of Readiness for College and Careers Consortium Members.

  
\_\_\_\_\_  
Tim Gibney, Assistant Commissioner-Purchasing  
Georgia Department of Administrative Services

  
\_\_\_\_\_  
[DATE]

STATE SIGNATURE BLOCK

<b>State of: Georgia</b>	
Signature of the Governor: 	
Printed Name: George "Sonny" Perdue	Date: 10-13-10
Signature of the Chief State School Officer: 	
Printed Name: William Bradley Bryant	Date: 10-14-10
Signature of the State Board of Education President (if applicable): 	
Printed Name: Wanda Barrs	Date: 10-14-10

*Signature Block for Recommitment to Participation as a Governing State in PARCC  
as outlined in the*  
**MEMORANDUM OF UNDERSTANDING for  
PARTNERSHIP FOR ASSESSMENT OF READINESS FOR COLLEGE AND  
CAREERS MEMBERS (June 2010)**

<b>State of:</b> <b>GEORGIA</b>	
Signature of the Governor: <i>Nathan Deal</i>	
Printed Name: <b>Nathan Deal</b>	Date: <b>3/24/11</b>
Signature of the Chief State School Officer: <i>John D. Barge</i>	
Printed Name: <b>John D. Barge</b>	Date: <b>3/24/11</b>

**Attachment 8: "All Students" Proficiency, 2010-2011**

**Percent of Students Performing at the Proficient Level on the  
2011 High School End-of-Course Tests**

<b>CCRPI Level</b>	<b>Statewide Assessment</b>	<b>Student Group</b>	<b>2011 Proficiency Rate</b>
High School	9th Grade Literature	All Students	82.1
High School	American Literature	All Students	87.7
High School	Biology	All Students	69.1
High School	Economics	All Students	72.7
High School	Mathematics I*	All Students	61.0
High School	Mathematics II**	All Students	57.2
High School	Physical Science	All Students	75.0
High School	U.S. History	All Students	64.6

\* Mathematic I will be transitioning to Common Core Georgia Performance Standards (CCGPS) Coordinate Algebra

\*\* Mathematics II will be transitioning to Common Core Georgia Performance Standards (CCGPS) Analytic Geometry

**Percent of Students Performing at the Proficient Level on the  
2011 Elementary and Middle Schools CRCT Tests**

<b>CCRPI Level</b>	<b>Statewide Assessment</b>	<b>Student Group</b>	<b>2011 Proficiency Rate</b>
Elementary / Middle	English Language Arts	All Students	91.2
Elementary / Middle	Mathematics	All Students	84.4
Elementary / Middle	Reading	All Students	93.2
Elementary / Middle	Science	All Students	76.1
Elementary / Middle	Social Studies	All Students	74.8

**Attachment 9: Table 2, Rewards, Priority and Focus Schools**

**2011 Adequate Yearly Progress  
State Directed Schools**

NCES System ID	NCES School ID	System Name	School Name	School Type	Title I School	Program Type	2011 AYP Status	2011 School Improvement Status	Consecutive Years in AYP	NI Consequence Level	Years Distinguished
1300120	00049	Atlanta Public Schools	5664 Parks Middle School	Middle	Yes	School Wide	Did Not Meet	NI	0	13	0
1300120	00120	Atlanta Public Schools	2664 Crim High School	High	Yes	School Wide	Did Not Meet	NI	0	12	0
1303870	01432	Muscogee County	5058 Eddy Middle School	Middle	Yes	School Wide	Did Not Meet	NI	0	10	0
1300420	01944	Bibb County	0386 Southwest High School	High	Yes	School Wide	Did Not Meet	NI	0	9	0
1304650	01637	Talbot County	0190 Central Elementary/High School	K12	Yes	School Wide	Did Not Meet	NI	0	9	0
1301740	00649	DeKalb County	1057 McNair Middle School	Middle	Yes	School Wide	Did Not Meet	NI	0	8	0
1302670	01639	Haralson County	0197 Haralson County Middle School	Middle	Yes	School Wide	Met	NI - Made AYP	1	8	0
1303870	01430	Muscogee County	5062 Jordan Vocational High School	High	Yes	School Wide	Did Not Meet	NI	0	8	0
1304380	01533	Richmond County	3756 Josey High School	High	Yes	School Wide	Did Not Meet	NI	0	8	0
1304380	01579	Richmond County	5058 Murphy Middle Charter School	Middle	Yes	School Wide	Did Not Meet	NI	0	8	0
1300120	00139	Atlanta Public Schools	2560 Gideons Elementary School	Elementary	Yes	School Wide	Did Not Meet	NI	0	7	0
1300120	00048	Atlanta Public Schools	5563 Kennedy Middle School	Middle	Yes	School Wide	Did Not Meet	NI	1	7	0
1300360	00931	Ben Hill County	0291 Fitzgerald High School	High	Yes	Targeted Assistance	Did Not Meet	NI	0	7	0
1300420	01943	Bibb County	0286 Northeast High School	High	Yes	School Wide	Did Not Meet	NI	0	7	0
1301290	00521	Cobb County	2066 Osborne High School	High	Yes	Targeted Assistance	Did Not Meet	NI	0	7	0
1301350	03323	Coffee County	0308 CHS Freshman Campus	High	Yes	NA	Did Not Meet	NI	0	7	0
1301350	00581	Coffee County	0195 Coffee County High School	High	No	NA	Did Not Meet	NI	0	7	0
1301740	00250	DeKalb County	5066 Dekalb/Rockdale PsychoEducation Cent	High	Yes	School Wide	Did Not Meet	NI	0	7	0
1301740	03921	DeKalb County	0810 Elizabeth Andrews High School	High	Yes	Targeted Assistance	Did Not Meet	NI	0	7	0
1300225	03061	Atlanta Area Schools - Atlanta Area	1893 Atlanta Area School for the Deaf	K12	Yes	School Wide	Did Not Meet	NI	0	7	0
1300223	03063	State Schools - Georgia Sc	1895 Georgia School for the Deaf	High	Yes	School Wide	Did Not Meet	NI	0	7	0
1300120	03029	Atlanta Public Schools	0504 Harper-Archer Middle School	Middle	Yes	School Wide	Did Not Meet	NI	0	6	0
1300120	03572	Atlanta Public Schools	0708 Therrell School of Health and Science	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1300750	00310	Calhoun County	4050 Calhoun County Middle/High School	Middle	Yes	School Wide	Did Not Meet	NI - Made AYP	0	6	0
1300810	00317	Candler County	0101 Metter High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1301740	00655	DeKalb County	1051 Avondale High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1301740	00708	DeKalb County	4053 Clarkston High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1301740	02370	DeKalb County	0201 Freedom Middle School	Middle	Yes	School Wide	Did Not Meet	NI	0	6	0
1301740	00686	DeKalb County	4069 Towers High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1301800	01889	Dooly County	0182 Dooly County High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1303630	01364	Meriwether County	0300 Greenville High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1303870	01418	Muscogee County	0378 Spencer High School	High	Yes	School Wide	Met	NI - Made AYP	1	6	0
1304380	01562	Richmond County	1052 Butler High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1304860	01658	Terrell County	0105 Terrell High School	High	Yes	School Wide	Did Not Meet	NI	0	6	0
1300120	03025	Atlanta Public Schools	0104 Dobbs Elementary School	Elementary	Yes	School Wide	Met	NI - Made AYP	1	5	0
1300120	00089	Atlanta Public Schools	4058 Douglass High School	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1300420	02610	Bibb County	0204 Rutland High School	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1300420	01918	Bibb County	0198 Westside High	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1300660	01991	Burke County	0288 Burke County High School	High	Yes	School Wide	Met	NI - Made AYP	1	5	0
1301170	00453	Clarke County	0102 Cedar Shoals Central High School	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1301170	00449	Clarke County	5556 Clarke Central High School	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1301230	02105	Clayton County	0191 Lovjoy Middle School	Middle	Yes	School Wide	Met	NI - Made AYP	1	5	0
1301380	00591	Colquitt County	1554 Colquitt County High School	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1301740	00712	DeKalb County	3070 McNair High School	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1301860	00864	Douglas County	4050 Douglas County High School	High	No	NA	Did Not Meet	NI	0	5	0
1301870	00873	Dublin City	0211 Dublin High School	High	Yes	School Wide	Did Not Meet	NI	0	5	0
1302460	01083	Grady County	1050 Cairo High School	High	No	NA	Did Not Meet	NI	0	5	0
1302550	02039	Gwinnett County	0189 Phoenix High School	High	No	NA	Did Not Meet	NI	0	5	0

2011 Adequate Yearly Progress  
State Directed Schools

NCES System ID	NCES School ID	System ID	System Name	School ID	School Name	School Type	Title I School	Program Type	2011 AYP Status	2011 School Improvement Status	Consecutive Years in AYP	NI Consequence Level	Years Distinguished
1301890	01707	687	Laurens County	0197	East Laurens High School	High	No	NA	Did Not Meet	NI	0	0	5
1303480	01333	695	Madison County	5050	Madison County High School	High	No	NA	Did Not Meet	NI	0	0	5
1303630	02336	699	Meriwether County	0400	Greenville Middle School	Middle	Yes	School Wide	Met	NI - Made AYP	1	0	5
1304380	01549	721	Richmond County	2056	Hephzibah High School	High	Yes	School Wide	Did Not Meet	NI	0	0	5
1302520	01092	726	Spalding County	0187	Griffin High School	High	Yes	School Wide	Met	NI - Made AYP	1	0	5
1304620	01629	729	Sumter County	0205	Americus Sumter County High North	High	Yes	School Wide	Did Not Meet	NI	0	0	5
1304620	00001	729	Sumter County	0105	Americus Sumter County High South	High	Yes	School Wide	Did Not Meet	NI	0	0	5
1304890	02146	736	Thomas County	0191	Thomas County Central High School	High	No	NA	Did Not Meet	NI	0	0	5
1300001	01964	741	Troup County	0387	Troup County High School	High	No	NA	Did Not Meet	NI	0	0	5
1305310	01732	792	Valdosta City	0273	Valdosta High School	High	Yes	School Wide	Did Not Meet	NI	0	0	5

**2011 Adequate Yearly Progress  
Distinguished Schools**

NCES System ID	NCES School ID	System Name	School ID	School Name	School Type	Title I School	Program Type	2011 AYP Status	2011 School Improvement Status	Consecutive Years In AYP	M Consequence Level	Years Distinguished
1300150	00153	Bacon County	0102	Bacon County Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1300390	00195	Berrien County	5050	Berrien Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1300440	00256	Bleckley County	1050	Bleckley County Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1300660	00293	Burke County	2056	Waynesboro Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1301560	00768	Crisp County	1050	Blackshear Trail Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1301620	00772	Crisp County	640	J. S. Pate Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1301740	00704	DeKalb County	772	Dalton City	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1301870	02217	DeKalb County	644	Hightower Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1302040	00906	Dublin City	0304	Susie Dasher Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1302130	01893	Emanuel County	0196	Swainsboro Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1302130	02116	Fayette County	0281	North Fayette Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1302280	00986	Fayette County	0191	Robert J. Burch Elementary School	Elementary	Yes	Targeted Assistan	Met	Distinguised	13	0	11
1302310	01044	Fulton County	0390	Randolph Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1302970	01004	Gainesville City	2050	Enota Multiple Intelligences Academy	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1303570	01349	Jasper County	0195	Jasper County Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1303690	02220	McDuffie County	0179	Maxwell Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1303720	01374	Mitchell County	0198	Mitchell County Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1303720	03430	Monroe County	0205	Samuel E. Hubbard Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1303960	02008	Oconee County	0105	T.G. Scott Elementary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1304860	01660	Terrill County	0188	Oconee County Primary School	Elementary	Yes	Targeted Assistan	Met	Distinguised	13	0	11
1305490	01787	Washington County	2050	Cooper Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1305670	02448	White County	2050	Ridge Road Primary	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1305760	01839	Wilkes County	0200	Jack P Nix Primary	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1305850	01409	Worth County	0105	Washington-Wilkes Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1300060	00006	Appling County	0196	Worth County Primary School	Elementary	Yes	School Wide	Met	Distinguised	13	0	11
1300240	00170	Banks County	0277	Appling County Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1300360	02148	Ben Hill County	0205	Banks County Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1300570	01872	Bryan County	0196	Ben Hill County Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1300630	02296	Bulloch County	0282	Lanier Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1301470	01107	Cook County	0100	Mill Creek Elementary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1301740	00701	DeKalb County	0196	Cook Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1302880	01234	Houston County	4063	Oakcliff Elementary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1302880	02333	Houston County	4050	Lindsey Elementary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1303060	01264	Jefferson County	0400	Perry Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1303780	01380	Morgan County	1550	Louisville Academy	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1304620	02341	Sumter County	3050	Morgan County Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1304770	02435	Tattnall County	0100	Sumter County Primary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1300001	00609	Troup County	0301	Collins Elementary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1305550	00716	Wayne County	1054	Unity Elementary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1300120	02290	Atlanta Public Schools	0494	Bacon Elementary School	Elementary	Yes	School Wide	Met	Distinguised	12	0	10
1300120	00036	Atlanta Public Schools	0199	Centennial Place Elementary School	Elementary	Yes	School Wide	Met	Distinguised	11	0	9
1300690	03818	Butts County	1066	Rivers Elementary School	Elementary	Yes	School Wide	Met	Distinguised	11	0	9
1300930	02300	Catoosa County	0108	Stark Elementary School	Elementary	Yes	School Wide	Met	Distinguised	11	0	9
1301020	00364	Chatham County	0100	Ringgold Primary School	Elementary	Yes	School Wide	Met	Distinguised	11	0	9
1301050	00416	Chattahoochee County	1058	Heard Elementary School	Elementary	Yes	School Wide	Met	Distinguised	11	0	9
1301110	00429	Cherokee County	0101	Chattahoochee County Education Center	Elementary	Yes	School Wide	Met	Distinguised	11	0	9
1301230	00500	Clayton County	1050	Ball Ground Elementary School	Elementary	No	NA	Met	Distinguised	11	0	9
			2058	Morrow Elementary School	Elementary	Yes	School Wide	Met	Distinguised	11	0	9

2011 Adequate Yearly Progress  
Distinguished Schools

NCES System ID	NCES School ID	System Name	School ID	School Name	School Type	Title I School	Program Type	2011 AYP Status	2011 School Improvement Status	Consecutive Years in AYP	AI Consequence Level	Years Distinguished
1301380	00585	Colquitt County	0178	Doerun Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1301500	00747	Coweta County	2052	Eastside Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1301740	00703	Dekalb County	4059	Kelley Lake Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1302010	00896	652 Elbert County	1050	Beavertown Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1302010	00895	652 Elbert County	1052	Falling Creek Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1302190	00945	657 Floyd County	2052	Garden Lakes Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1302280	02264	660 Fulton County	0199	Stonewall Tell Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1302400	02191	663 Glynn County	0198	Satilla Marsh Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1303300	01911	689 Liberty County	0183	Lyman Hall Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1303300	00436	689 Liberty County	0194	Taylor's Creek Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1303390	01010	692 Lowndes County	0194	Moulton-Branch Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1303480	01331	695 Madison County	2050	Comer Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1304020	02275	710 Paulding County	0299	Allgood Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1302520	01089	726 Spalding County	2552	Moore Elementary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1304980	01684	737 Tift County	3050	Northside Primary School	Elementary	Yes	School Wide	Met	Distinguished	11	0	9
1300060	00008	601 Appling County	5050	Fourth District Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300090	01965	602 Atkinson County	0187	Willacochee Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300120	00136	761 Atlanta Public Schools	2564	Lin Elementary School	Elementary	No	NA	Met	Distinguished	10	0	8
1300330	00179	608 Bartow County	2052	Emerson Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300440	01920	612 Bleckley County	0197	Bleckley County Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300540	00207	614 Brooks County	0393	North Brooks Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300630	00290	616 Bulloch County	5050	Mattie Lively Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300630	00283	616 Bulloch County	3054	Stilson Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300750	00311	619 Calhoun County	0179	Calhoun County Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300840	00332	622 Carroll County	2050	Bowdon Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300840	00328	622 Carroll County	0377	Roopville Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300900	00343	767 Cartersville City	0171	Cartersville Primary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301020	00396	625 Chatham County	4068	Port Wentworth Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301140	02020	628 Cherokee County	0189	Boston Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301140	00441	769 Chickamauga City	1050	Chickamauga Elementary School	Elementary	Yes	Targeted Assistan	Met	Distinguished	10	0	8
1301290	00514	633 Cobb County	0173	Birney1 Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301290	00565	633 Cobb County	4052	Brown Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301290	00530	633 Cobb County	1068	Sky View Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301350	02306	634 Coffee County	0100	Indian Creek Elementary	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301380	00597	635 Colquitt County	4052	Hamilton Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301500	00762	638 Coweta County	3052	Elm Street Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301500	00816	638 Coweta County	0195	Jefferson Parkway Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301740	00640	644 Dekalb County	0475	Bob Mathis Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301740	00656	644 Dekalb County	1050	Dekalb Elementary School of the Arts	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301740	02256	644 Dekalb County	0399	Robert Shaw Theme School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301680	00795	773 Decatur City	0305	Glennwood Academy	Elementary	Yes	Targeted Assistan	Met	Distinguished	10	0	8
1301710	02111	643 Decatur County	0191	Potter Street Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301830	00837	647 Dougherty County	5056	International Studies Elementary Charter Sch	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301860	00860	648 Douglas County	5052	Annette Winn Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301980	00892	651 Effingham County	4050	Rincon Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302130	00923	656 Fayette County	1052	Peachtree City Elementary School	Elementary	No	NA	Met	Distinguished	10	0	8
1302130	00921	656 Fayette County	0174	Tyrone Elementary School	Elementary	No	NA	Met	Distinguished	10	0	8
1302190	00942	657 Floyd County	3050	Cave Spring Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8

**2011 Adequate Yearly Progress  
Distinguished Schools**

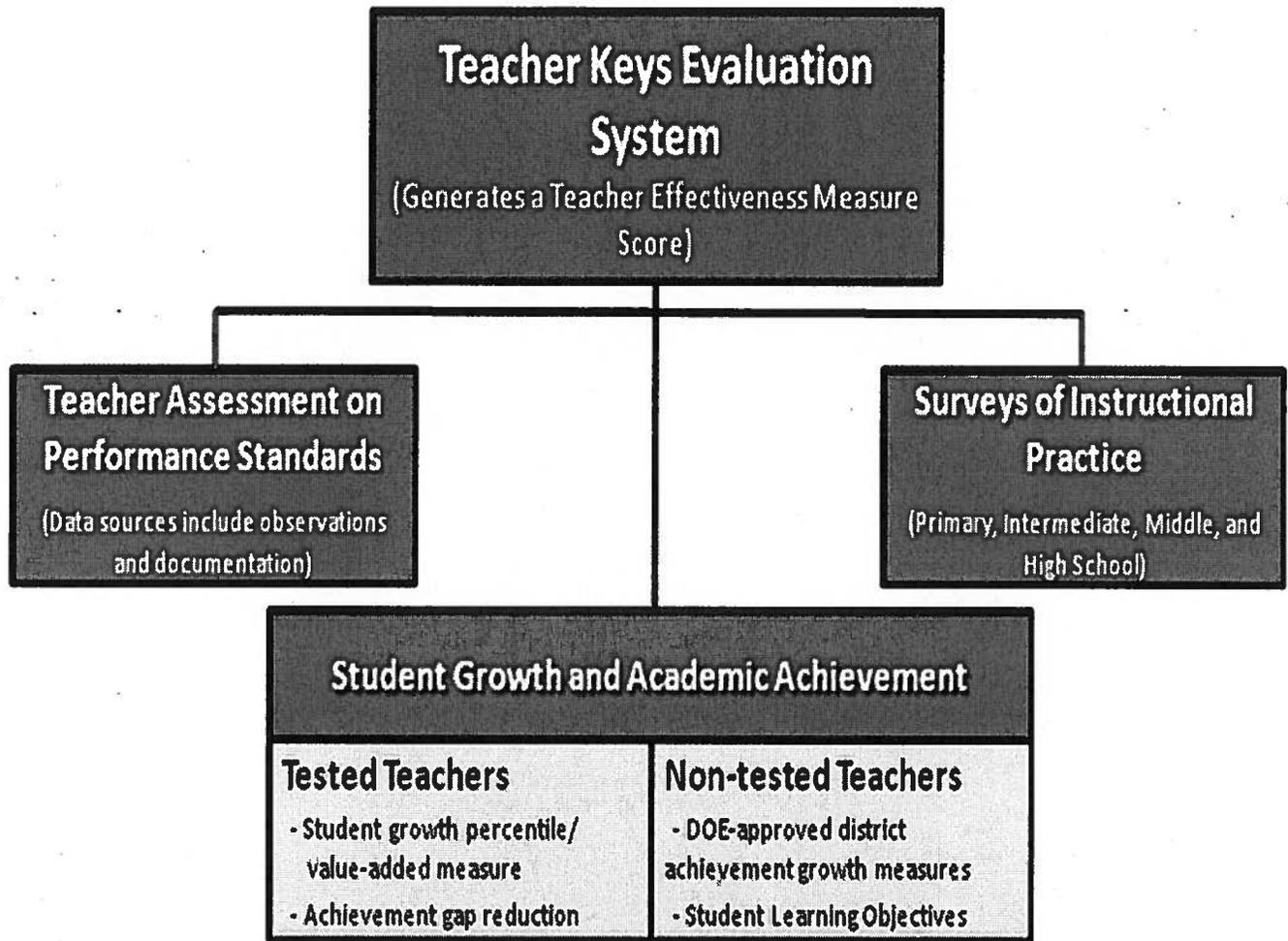
NCES System ID	NCES School ID	System ID	System Name	School ID	School Name	School Type	Title I School	Program Type	2011 AYP Status	2011 School Improvement Status	Consecutive Years in AYP	M Consequence Level	Years Distinguished
1302220	00957	658	Forsyth County	0103	Cumming Elementary School	Elementary	Yes	Targeted Assistant	Met	Distinguished	10	0	8
1302250	00964	659	Franklin County	5050	Lavonia Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302250	00963	659	Franklin County	1052	Royston Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302280	00997	660	Fulton County	2550	Brookview Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302280	00980	660	Fulton County	1064	Oak Knoll Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302310	00037	776	Gainesville City	0193	Centennial Arts Academy	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302310	01046	776	Gainesville City	2550	Fair Street International Baccalaureate World	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302400	01061	663	Glynn County	1052	Altama Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302430	02081	664	Gordon County	0190	Red Bud Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302430	01077	664	Gordon County	0176	Tolbert Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302460	01081	665	Gord County	1550	Northside Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302550	01901	667	Gwinnett County	0282	Annistown Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302550	00992	667	Gwinnett County	0495	Kanoheda Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302700	02007	672	Harris County	0188	Park Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302730	01197	673	Hart County	5050	Hartwell Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302820	01212	675	Henry County	2050	Hampton Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302820	01211	675	Henry County	0803	McDonough Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302880	02131	676	Houston County	0175	Pearl Stephens Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302880	01232	676	Houston County	3056	Tucker Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302910	01244	677	Irwin County	0188	Irwin County Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302970	01255	679	Jasper County	0100	Washington Park Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303060	01267	681	Jefferson County	3550	Wrens Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1301890	00880	687	Laurens County	0105	East Laurens Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303300	01326	689	Liberty County	0196	Frank Long Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303300	02046	689	Liberty County	0189	Joseph Martin Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303390	01316	692	Lowndes County	1050	Clyattville Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303480	01335	695	Madison County	0195	Danielsville Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303570	02140	697	McDuffie County	0191	Dearing Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303750	03432	703	Montgomery County	0107	New Montgomery County Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303780	02141	704	Morgan County	0191	Morgan County Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303840	01384	705	Murray County	1050	Chatsworth Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303870	01425	706	Muscogee County	1058	Dimon Elementary	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303870	01423	706	Muscogee County	1060	Edgewood Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1303870	01436	706	Muscogee County	3066	Rigdon Road Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304140	01494	713	Pierce County	4050	Patterson Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304200	01916	715	Polk County	0183	Cherokee Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304200	02010	715	Polk County	0188	Northside Elementary	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304380	01557	721	Richmond County	1062	Rollins Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304410	01582	722	Rockdale County	0110	Hicks Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304440	01595	785	Rome City	0173	West Central Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304530	01392	725	Seminole County	0296	Seminole County Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1302520	01099	726	Spalding County	1050	Anne Street Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304560	01621	727	Stephens County	0295	Eastanollee Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1304560	01845	727	Stephens County	0197	Toccoa Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305040	01692	738	Toombs County	4050	Toombs Central Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305100	01700	740	Treutlen County	2050	Treutlen Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305130	02465	791	Trion City	0101	Trion Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1300001	01856	741	Troup County	0597	Ethel Knight Magnet Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8

**2011 Adequate Yearly Progress  
Distinguished Schools**

NCES System ID	NCES School ID	System ID	System Name	School ID	School Name	School Type	Title I School	Program Type	2011 AYP Status	2011 School Improvement Status	Consecutive Years in AYP	NI Consequence Level	Years Distinguished
1300001	01706	741	Troup County	3050	Hillcrest Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305370	01760	746	Walker County	4050	Chattanooga Valley Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305370	01751	746	Walker County	2056	Naomi Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305370	01762	746	Walker County	5052	Stone Creek Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305430	01395	748	Ware County	0296	Center Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305430	01775	748	Ware County	3052	Wareboro Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305580	03015	752	Webster County	0104	Webster County Elementary/Middle School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305700	01829	755	Whitfield County	2050	Cohutta Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305700	01825	755	Whitfield County	4050	Dug Gap Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8
1305700	02450	755	Whitfield County	0199	New Hope Elementary School	Elementary	Yes	School Wide	Met	Distinguished	10	0	8

**Attachment 10: Teacher Keys and Leader Keys Guidelines**

# Teacher Keys Evaluation System



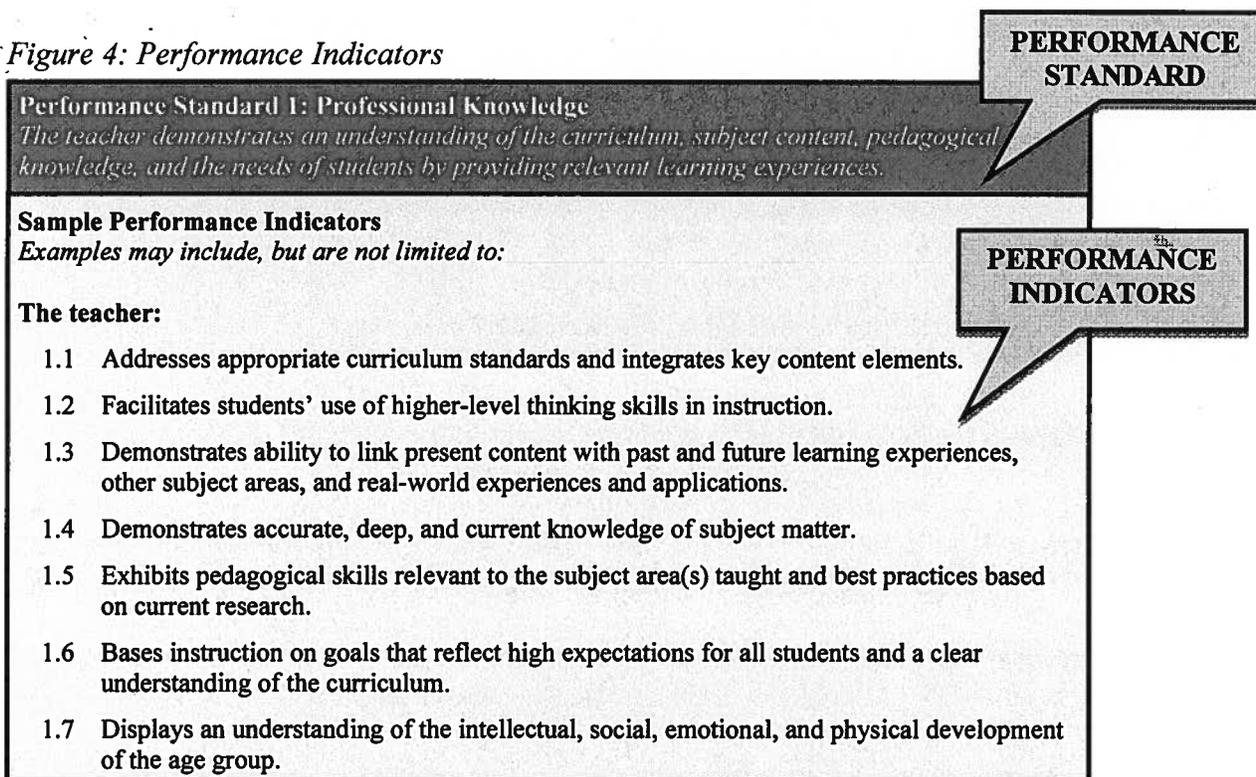
## PART I: Teacher Assessment on Performance Standards

### *Performance Indicators*

Performance indicators provide examples of observable, tangible behaviors for each standard (see Appendix 1). That is, the performance indicators are **examples** of the types of performance that will occur if a standard is being successfully met. **The list of performance indicators is not exhaustive, is not intended to be prescriptive, and is not intended to be a checklist.** Further, **all teachers are not expected to demonstrate each performance indicator.**

Using Standard 1 (Professional Knowledge) as an example, a set of teacher performance indicators is provided in the Figure 4.

Figure 4: Performance Indicators



The performance indicators are provided to help teachers and their evaluators clarify job expectations. As mentioned, all performance indicators may not be applicable to a particular teaching assignment.

*Ratings are made at the performance standard level, NOT at the performance indicator level.*

### *Performance Rubrics*

The performance rubric is a behavioral summary scale that guides evaluators in assessing *how well* a standard is performed. It states the measure of performance expected of teachers and provides a qualitative description of performance at each level. In some instances, quantitative terms are included to augment the qualitative description. The resulting performance appraisal rubric provides a clearly delineated step-wise progression, moving from highest to lowest levels of performance. Each level is intended to be qualitatively superior to all lower levels. **The**

**description provided in the *Proficient* level of the performance appraisal rubric is the actual performance standard, thus *Proficient* is the expected level of performance.** Teachers who earn an *Exemplary* rating must meet the requirements for the *Proficient* level and go beyond it. Performance appraisal rubrics are provided to increase reliability among evaluators and to help teachers focus on ways to enhance their teaching practice. Appendix 1 includes rubrics related to each performance standard. An explanation of each rating level is provided in the *Assessment* section. Figure 5 shows an example of a performance appraisal rubric for Standard 1 (Professional Knowledge).

*Figure 5: Performance Appraisal Rubric*

<b>Exemplary*</b> <i>In addition to meeting the requirements for Proficient...</i>	<b>Proficient</b> <i>Proficient is the expected level of performance.</i>	<b>Developing/Needs Improvement</b>	<b>Ineffective</b>
The teacher consistently demonstrates extensive content and pedagogical knowledge, and regularly enriches the curriculum.	The teacher demonstrates an understanding of the curriculum, subject content, pedagogical knowledge, and the needs of students by providing relevant learning experiences.	The teacher inconsistently demonstrates understanding of curriculum, content, pedagogical knowledge, and student needs, or lacks fluidity in using the knowledge in practice.	The teacher inadequately demonstrates understanding of curriculum, content, pedagogical knowledge, or inadequately addresses the needs of students.

\* Teachers rated as Exemplary frequently serve as role models or teacher leaders.

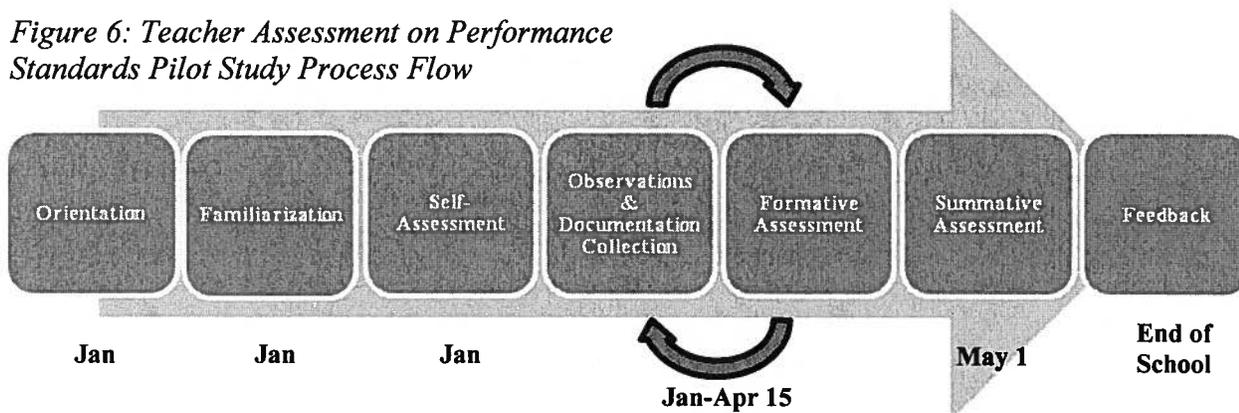
### Responsibilities of Site Administrators

The term *site administrator* will be used for principals/supervisors. A site administrator may designate an administrator to collect information on employee job performance. The site administrator remains informed of the assessment process and is responsible for the summative evaluation of the teachers.

### Process for Building-level Implementation of the Teacher Assessment on Performance Standards Pilot Study

The process by which participating school districts will implement the TAPS portion of the Teacher Keys Evaluation System during the pilot study is depicted in Figure 6.

*Figure 6: Teacher Assessment on Performance Standards Pilot Study Process Flow*



A detailed description of each step, including an explanation, suggestions, and useful resources, is provided in the evaluation handbook.

## PART II: Student Growth and Academic Achievement

### SLO Pilot Requirements

1. SLOs should be written for all non-tested subject areas Pre-K through grade 12. For clarification this includes:
  - a. All subjects in Pre-K through 2<sup>rd</sup> grade (e.g. ELA/Reading, Mathematics, Science, Social Studies, fine arts, etc.) are non-tested subjects
  - b. All subjects in 3<sup>rd</sup> grade are considered non-tested because there is no prior test score on which to determine value-added/growth.
  - c. High school subjects with EOCTs may be required to have SLOs, pending the technical decisions that will be made for the value-added/growth measure.
2. Teachers will be evaluated by one district SLO for each non-tested subject/course that they teach.
3. Teachers who teach both tested and non-tested subjects will be evaluated by SLOs for their non-tested subjects and by the value added/growth measure for their tested subjects.
4. SLOs should be designed and written so that individual student growth between the pre-assessment and the post-assessment can be determined.
5. SLO results are reported at the student and class/group level. As teachers work with the district-designated SLOs, they should maintain a spreadsheet of each student's pre-assessment score and post-assessment score, as well as any other data needed to ascertain attainment of the SLO.
6. Districts will submit SLOs on the District SLO Form for the GaDOE approval before but no later than December 1, 2012. A separate form should be used for each SLO.
7. Prior to submission of district SLOs, appropriate district leaders should collect, review, and verify that each SLO is complete, aligned with content standards, and has rigor that is comparable to the standardized measures for tested subjects. Superintendents or his/her designee should sign all SLOs prior to submission to the GaDOE.
8. SLOs must be scored as Exemplary or Proficient on the SLO Setting Rubric by the GaDOE in order to be approved for district use (located in Appendix). SLOs not scored at the appropriate level will be returned for revision.

*Figure 10: SMART Acronym for Developing Student Learning Objectives*

<b>Specific:</b>	The objective is focused, for example, by content standards; by learners' needs.
<b>Measurable:</b>	An appropriate instrument/measure is selected to assess the objective.
<b>Appropriate:</b>	The objective is within the teacher's control to effect change and is a worthwhile focus for the students' academic year.
<b>Realistic:</b>	The objective is feasible for the teacher.
<b>Time limited:</b>	The objective is contained within a single school year.

Figure 11 contains samples of the objectives that districts may develop. They are intended to serve as models for how objectives may be written.

*Figure 11: Sample Student Learning Objectives*

<p><b>First Grade Reading Sample Student Learning Objective:</b>          At the end of the year, all first grade students will read on or above grade level as measured by the Developmental Reading Assessment (DRA). All first grade students will improve from the pre-assessment levels as follows: Students scoring at levels 1-7 will improve by a minimum of 4 levels, and students scoring at 8+ will reach or exceed level 18.</p>
<p><b>Middle School Chorus Sample Student Learning Objective:</b>          Using the district four-level rubric for sight-singing composition and sight-singing performance, all students will demonstrate an increase of 1 or more levels from the common pre-assessment to the common post-assessment.</p>
<p><b>High School American Government Sample Student Learning Objective:</b>          100% of high school students enrolled in American Government will demonstrate measureable improvement from their pre-assessment score to their post-assessment score as determined by the following criteria:</p> <ul style="list-style-type: none"> <li>• Minimum expectation for individual student growth on a 100-point test is based on the formula which requires students to grow by at least ½ of what would be required to improve to a 100.</li> <li>• Pre-assessment score + (100 – pre-assessment score) / 2 = Target for post-assessment</li> </ul> <p><i>Example using 40 on a pre-assessment: 40 + (100-40)/2</i>  <math display="block">40 + (60)/2</math> <math display="block">40 + 30</math> <math display="block">70 \text{ is the target for post-assessment}</math></p>

**Timeline for Student Learning Objectives**

Normally, the districts would create a Student Learning Objective at the beginning of the academic year. The timeline in Figure 15 describes the truncated deadlines for the pilot.

*Figure 15: Student Learning Objectives Timeline*

October 2011	<ul style="list-style-type: none"> <li>• The district completes Assessment of Student Needs based on previous year’s results and other baseline data and information</li> </ul>
October 2011	<ul style="list-style-type: none"> <li>• The district considers needs of students, demands of grade level standards, and baseline data and create SLOs, including pre- and post-assessments</li> </ul>
October –December 1, 2011	<ul style="list-style-type: none"> <li>• The district submits SLOs to the GaDOE for review and approval</li> </ul>
January 2012	<ul style="list-style-type: none"> <li>• Teachers use District SLO to administer Pre-Assessment or the decision is made to utilize Pre-assessments administered in the fall of 2011</li> </ul>
January 15, 2012	<ul style="list-style-type: none"> <li>• Teachers complete a spreadsheet with student pre-assessment scores, analyze the class/group data, complete the Teacher Section of the District SLO Form, and implement teaching strategies. Teachers meet with their evaluators to finalize their SLO plan.</li> </ul>
January – April 2012	<ul style="list-style-type: none"> <li>• Teachers implement teaching strategies and monitor student progress toward attainment of SLO.</li> </ul>
April 1, 2012	<ul style="list-style-type: none"> <li>• Teachers administer Post-assessment.</li> </ul>
April 15, 2012	<ul style="list-style-type: none"> <li>• Teachers submit class/group data to building level evaluator. Evaluator completes SLO Evaluation Rubric and submits SLO information (TBD) to the GaDOE.</li> </ul>
May 2012	<ul style="list-style-type: none"> <li>• GaDOE calculates TEM using all components of the TKES.</li> </ul>

### **PART III: Surveys of Instructional Practice**

The third component of the Teacher Keys Evaluation System consists of student surveys of instructional practice. Surveys are an important data collection tool used to gather client (in this instance, student) data from individuals regarding the clients' perceptions of teacher performance. Among the advantages of using a survey design include the rapid turnaround in data collection, the limited cost in gathering the data, and the ability to infer perceptions of a larger population from smaller groups of individuals. In the Teacher Keys Evaluation System, surveys will be used as a measure of teacher effectiveness.

Student surveys provide information about their perceptions of how a teacher is performing. One of the benefits of using student surveys is that the collected information may help the teacher set goals for continuous improvement (i.e., for formative evaluation) — in other words, to provide feedback directly to the teacher for professional growth and development. Student surveys also may be used to provide information to evaluators that may not be accurately obtained during observation or through other types of documentation.

The surveys to be included in the pilot program ask students to report on items that they have directly experienced. Four different versions of the student survey (grades K-2, 3-5, 6-8, and 9-12) will be provided. These different versions were designed to reflect developmental differences in students' ability to provide useful feedback regarding their teacher. All surveys are to be completed anonymously to promote honest feedback.

Although the results of the survey will be factored directly into the Teacher Effectiveness Measure, each survey contains questions that address each of the teacher performance standards in the TAPS component of the evaluation system. The table of specifications in Figure 16 illustrates the alignment between the survey items and performance standards.

*Figure 16: Table of Specifications*

Teacher Performance Standards	Grade K-2 Student Survey Item #	Grade 3-5 Student Survey Item #	Grade 6-8 Student Survey Item #	Grade 9-12 Student Survey Item #
1-Professional Knowledge	1	1	1, 2	1, 2
2-Instructional Planning	2	2	3, 4	3, 4
3-Instructional Strategies	3, 4	3, 4	5, 6	5, 6
4-Differentiated Instruction	5, 6	5	7, 8	7, 8
5-Assessment Strategies	7	6, 7	9, 10	9, 10
6-Assessment Uses	8, 9	8, 9	11, 12	11, 12
7-Positive Learning Environment	10, 11, 12	10, 11, 12	13, 14, 15	13, 14
8-Academically Challenging Environment	13	13	16, 17	15, 16
9-Professionalism	14	14	18	17, 18
10-Communication	15	8, 15	9, 19, 20	19, 20

In addition, all surveys were examined to ensure they were written at an appropriate readability level using the Flesch-Kincaid Readability Scale. Figure 17 summarizes the results of this analysis.

Figure 17: Flesch-Kincaid Readability Levels of Surveys

Grade	Flesch-Kincaid Readability Level
K-2	2.3*
3-5	4.3
6-8	5.2
9-12	8.4

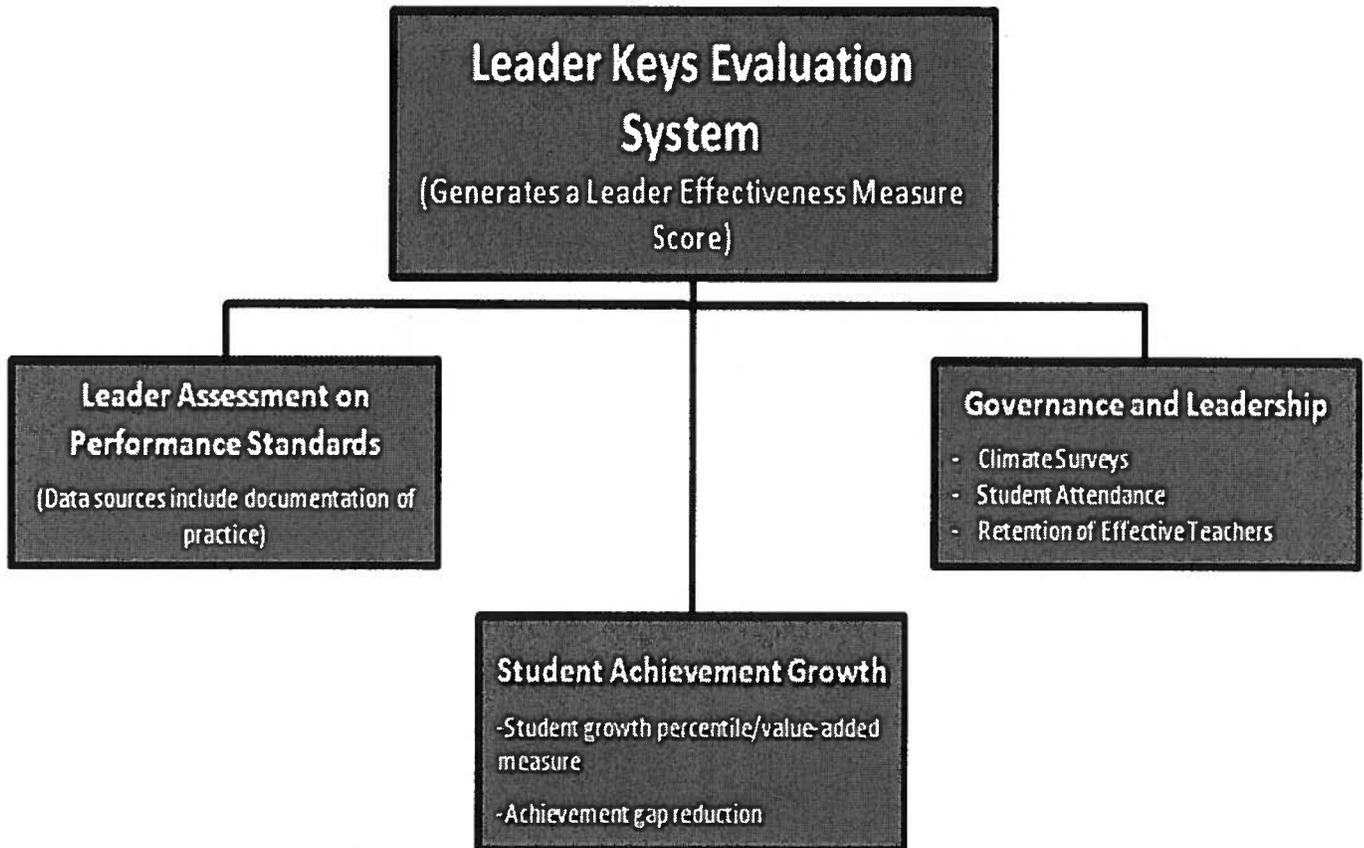
\* Students are able to comprehend at a higher level when listening to the survey read aloud. Therefore, it is considered appropriate for the readability of K-2 survey to be written at a slightly higher readability level.

An example of a survey question from each level of survey is shown in Figure 18.

Figure 18: Sample Survey Prompts

Grades	Prompt	Response Scale				
K-2		Yes	Some-times	No		
	My teacher knows a lot about what she is teaching.					
3-5		Yes	Some-times	No		
	My teacher knows a lot about what is taught.					
6-8		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	My teacher knows a lot about what is taught.					
9-12		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	My teacher has deep knowledge about the subject he/she teaches.					

# Leader Keys Evaluation System



## Leader Assessment on Performance Standards Reference Sheet: Performance Standards and Performance Indicators

<p><b>1. Instructional Leadership:</b> <i>The leader fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to school improvement.</i></p> <ul style="list-style-type: none"> <li>1.1 Articulates a vision and works collaboratively with staff, students, parents, and other stakeholders to develop a mission and programs consistent with the district's strategic plan.</li> <li>1.2 Analyzes current academic achievement data and instructional strategies to make appropriate educational decisions to improve classroom instruction, increase student achievement, and improve overall school effectiveness.</li> <li>1.3 Uses student achievement data to determine school effectiveness and directs school staff to actively analyze data for improving results.</li> <li>1.4 Monitors and evaluates the effectiveness of instructional programs to promote the achievement of academic standards.</li> <li>1.5 Possesses knowledge of and directs school staff to implement research-based instructional best practices in the classroom.</li> <li>1.6 Provides leadership for the design and implementation of effective and efficient schedules that maximize instructional time.</li> <li>1.7 Works collaboratively with staff to identify needs and to design, revise, and monitor instruction to ensure effective delivery of the required curriculum.</li> <li>1.8 Provides the focus for continued learning of all members of the school community</li> </ul>
<p><b>2. School Climate:</b> <i>The leader promotes the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.</i></p> <ul style="list-style-type: none"> <li>2.1 Incorporates knowledge of the social, cultural, leadership, and political dynamics of the school community to cultivate a positive academic learning environment.</li> <li>2.2 Consistently models and collaboratively promotes high expectations, mutual respect, concern, and empathy for students, staff, parents, and community.</li> <li>2.3 Utilizes shared decision-making to build relationships with all stakeholders and maintain positive school morale.</li> <li>2.4 Maintains a collegial environment and supports the staff through the stages of the change process.</li> <li>2.5 Develops and/or implements a Safe School plan that manages crisis situations in an effective and timely manner.</li> <li>2.6 Involves students, staff, parents, and the community to create and sustain a positive, safe, and healthy learning environment which reflects state, district, and local school rules, policies, and procedures.</li> <li>2.7 Develops and/or implements best practices in school-wide behavior management that are effective within the school community.</li> <li>2.8 Communicates behavior management expectations regarding behavior to students, teachers, and parents.</li> </ul>
<p><b>3. Planning and Assessment:</b> <i>The leader effectively gathers, analyzes, and uses a variety of data to inform planning and decision-making consistent with established guidelines, policies, and procedures.</i></p> <ul style="list-style-type: none"> <li>3.1 Leads the collaborative development of a shared vision for educational improvement and of a plan to attain that vision.</li> <li>3.2 Implements strategies for the inclusion of staff and stakeholders in various planning processes.</li> <li>3.3 Supports the district's mission by identifying, articulating, and planning to meet the educational needs of students, staff, and other stakeholders.</li> <li>3.4 Works collaboratively to develop and monitor progress toward achieving long- and short-range goals and objectives consistent with the school district's strategic plan.</li> <li>3.5 Collaboratively develops, implements, and monitors a school improvement plan that results in increased student learning.</li> <li>3.6 Collaboratively plans, implements, supports, and assesses instructional programs that enhance teaching and student achievement, and lead to school improvement.</li> <li>3.7 Uses research-based techniques for gathering and analyzing data from multiple sources to use in making decisions related to the curriculum and school improvement.</li> <li>3.8 Monitors and evaluates the use of diagnostic, formative, and summative assessment to provide timely and accurate feedback to students and parents, and to inform instructional practices.</li> <li>3.9 Uses assessment information in making recommendations or decisions that are in the best interest of the learner/school/district.</li> <li>3.10 Assesses, plans for, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling based on relevant evidence.</li> </ul>
<p><b>4. Organizational Management:</b> <i>The leader fosters the success of all students by supporting, managing, and overseeing the school's organization, operation, and use of resources.</i></p> <ul style="list-style-type: none"> <li>4.1 Demonstrates and communicates a working knowledge and understanding of Georgia public education rules, regulations, and laws, and school district policies and procedures.</li> <li>4.2 Establishes and enforces rules and policies to ensure a safe, secure, efficient, and orderly facility and grounds.</li> <li>4.3 Monitors and provides supervision efficiently for all physical plant and all related activities through an appropriately prioritized process.</li> <li>4.4 Identifies potential problems and deals with them in a timely, consistent, and effective manner.</li> <li>4.5 Establishes and uses accepted procedures to develop short- and long-term goals through effective allocation of resources.</li> <li>4.6 Reviews fiscal records regularly to ensure accountability for all funds.</li> <li>4.7 Plans and prepares a fiscally responsible budget to support the school's mission and goals.</li> <li>4.8 Follows federal, state, and local policies with regard to finances and school accountability and reporting.</li> <li>4.9 Shares in management decisions and delegates duties as applicable, resulting in a smoothly operating workplace.</li> </ul>

**5. Human Resources Management:** *The leader fosters effective human resources management through the selection, induction, support, and retention of quality instructional and support personnel.*

- 5.1 Screens, recommends, and assigns highly qualified staff in a fair and equitable manner based on school needs, assessment data, and local, state, and federal requirements.
- 5.2 Supports formal building-level employee induction processes and informal procedures to support and assist all new personnel.
- 5.3 Provides a mentoring process for all new and relevant instructional personnel and cultivates leadership potential through personal mentoring.
- 5.4 Manages the supervision and evaluation of staff in accordance with local, state, and federal requirements.
- 5.5 Supports professional development and instructional practices that incorporate the use of achievement data, and results in increased student progress.
- 5.6 Effectively addresses barriers to teacher and staff performance and provides positive working conditions to encourage retention of highly-qualified personnel.
- 5.7 Makes appropriate recommendations relative to personnel transfer, retention, and dismissal in order to maintain a high performing faculty
- 5.8. Recognizes and supports the achievements of highly-effective teachers and staff and provides them opportunities for increased responsibility.

**6. Teacher/Staff Evaluation:** *The leader fairly and consistently evaluates school personnel in accordance with state and district guidelines and provides them with timely and constructive feedback focused on improved student learning.*

- 6.1 Has a thorough understanding of the teacher and staff evaluation systems and understands the important role evaluation plays in teacher development.
- 6.2 Provides support, resources, and remediation for teachers and staff to improve job performance.
- 6.3 Documents deficiencies and proficiencies and provides timely formal and informal feedback on strengths and weaknesses.
- 6.4 Evaluates performance of personnel using multiple sources consistent with district policies and maintains accurate evaluation
- 6.5 Makes recommendations related to promotion and retention consistent with established policies and procedures and with student learning as a primary consideration.
- 6.6 Involves teachers and staff in designing and implementing Professional Development Plans.

**7. Professionalism:** *The leader fosters the success of students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.*

- 7.1 Models respect, understanding, sensitivity, and appreciation.
- 7.2 Works within professional and ethical guidelines to improve student learning and to meet school, district, state, and federal requirements.
- 7.3 Maintains a professional appearance and demeanor.
- 7.4 Models self-efficacy to staff.
- 7.5 Maintains confidentiality and a positive and forthright attitude.
- 7.6 Provides leadership in sharing ideas and information with staff and other professionals.
- 7.7 Works in a collegial and collaborative manner with other leaders, school personnel, and other stakeholders to promote and support the vision, mission, and goals of the school district.
- 7.8 Demonstrates the importance of professional development by providing adequate time and resources for teachers and staff to participate in professional learning (i.e., peer observation, mentoring, coaching, study groups, learning teams).
- 7.9 Evaluates the impact professional development has on the staff/school/district improvement and student achievement.
- 7.10 Assumes responsibility for own professional development by contributing to and supporting the development of the profession through service as an instructor, mentor, coach, presenter and/or researcher.
- 7.11 Remains current with research related to educational issues, trends, and practices.
- 7.12 Maintains a high level of technical and professional knowledge.
- 7.13 Fulfills contractual obligations and assigned duties in a timely manner; participates in other meetings and activities in accordance with district policy.

**8. Communication and Community Relations:** *The leader fosters the success of all students by communicating and collaborating effectively with stakeholders.*

- 8.1 Plans for and solicits staff, parent, and stakeholder input to promote effective decision-making and communication when appropriate.
- 8.2 Disseminates information to staff, parents, and other stakeholders in a timely manner through multiple channels and sources.
- 8.3 Involves students, parents, staff and other stakeholders in a collaborative effort to establish positive relationships.
- 8.4 Maintains visibility and accessibility to students, parents, staff, and other stakeholders.
- 8.5 Speaks and writes in an explicit and professional manner to students, parents, staff, and other stakeholders.
- 8.6 Provides a variety of opportunities for parent and family involvement in school activities.
- 8.7 Collaborates and networks with colleagues and stakeholders to effectively utilize the resources and expertise available in the

## Quick Overview of Leader Assessment on Performance Standards Forms and Tools

The following forms and tools are provided in this appendix:

Name	Description
<b>Self-Assessment Form</b>	This is an optional form teachers may choose to use when doing a self-assessment. This form is for a teacher's personal use and is not required to be shared with an evaluator.
<b>Performance Goal Setting Form</b>	This is a form to assist administrators in setting goals that result in measurable progress.
<b>Teacher/Staff Survey</b>	This is a sample of a survey leaders could use with their teachers and staff.
<b>Survey Summary</b>	This is a form leaders submit to their evaluator to summarize the findings from the surveys they administered.
<b>Documentation of Practice Cover Sheet</b>	This is an optional form leaders may choose to use to help organize the documentation they plan to submit to their evaluator.
<b>LAPS Reference Sheet</b>	This tool provides a quick listing of the performance standards and performance indicators.
<b>Formative Assessment Report Form</b>	This is a required form evaluators will use to record evidence related to each standard from data sources. For the LAPS pilot, evaluators will be required to complete the <i>Formative Assessment Report</i> Forms by April 1, 2012.
<b>Summative Assessment Report Form</b>	This is a required form evaluators will use to provide leaders with a summative rating on each of the performance standards, as well as an overall score. For the LAPS pilot, evaluators will be required to complete the <i>Summative Assessment Report</i> Form by May 1, 2012.

**Attachment 11: Governor's Letter of Commitment to New Teacher and  
Principal Evaluation Systems**



STATE OF GEORGIA  
OFFICE OF THE GOVERNOR  
ATLANTA 30334-0900

Nathan Deal  
GOVERNOR

November 8, 2011

Secretary Arne Duncan  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202

Dear Secretary Duncan,

For too long, annual teacher evaluations have held little meaning because nearly all teachers receive a satisfactory rating, regardless of their impact on student learning. I know we share the belief that educators deserve an evaluation system that is both fair and rigorous, as well as one that provides accurate and reliable information to improve instruction and inform decision making. I believe that the evaluation system that Georgia has developed through our Race to the Top work and will pilot in our 26 partnering school districts this spring is the first step to achieving that goal.

Our evaluation system was developed with both the work of national experts in the field and those here in Georgia carrying out teacher and leader evaluation at the state and district level on a day to day basis. Through this shared effort, our state has developed an evaluation system that will continue to improve student learning and educator growth. With our Race to the Top evaluation system, Georgia is moving one step closer to ensuring that we have an effective teacher in every classroom.

Sincerely,

A handwritten signature in black ink that reads "Nathan Deal".

Nathan Deal

## Appendix A, CCRPI, 3 levels



# College and Career Ready Performance Index, High School Model Grades 9 - 12

**DRAFT**

## GRADUATION RATE

### Cohort Graduation Rate (%)

## STUDENT ATTENDANCE

### Student Attendance Rate (%)

## POST HIGH SCHOOL READINESS

Percent of graduates completing 3 or more Pathway Courses

Percent of CTAE Pathway Completers earning a CTAE Industry-Recognized Credential

Percent of tested students earning a Work Ready Certificate on the ACT Work Keys Assessment

Percent of graduated students entering Technical College System of Georgia technical colleges and/or University System of Georgia 2 or 4 year colleges and universities NOT requiring remediation or support courses

Percent of graduates earning high school credit(s) for accelerated enrollment via Accel, Dual HOPE Grant, Move On When Ready, Early College, Gateway to College, Articulated Credit, Advanced Placement or International Baccalaureate courses

Percent of graduates earning 2 or more high school credits in the same world language

Percent of AP exams receiving scores of 3 or higher and/or percent of IB exams receiving scores of 4 or higher

Percent of tested graduates scoring a minimum of 22 on the ACT (out of 36)

Percent of tested graduates scoring a minimum of 1550 on the SAT (out of 2400)

Percent of students scoring at meets or exceeds on the Georgia High School Writing Test

## CONTENT MASTERY (END of COURSE TESTS in some areas to be REPLACED by COMMON CORE ASSESSMENTS, 2014-15, )

Percent of students scoring at meets or exceeds on the Ninth Grade Literature End of Course Test

Percent of students scoring at meets or exceeds on the American Literature End of Course Test

Percent of students scoring at meets or exceeds on the Mathematics I (transitioning to CCGPS Coordinate Algebra) End of Course Test

Percent of students scoring at meets or exceeds on the Mathematics II (transitioning to CCGPS Analytic Geometry) End of Course Test

Percent of students scoring at meets or exceeds on the Physical Science End of Course Test

Percent of students scoring at meets or exceeds on the Biology End of Course Test

Percent of students scoring at meets or exceeds on the US History End of Course Test

Percent of students scoring at meets or exceeds on the Economics End of Course Test

# ***Factors for Success a companion to the***

**DRAFT**

## ***College and Career Ready Performance Index for High Schools***

In addition to the twenty (20) items within the College and Career Ready Performance Index, high schools may earn additional points for these supplemental indicators.

1. Percent of graduates completing three credits in the same world language
2. Percent of graduates taking the SAT or ACT
3. Percent of graduates earning credit in a physics course
4. Percent of students in grade nine earning 4 Carnegie Unit Credits in 4 core content areas
5. Percent of graduated students qualifying for the Zell Miller Scholarship as awarded through legislative guidelines managed by the Georgia Student Finance Commission
6. School or LEA-defined innovative practice accompanied by documented data supporting improved student achievement

### **To Be Considered at a Later Date for inclusion on the mandatory indicators or the Factors for Success:**

- Percent of tested students scoring at a proficient level on a Soft Skills Assessment
- Percent of tested students earning an AFQT score of 35 or higher on the Armed Services Vocational Aptitude Battery
- Percent of tested students scoring 'College Ready' on the COMPASS examination
- School's average score on the Georgia Teacher Effectiveness Measurement
- School's average score on the Georgia Leader Effectiveness Measurement
- Percent of students participating in the PLAN examination or the PSAT
- Percent of graduates completing Work Based Learning or a Senior Project

School has earned a Georgia Science, Technology, Engineering and Math (STEM) Program Certification



# College and Career Ready Performance Index, Middle School Model Grades 6 - 8

**DRAFT**

## CONTENT MASTERY AND PREPARATION FOR HIGH SCHOOL

- Percent of students scoring at meets or exceeds in ELA
- Percent of students scoring at meets or exceeds in reading
- Percent of students scoring at meets or exceeds in mathematics
- Percent of students scoring at meets or exceeds in science
- Percent of students scoring at meets or exceeds in social studies
- Percent of students scoring at meets or exceeds on the Grade Eight Writing Assessment
- Percent of students in grade eight achieving a Lexile measure greater than 1050

## STUDENT ATTENDANCE

Student Attendance Rate (%)

## SUPPORTS AND INTERVENTION

- Percent of English Learners with positive movement from one Performance Band to a higher Performance Band
- Percent of Students With Disabilities served in general education environments greater than 80% of the school day
- Percent of students in grade eight passing at least four courses in core content areas

## CAREER EXPLORATION

- Percent of students in grade eight with a complete Individual Graduation Plan documented in GaCollege411 or GCIS
- Percent of students completing 3 or more Career Interest Inventories from a preferred Career Interest System within GaCollege411, GCIS, or Career Cruising

***Factors for Success  
a companion to the***

***College and Career Ready Performance Index for Middle Schools***

In addition to the thirteen (13) items within the College and Career Ready Performance Index, middle schools may earn additional points for these supplemental indicators.

1. Percent of students in grade eight scoring proficient/advanced on the 21<sup>st</sup> Century Skills Technology Assessment
2. Percent of students in grades six and seven with a fully documented ***Fitnessgram*** assessment
3. Percent of students in grade eight scoring at exceeds in science
4. Percent of students successfully completing three years of courses in the fine arts and/or one world language and/or career exploratory
5. Percent of students in grade eight scoring at exceeds in mathematics
6. Percent of students in grade eight scoring at exceeds in social studies
7. Percent of eighth grade students earning at least one high school credit
8. Percent of eight grade students scoring at exceeds in reading

**To Be Considered at a Later Date for inclusion on the mandatory indicators or the Factors for Success:**

- School's average score on the Georgia Teacher Effectiveness Measurement
- School's average score on the Georgia Leader Effectiveness Measurement
- Percent of students in grades six through eight advancing to above grade level subject acceleration and/or whole grade acceleration



# College and Career Ready Performance Index, Elementary School Model Grades K - 5

**DRAFT**

## CONTENT MASTERY AND PREPARATION FOR MIDDLE SCHOOL

- Percent of students scoring at meets or exceeds in ELA
- Percent of students scoring at meets or exceeds in reading
- Percent of students scoring at meets or exceeds in mathematics
- Percent of students scoring at meets or exceeds in social studies
- Percent of students scoring at meets or exceeds in science
- Percent of students scoring at meets or exceeds on the Grade Five Writing Assessment
- Percent of students in grade three achieving a Lexile measure greater than 650
- Percent of students in grade five achieving a Lexile measure greater than 850

## STUDENT ATTENDANCE

Student Attendance Rate (%)

## SUPPORTS AND INTERVENTION

- Percent of English Learners with positive movement from one Performance Band to a higher Performance Band
- Percent of Students With Disabilities served in general education environments greater than 80% of the school day

## CAREER AWARENESS

- Percent of fifth grade students completing ten Career Awareness Modules
- Percent of fifth grade students with a Career Portfolio in GaCollege411 or GCIS

***Factors for Success  
a companion to the  
College and Career Ready Performance Index for Elementary Schools***

In addition to the thirteen (13) items within the College and Career Ready Performance Index, elementary schools may earn additional points for these supplemental indicators.

1. Percent of students enrolled in world language courses
2. Percent of students enrolled in fine arts courses
3. Percent of students in grades one through five with documented data for the *Fitnessgram* assessment
4. Percent of students in grade five scoring at exceeds in science
5. Percent of students in grade three scoring at exceeds in mathematics
6. Percent of students in grade five scoring at exceeds in reading
7. Percent of students in grade five scoring at exceeds in social studies

**To Be Considered at a Later Date for inclusion on the mandatory indicators or the Factors for Success:**

School's average score on the Georgia Teacher Effectiveness Measurement

School's average score on the Georgia Leader Effectiveness Measurement

Percent of students in grades one through five advancing to above grade level subject acceleration and/or whole grade acceleration

## Appendix B, Factors for Success, 3 levels

# ***Factors for Success a companion to the***

**DRAFT**

## ***College and Career Ready Performance Index for High Schools***

In addition to the twenty (20) items within the College and Career Ready Performance Index, high schools may earn additional points for these supplemental indicators.

1. Percent of graduates completing three credits in the same world language
2. Percent of graduates taking the SAT or ACT
3. Percent of graduates earning credit in a physics course
4. Percent of students in grade nine earning 4 Carnegie Unit Credits in 4 core content areas
5. Percent of graduated students qualifying for the Zell Miller Scholarship as awarded through legislative guidelines managed by the Georgia Student Finance Commission
6. School or LEA-defined innovative practice accompanied by documented data supporting improved student achievement

### **To Be Considered at a Later Date for inclusion on the mandatory indicators or the Factors for Success:**

- Percent of tested students scoring at a proficient level on a Soft Skills Assessment
- Percent of tested students earning an AFQT score of 35 or higher on the Armed Services Vocational Aptitude Battery
- Percent of tested students scoring 'College Ready' on the COMPASS examination
- School's average score on the Georgia Teacher Effectiveness Measurement
- School's average score on the Georgia Leader Effectiveness Measurement
- Percent of students participating in the PLAN examination or the PSAT
- Percent of graduates completing Work Based Learning or a Senior Project
- School has earned a Georgia Science, Technology, Engineering, and Math (STEM) Program Certification

***Factors for Success  
a companion to the  
College and Career Ready Performance Index for Middle Schools***

In addition to the thirteen (13) items within the College and Career Ready Performance Index, middle schools may earn additional points for these supplemental indicators.

1. Percent of students in grade eight scoring proficient/advanced on the 21<sup>st</sup> Century Skills Technology Assessment
2. Percent of students in grades six and seven with a fully documented ***Fitnessgram*** assessment
3. Percent of students in grade eight scoring at exceeds in science
4. Percent of students successfully completing three years of courses in the fine arts and/or one world language and/or career exploratory
5. Percent of students in grade eight scoring at exceeds in mathematics
6. Percent of students in grade eight scoring at exceeds in social studies
7. Percent of eighth grade students earning at least one high school credit
8. Percent of eight grade students scoring at exceeds in reading

**To Be Considered at a Later Date for inclusion on the mandatory indicators or the Factors for Success:**

- School's average score on the Georgia Teacher Effectiveness Measurement
- School's average score on the Georgia Leader Effectiveness Measurement
- Percent of students in grades six through eight advancing to above grade level subject acceleration and/or whole grade acceleration

***Factors for Success  
a companion to the  
College and Career Ready Performance Index for Elementary Schools***

In addition to the thirteen (13) items within the College and Career Ready Performance Index, elementary schools may earn additional points for these supplemental indicators.

1. Percent of students enrolled in world language courses
2. Percent of students enrolled in fine arts courses
3. Percent of students in grades one through five with documented data for the *Fitnessgram* assessment
4. Percent of students in grade five scoring at exceeds in science
5. Percent of students in grade three scoring at exceeds in mathematics
6. Percent of students in grade five scoring at exceeds in reading
7. Percent of students in grade five scoring at exceeds in social studies

**To Be Considered at a Later Date for inclusion on the mandatory indicators or the Factors for Success:**

School's average score on the Georgia Teacher Effectiveness Measurement

School's average score on the Georgia Leader Effectiveness Measurement

Percent of students in grades one through five advancing to above grade level subject acceleration and/or whole grade acceleration

Appendix C, 20-2-2130

Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework

Public School Model Transfer Request Form

Parents: please complete this form and mail it to [Name of District Contact] and [mailing address].

Under a 2009 state law (O.C.G.A. § 20-2-2131), parents may request a transfer to another public school within their local school district. If you want to request a transfer, please complete the information below.

---

Parent Transfer Request Form (Parents Must Complete)

Student Information

Date \_\_\_\_\_ Student's Name \_\_\_\_\_

Grade \_\_\_\_\_ Birth Date \_\_\_\_\_ Age \_\_\_\_\_

Name of Custodial Parent or Guardian requesting transfer \_\_\_\_\_

Home Address \_\_\_\_\_

Phone \_\_\_\_\_ Street \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_  
E-Mail (if available) \_\_\_\_\_

[District Name] School the student is zoned to attend in 2009-2010 \_\_\_\_\_  
Name of School

---

Parent Request for School Transfer

I \_\_\_\_\_ am requesting a transfer for \_\_\_\_\_  
Name of Parent/Guardian Student's Legal Name

to attend one of the following other schools in the district. I fully understand that my child may only receive my first choice of schools if space is available at the time this request is approved by the local school district.

Parent/Guardian Ranked List of Schools for Transfer (where more than one school is available).

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

\_\_\_\_\_  
Parent/Guardian Signature

\_\_\_\_\_  
Date

Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework

**FOR SCHOOL SYSTEM USE ONLY**

The [School District Name] has received this parental request from the parent/guardian/other on the following date:

[Time and Date Stamp]

<b>District Decision</b>	
<input type="checkbox"/> After consideration, the transfer request for _____	
Student's Name	GTID
to _____ was approved on _____.	
School Name	Date

After consideration, the transfer request is denied based on [To be determined by the local school district]

_____	
Name School System Official (Please print)	Job Title
_____	
Representative's Signature	Date

**Please make three copies of this form:**

- One for the parent,
- One for the school, and
- One for the district to keep on file.

Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework

Sample School District-Parent Annual Choice Notification Letter  
[School System Letterhead]

[Date]

[Parent Name Here]  
[Address]  
[City, State, Zip]

RE: Public School Choice for [School Year]

Dear [Parent Name Here]:

As the parent or guardian of a student currently enrolled in our school district, we are writing to notify you that under a new state law you may request to transfer your child to another public school in the [School District Name] for the upcoming 2009-2010 school year.

**Parent Responsibilities**

As a parent or guardian, you can request to have your child transferred to another public school within your school district of residence as long as the school district has determined that there is available classroom space at the school after all assigned students have been enrolled. Please keep in mind that if you choose to transfer your child to another school in the district, the law requires you to assume all costs and responsibilities related to the transportation of your child to and from the school as long as your child remains at that school.

For your convenience, the district's list of schools with available classroom space for the upcoming school year is attached. In order to process your request, you will need to complete and submit the attached "Transfer Request Form." Requests for transfers will not be accepted after the close of business on [Date].

Transfer requests will be reviewed and approved or denied on the basis of a lottery in the event a particular school has available space and the number of transfer requests exceeds the remaining available capacity. Once available classroom space is reached at a school, no more transfers will be accepted at that school. Since it is possible that you may not receive your first choice, you may indicate more than one choice on the enclosed Transfer Request Form.

If you have questions regarding this, please contact [Name of District Contact], [email address], and [direct phone number].

Sincerely,

[Superintendent's Name]

Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework

**[District Name] List of Schools with Space for Public Choice**

**Elementary School(s) with capacity (by grade)**

<b>Grade</b>	<b>[insert Name of School]</b>
<b>K</b>	
<b>1</b>	
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	

<b>Grade</b>	<b>[Insert Name of School]</b>
<b>K</b>	
<b>1</b>	
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	

<b>Grade</b>	<b>[Insert Name of School]</b>
<b>K</b>	
<b>1</b>	
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	

**Middle & High School(s)**

<b>Grade</b>	<b>[Insert Name of School]</b>
<b>6</b>	
<b>7</b>	
<b>8</b>	
<b>9</b>	
<b>10</b>	
<b>11</b>	
<b>12</b>	

**Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework**

<b>Grade</b>	<b>[Insert Name of School]</b>
<b>6</b>	
<b>7</b>	
<b>8</b>	
<b>9</b>	
<b>10</b>	
<b>11</b>	
<b>12</b>	

## Appendix D, CCRPI MS, ES



# College and Career Ready Performance Index, Middle School Model Grades 6 - 8

**DRAFT**

## CONTENT MASTERY AND PREPARATION FOR HIGH SCHOOL

- Percent of students scoring at meets or exceeds in ELA
- Percent of students scoring at meets or exceeds in reading
- Percent of students scoring at meets or exceeds in mathematics
- Percent of students scoring at meets or exceeds in science
- Percent of students scoring at meets or exceeds in social studies
- Percent of students scoring at meets or exceeds on the Grade Eight Writing Assessment
- Percent of students in grade eight achieving a Lexile measure greater than 1050

## STUDENT ATTENDANCE

Student Attendance Rate (%)

## SUPPORTS AND INTERVENTION

- Percent of English Learners with positive movement from one Performance Band to a higher Performance Band
- Percent of Students With Disabilities served in general education environments greater than 80% of the school day
- Percent of students in grade eight passing at least four courses in core content areas

## CAREER EXPLORATION

- Percent of students in grade eight with a complete Individual Graduation Plan documented in GaCollege411 or GCIS
- Percent of students completing 3 or more Career Interest Inventories from a preferred Career Interest System within GaCollege411, GCIS, or Career Cruising



# College and Career Ready Performance Index, Elementary School Model Grades K - 5

**DRAFT**

## CONTENT MASTERY AND PREPARATION FOR MIDDLE SCHOOL

- Percent of students scoring at meets or exceeds in ELA
- Percent of students scoring at meets or exceeds in reading
- Percent of students scoring at meets or exceeds in mathematics
- Percent of students scoring at meets or exceeds in social studies
- Percent of students scoring at meets or exceeds in science
- Percent of students scoring at meets or exceeds on the Grade Five Writing Assessment
- Percent of students in grade three achieving a Lexile measure greater than 650
- Percent of students in grade five achieving a Lexile measure greater than 850

## STUDENT ATTENDANCE

Student Attendance Rate (%)

## SUPPORTS AND INTERVENTION

- Percent of English Learners with positive movement from one Performance Band to a higher Performance Band
- Percent of Students With Disabilities served in general education environments greater than 80% of the school day

## CAREER AWARENESS

- Percent of fifth grade students completing ten Career Awareness Modules
- Percent of fifth grade students with a Career Portfolio in GaCollege411 or GCIS

## Appendix E, Professional Learning Schedules

## Implementing Common Core GPS Mathematics Georgia's Next Steps

Superintendent Barge and staff will present an overview of the  
COMMON CORE GEORGIA PERFORMANCE STANDARDS  
September 21, 2011, from 3:00 – 4:00pm on GPB TV

Grade Level	Fall Webinar	Spring GPB Broadcast
Kindergarten	Oct 25, 2011 3:15pm – 4:15 pm	Feb 2, 2012 10:00am – 12:00pm
1 <sup>st</sup> Grade	Oct 27, 2011 3:15pm – 4:15 pm	Feb 7, 2012 10:00am – 12:00pm
2 <sup>nd</sup> Grade	Nov 8, 2011 3:15pm – 4:15 pm	Feb 16, 2012 10:00am – 12:00pm
3 <sup>rd</sup> Grade	Nov 10, 2011 3:15pm – 4:15 pm	Feb 28, 2012 10:00am – 12:00pm
4 <sup>th</sup> Grade	Dec 6, 2011 3:15pm – 4:15 pm	Mar 1, 2012 10:00am – 12:00pm
5 <sup>th</sup> Grade	Dec 8, 2011 3:15pm – 4:15 pm	Mar 6, 2012 10:00am – 12:00pm
6 <sup>th</sup> Grade	Nov 3, 2011 4:30pm – 5:30pm	Feb 2, 2012 2:00pm – 4:00pm
7 <sup>th</sup> Grade	Nov 8, 2011 4:30pm – 5:30pm	Feb 7, 2012 2:00pm – 4:00pm
8 <sup>th</sup> Grade	Dec 1, 2011 4:30pm – 5:30pm	Feb 16, 2012 2:00pm – 4:00pm
9 <sup>th</sup> Grade	Nov 1, 2011 4:00pm – 5:00pm Nov 17, 2011 4:00pm – 5:00pm	Feb 28, 2012 2:00pm – 4:00pm Mar 13, 2012 10:00am – 12:00pm*
10 <sup>th</sup> Grade		Mar 1, 2012 2:00pm – 4:00pm Mar 13, 2012 2:00pm – 4:00pm*
11 <sup>th</sup> Grade		Mar 6, 2012 2:00pm – 4:00pm Mar 15, 2012 2:00pm – 4:00pm*

\*Tentatively scheduled

Georgia Council of Teachers of Mathematics Conference Presentations <a href="http://www.gctm.org">www.gctm.org</a>	
<b>K-5</b>	Oct 20, 2011 1:15pm – 2:45pm
<b>6-8</b>	Oct 20, 2011 3:00pm – 4:30pm
<b>9-12</b>	Oct 20, 2011 8:00am – 9:30am Oct 20, 2011 11:30am – 1:00pm



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## External Affairs and Policy Communications

Coordinating media information and interviews for encouraging K-12 education in Georgia.

### DIVISIONS

- ◀ [Federal Programs](#)
- ◀ [School Improvement](#)

### CONTACT INFORMATION



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[mcardoza@doe.k12.ga.us](mailto:mcardoza@doe.k12.ga.us)

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- ◀ [November 2011](#)
- ◀ [October 2011](#)
- ◀ [September 2011](#)
- ◀ [August 2011](#)
- ◀ [July 2011](#)
- ◀ [June 2011](#)
- ◀ [May 2011](#)
- ◀ [April 2011](#)
- ◀ [March 2011](#)
- ◀ [February 2011](#)
- ◀ [January 2011](#)
- 
- ◀ [Past 60 Days](#)

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- ◀ [2010 Archive](#)
- ◀ [2009 Archive](#)
- ◀ [2008 Archive](#)
- ◀ [2007 Archive](#)

## GaDOE to host Common Core Georgia Performance Standards Telecast for Teachers

**GaDOE to host Common Core Georgia Performance Standards Telecast for Teachers**

**MEDIA CONTACT:** Matt Cardoza, GaDOE Communications Office, (404) 651-7358, [mcardoza@gadoe.org](mailto:mcardoza@gadoe.org)- Follow us on [Twitter](#) and [Facebook](#)

**September 20, 2011** -- On Wednesday, September 21, 2011, State School Superintendent Dr. John Barge and Georgia Department of Education (GaDOE) staff will host a telecast to discuss the Common Core Georgia Performance Standards (CCGPS). This broadcast will be aired via video streaming from Georgia Public Broadcasting (GPB) at 3:00-4:00 p.m. and will be replayed at 4:00-5:00 p.m. The orientation session will provide an overview about the new Georgia standards, which students will begin learning in the 2012-2013 school year.

"Georgia has joined with forty-four other states to develop a set of core standards for K-12 in English Language Arts and Mathematics," said Superintendent Barge. "We believe these common standards will provide a consistent framework to prepare students for success in college and the 21st century workplace. We're glad we can partner with GPB to offer this broadcast and additional broadcasts in a convenient format for Georgia's teachers."

The GaDOE will use this initial telecast to roll-out professional learning for kindergarten through high school teachers in the areas of English Language Arts (ELA), Literacy in History/Social Studies, Science, Technical Subjects, and Mathematics. Additional professional learning sessions by grade level will be aired via live video streaming from GPB from January through May 2012.

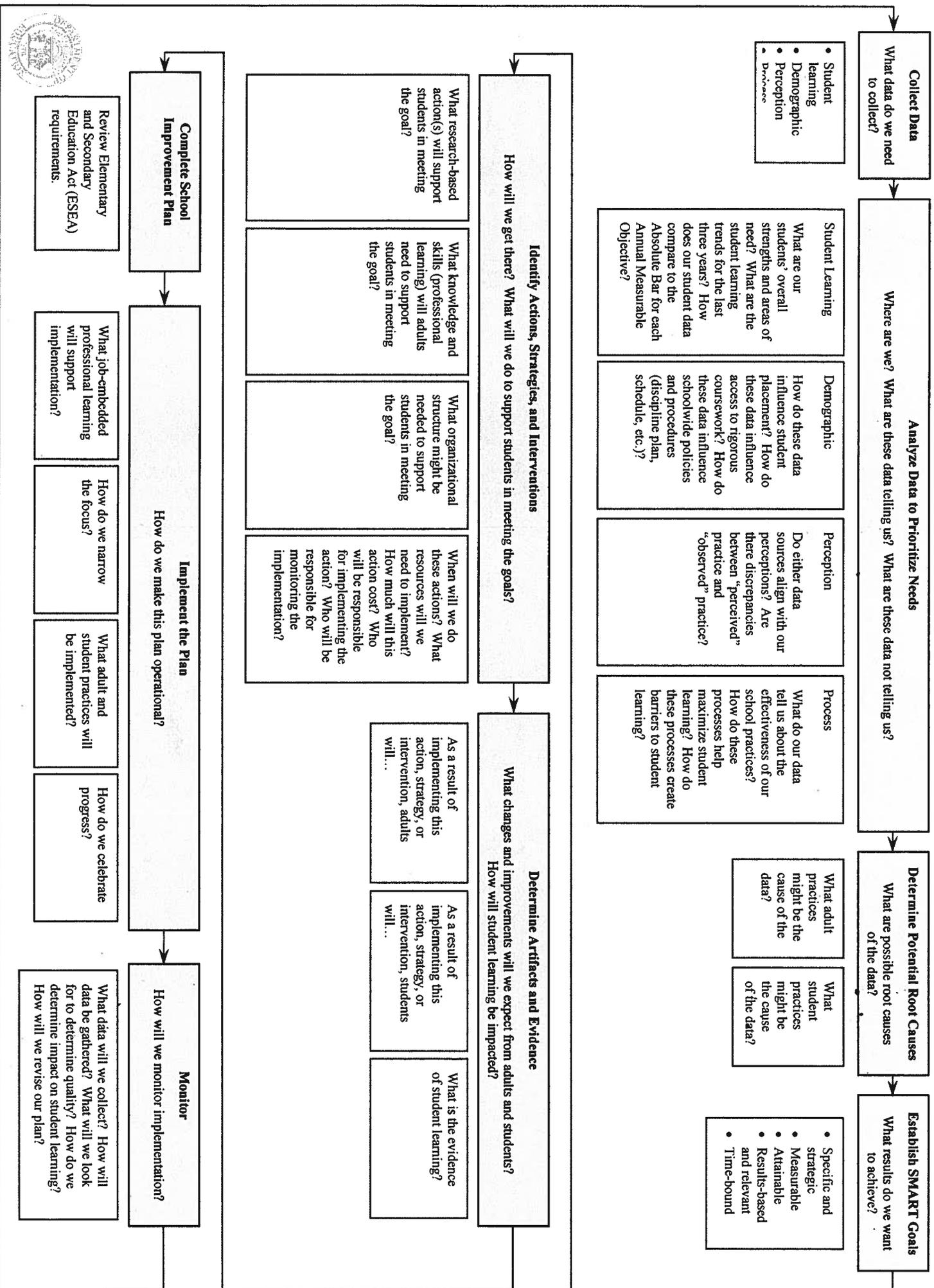
The view the telecast and the complete schedule, click on the following link: <http://www.gpb.org/education/common-core>. The archived session can be found at the same link.

The September 21st broadcast and additional broadcasts will be recorded, edited for closed captioning, and made available in the archives a few days after their initial airing.

\*\*Each school, school district office, and RESA will receive a hard copy of the kindergarten through high school standards for ELA and Mathematics in the next few weeks. You can access the electronic copy of these documents from the GaDOE homepage by clicking the link to CCGPS

Appendix F, Flowchart

# School Improvement Process



## Appendix G, Analysis of SES Provider Effectiveness



### Analysis of Supplemental Educational Services (SES) Provider Effectiveness

The Georgia Department of Education (GaDOE) is required by Title I, Part A of the Elementary and Secondary Education Act of 1965 (ESEA) to develop, implement, and publicly report on standards and techniques for monitoring the quality and effectiveness of services offered by approved providers under this subsection, and for withdrawing approval from providers that fail, for two consecutive years, to contribute to increasing the academic proficiency of students they serve. GaDOE has partnered with the Program Evaluation Group in the College of Education at the University of Georgia to develop the following questions to inform our evaluation process:

- 1) Did more than 50% of the provider’s SES students score higher than their matched non-SES student on the state assessments of academic achievement (CRCT, EOCT, GHSCT)?
- 2) Did the provider have a larger percentage of SES students who met or exceeded the standard for state assessments than the non-SES comparison group?
- 3) Did the provider have a larger percentage of SES students moving to a higher performance level on the CRCT than the non-SES comparison group?
- 4) Was the average scaled score for the provider’s SES students on state assessments higher than the non-SES comparison group?
- 5) If the answer to question 4 was “yes,” was the difference meaningful based on an effect size of at least .2?
- 6) Did the provider’s SES students pass state assessments at a higher rate than Title I students in SES participating school in Georgia who were eligible for SES but did not participate?

In addition to measuring each individual provider’s performance, these questions allow GaDOE to measure the impact of the SES program statewide and assess the program’s overall performance according to its primary objective—improving student scores on state tests of academic achievement. The data presented in Table 1 describe the effectiveness of the SES program in Georgia from 2006-2010 as defined by the GaDOE core evaluation standard (Question 1- Did more than 50% of the provider’s SES students score higher than their matched non-SES student on the state assessments of academic achievement?) Results are disaggregated by subject area for Reading, English-Language Arts, and Math.

Table 1.

	2006-2007	2007-2008	2008-2009	2009-2010
Reading	44.1	43.6	42.1	43.9
ELA	41.5	44.1	41.3	46.8
Math	46.0	46.6	44.9	48.1

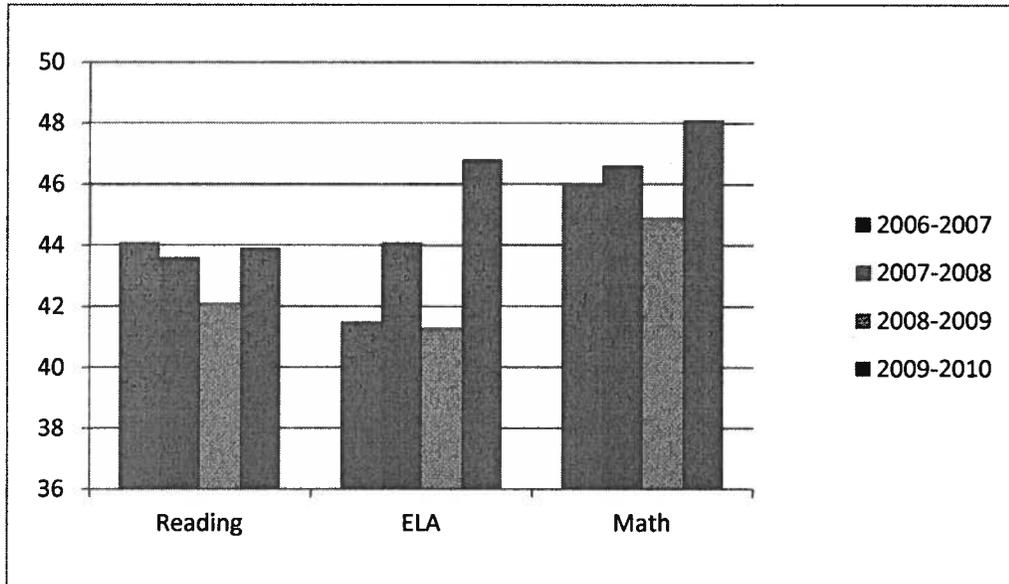
These results show that, overall, students receiving SES in Georgia have not outperformed matched controls on state tests of achievement in any subject area for the duration of the program. A wide range of variability exists among individual provider performance on these standards. While some providers implement programs that consistently improve students’ state test scores compared to control students, other providers are either consistently low performing or fail to establish a clear effect in either direction.

Furthermore, as illustrated in Figure 1, these data do not demonstrate any clear pattern of improvement for the SES program in Georgia. It is difficult to interpret any growth or trend in the performance of this



program in a positive or negative direction. These data only establish that students receiving SES statewide consistently outperform control students at a rate that fluctuates around 45%, meaning that the SES program has not yet met its core evaluation standard at a state level.

Figure 1.  
Percentage of SES Students Scoring Higher than Matched Controls on State Tests of Academic Achievement



In conclusion, it is difficult to attribute meaningful improvement in state test performance to SES providers as a whole based on these results. These data establish that, on average, students receiving SES services in Georgia have not demonstrated meaningful academic gains as compared to their counterparts who are eligible for, but do not receive these services. Future recommendations for program improvement include using correlational analyses to isolate variables related to high and low performing programs. It will be crucial to further understand these core components of successful tutoring programs in order to elevate provider effectiveness statewide.

**Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework**

Under a new law signed by Governor Perdue, parents of K-12 public school students in Georgia now have the option to enroll their child in any school within the local school district in which they now reside. The new law requires, among other things, that each school district establish a universal, streamlined process to manage such transfers by July 1, 2009.

This framework and the attached documents are provided to districts to help implement this process and to assist districts in determining whether current permissive school choice policies may satisfy the statutory requirements.

**A. House Bill 251**

The law itself has three distinct features:

- A parent/guardian can elect to send a child to another public school in the same school district as long as there is classroom space available at the school after its assigned students have been enrolled;
- If a parent elects to exercise this choice option, the parent assumes all costs associated with transporting the child to and from the selected school; and
- A student who transfers to another school pursuant to this law may, at his or her election, continue to attend such school until the student completes all grades of the school.

Note:

- Local school districts should create a prioritized list for student transfers consistent with Federal and State laws.

Students eligible for transfer under the unsafe school choice option (USCO) and students in Needs Improvement (NI) schools that must offer public school choice under No Child Left Behind, must get first priority for available seats at those schools in the district that are not in needs improvement.

If a parent requests a transfer to a school that does not have the services required by the current Individualized Education Plan (IEP) or Individualized Accommodation Plan (IAP), nothing in this framework requires the school to develop those services as long as they are available within the local school district.

Existing Georgia law already creates certain enrollment preferences. For instance, twins are given a statutory right to be enrolled in schools with their siblings, consistent with local policies. HB 251 should be construed in light of this and other existing law. As a result, districts may determine enrollment priorities, provided they do so in accordance with the provision of the HB 251.

- Any student transferring under this law shall be subject to the eligibility requirements of the Georgia High School Association.

**Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework**

- Some local school districts may have court-approved desegregation orders that address transfers. Depending upon the terms of the agreement, the desegregation order may take precedent over this law. Therefore, if there is a conflict between the Federal desegregation order and State law, the Federal desegregation order applies.

**B. LEA Responsibilities**

- By July 1, 2009, a district must establish a universal, streamlined process available to all students to implement the new transfer requirements.
  - Such local process shall include an explicit deadline for parents who want to submit transfer requests.
  - The deadlines set forth pursuant to this local process should give parents at least fourteen (14) days to apply for a school choice transfer.
- Annual notification – By July 1 of each year, districts shall notify parents regarding which schools have available space and which of these schools parents may choose to request a transfer for their children. Notification may be by letter, electronic means, or by other reasonable means.
  - A district may have a single enrollment period each year, provided it complies with the July 1 notification period. At its election, a district may also decide to accept students throughout the school year as additional space becomes available.
- This process does not apply to certain categories of schools:
  - Does not apply to charter schools, including all schools within charter systems that meet the definition of a charter school.
  - Does not apply to newly opened schools for a period of four years from the date a school opens. (e.g., those schools with available classroom space that opened in 2006-2007 would not have to offer or be available for public school transfers under this law until the 2010-2011 school year.)
  - Does not apply to schools with existing Investing in Educational Excellence (IE2) partnership contracts, provided the contracts grant a waiver of this law or is amended to allow such waiver.
  - Does not apply to districts with only one school at each level (i.e., one, primary school, one elementary school, one middle school, one high school, or one combination school).

**C. Defining Capacity at the School Level**

- The term “available classroom space” is not defined in the statute. In defining available classroom space, the Department recommends using the same definition of capacity already established with the implementation of the Georgia Special Needs Scholarship (GSNS) program two years ago. Under those terms, a school district is allowed to deny a parental request for transfer based on a lack of capacity for the following reasons:
  - 1) Capacity of the school building based on established health and safety provisions and
  - 2) Class-size capacity by grade and subject, based on State law and rule.

**Georgia Department of Education  
House Bill 251 (2009)  
Public School Choice Framework**

In addition, a local school district may deny a transfer based on a lack of capacity in order to ensure students for whom Federal law provides a selected space (e.g., for students transferring from needs improvement school or unsafe schools under No Child Left Behind; for students with disabilities whose Individualized Educational Plan (IEP) or Individualized Accommodation Plan (IAP) calls for placement at a particular school).

- A local school district should define available classroom space in its local process. It may define such space as permanent classroom space or it may include portable classroom space. Nothing contained in this framework, however, shall require a school to create space by using existing portable classrooms or locating additional portable classrooms on the school's property.

**D. Apportioning Available Seats**

- In the event a particular school has available space and the number of transfer requests exceeds the remaining available capacity, it is recommended that the school conduct a random lottery that provides each interested student with an equal chance to be admitted.
- The law allows a student who transfers to continue to attend that school until the student completes all grades of the receiving school. A transferring student who completes all grades available at the receiving school does not automatically receive enrollment preference to the feeder school. The local school district has discretion to determine the appropriate school for enrollment.

## Appendix H, CCRPI ES



# College and Career Ready Performance Index, Elementary School Model Grades K - 5

**DRAFT**

## CONTENT MASTERY AND PREPARATION FOR MIDDLE SCHOOL

- Percent of students scoring at meets or exceeds in ELA
- Percent of students scoring at meets or exceeds in reading
- Percent of students scoring at meets or exceeds in mathematics
- Percent of students scoring at meets or exceeds in social studies
- Percent of students scoring at meets or exceeds in science
- Percent of students scoring at meets or exceeds on the Grade Five Writing Assessment
- Percent of students in grade three achieving a Lexile measure greater than 650
- Percent of students in grade five achieving a Lexile measure greater than 850

## STUDENT ATTENDANCE

Student Attendance Rate (%)

## SUPPORTS AND INTERVENTION

- Percent of English Learners with positive movement from one Performance Band to a higher Performance Band
- Percent of Students With Disabilities served in general education environments greater than 80% of the school day

## CAREER AWARENESS

- Percent of fifth grade students completing ten Career Awareness Modules
- Percent of fifth grade students with a Career Portfolio in GaCollege411 or GCIS

Appendix I, CCRPI MS



# College and Career Ready Performance Index, Middle School Model Grades 6 - 8

**DRAFT**

## CONTENT MASTERY AND PREPARATION FOR HIGH SCHOOL

- Percent of students scoring at meets or exceeds in ELA
- Percent of students scoring at meets or exceeds in reading
- Percent of students scoring at meets or exceeds in mathematics
- Percent of students scoring at meets or exceeds in science
- Percent of students scoring at meets or exceeds in social studies
- Percent of students scoring at meets or exceeds on the Grade Eight Writing Assessment
- Percent of students in grade eight achieving a Lexile measure greater than 1050

## STUDENT ATTENDANCE

Student Attendance Rate (%)

## SUPPORTS AND INTERVENTION

- Percent of English Learners with positive movement from one Performance Band to a higher Performance Band
- Percent of Students With Disabilities served in general education environments greater than 80% of the school day
- Percent of students in grade eight passing at least four courses in core content areas

## CAREER EXPLORATION

- Percent of students in grade eight with a complete Individual Graduation Plan documented in GaCollege411 or GCIS
- Percent of students completing 3 or more Career Interest Inventories from a preferred Career Interest System within GaCollege411, GCIS, or Career Cruising

## Appendix J, CCRPI HS



# College and Career Ready Performance Index, High School Model Grades 9 - 12

**DRAFT**

## GRADUATION RATE

**Cohort Graduation Rate (%)**

## STUDENT ATTENDANCE

**Student Attendance Rate (%)**

## POST HIGH SCHOOL READINESS

**Percent of graduates completing 3 or more Pathway Courses**

**Percent of CTAE Pathway Completers earning a CTAE Industry-Recognized Credential**

**Percent of tested students earning a Work Ready Certificate on the ACT Work Keys Assessment**

**Percent of graduated students entering Technical College System of Georgia technical colleges and/or University System of Georgia 2 or 4 year colleges and universities NOT requiring remediation or support courses**

**Percent of graduates earning high school credit(s) for accelerated enrollment via Accel, Dual HOPE Grant, Move On When Ready, Early College, Gateway to College, Articulated Credit, Advanced Placement or International Baccalaureate courses**

**Percent of graduates earning 2 or more high school credits in the same world language**

**Percent of AP exams receiving scores of 3 or higher and/or percent of IB exams receiving scores of 4 or higher**

**Percent of tested graduates scoring a minimum of 22 on the ACT (out of 36)**

**Percent of tested graduates scoring a minimum of 1550 on the SAT (out of 2400)**

**Percent of students scoring at meets or exceeds on the Georgia High School Writing Test**

## CONTENT MASTERY (END of COURSE TESTS in some areas to be REPLACED by COMMON CORE ASSESSMENTS, 2014-15, )

**Percent of students scoring at meets or exceeds on the Ninth Grade Literature End of Course Test**

**Percent of students scoring at meets or exceeds on the American Literature End of Course Test**

**Percent of students scoring at meets or exceeds on the Mathematics I (transitioning to CCGPS Coordinate Algebra) End of Course Test**

**Percent of students scoring at meets or exceeds on the Mathematics II (transitioning to CCGPS Analytic Geometry) End of Course Test**

**Percent of students scoring at meets or exceeds on the Physical Science End of Course Test**

**Percent of students scoring at meets or exceeds on the Biology End of Course Test**

**Percent of students scoring at meets or exceeds on the US History End of Course Test**

**Percent of students scoring at meets or exceeds on the Economics End of Course Test**

Appendix K, Score Report

**DRAFT**



**Dr. John D. Barge, State School Superintendent**  
*"Making Education Work for All Georgians"*

**College and Career Ready Performance Index (CCRPI)**  
**CCRPI Scoring Sheet: High School**

District: Central School District  
 School: George Washington High School

<b>Overall CCRPI Score</b>
<b>TBD</b>

Achievement Score	Achievement Gap Closure Score	Progress Score	Factors for Success Score	Financial Efficiency Rating	School Climate Rating
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	★ ★ ★ ☆ ☆	★ ★ ★ ☆ ☆

Subgroup Performance Flags					
All Students	American Indian / Alaskan	Asian / Pacific Islander	Black	Hispanic	Multi-Racial
	White	Economically Disadvantaged (ED)	Students with Disabilities (SWD)	Limited English Proficient (LEP)	

	% Index Points Achieved	Total Index Points Possible	Total Index Points Earned
<b>Achievement</b>			
Graduation Rate	TBD	TBD	TBD
Student Attendance	TBD	TBD	TBD
Post-High School Readiness	TBD	TBD	TBD
Content Mastery	TBD	TBD	TBD
<b>Total: Achievement</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

	% Index Points Achieved	Total Index Points Possible	Total Index Points Earned
<b>Achievement Gap Closure</b>			
Gap Closure: State	TBD	TBD	TBD
Gap Closure: School	TBD	TBD	TBD
<b>Total: Achievement Gap Closure</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

	% Index Points Achieved	Total Index Points Possible	Total Index Points Earned
<b>Progress</b>			
Graduation Rate	TBD	TBD	TBD
Student Attendance	TBD	TBD	TBD
Post-High School Readiness	TBD	TBD	TBD
Content Mastery	TBD	TBD	TBD
<b>Total: Progress</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

	% Index Points Achieved	Total Index Points Possible	Total Index Points Earned
<b>Factors for Success</b>			
Factors for Success Composite Score	TBD	TBD	TBD
<b>Total: Factors for Success</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

	Met or Not
Participation	TBD

## Appendix L, Resources

# School Improvement Resources and Manuals for All Schools

Georgia Department of Education - School Improvement - Windows Internet Explorer

http://www.gadoe.org/ss\_school.aspx

File Edit View Favorites Tools Help

Georgia Department of Education - School Improvement

## School Improvement

Building capacity to make research-based practice common practice in Georgia.

**DIVISIONS**

- Federal Programs
- School Improvement

**CONTACT INFORMATION**

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Report Problems with this Page

**FEATURE**

### KEYS TO QUALITY

Unlocking Continuous Improvement



Common Core Georgia Performance Standards

### GeorgiaStandards.Org

GATEWAY TO EDUCATION • PROFESSIONAL RESOURCES

**FEATURE**



Graduation Coach

READ >>

**SI PLANNING**

- School Improvement Plan Template 2011-2012

**FIELD BOOKS**

- School Improvement Fieldbook 2011-2012

**TRAINING VIDEOS**

- Graduation Counts Video Learning Modules
- Teachers As Advisors Video Learning Modules

**OTHER FEATURES**

- SACS CASI Partnership Memorandum
- FAQs for MOA between Georgia SACS CASI and the GaDOE

### Key Resources

- SIG LEA Application FY10
- SIG Tiers II and III Eligible Schools List FY10
- SIG Applications & Allocations - Cohort 1, Round 1 (June 24, 2010)
- SIG Applications & Allocations - Cohort 1, Round 2 (July 8, 2010)
- SIG Application & Allocations Cohort 2 - June 9, 2011
- SIG Lowest Achieving Schools - Definition
- Schools Removed from State-Directed Status 2009
- School Keys
- Georgia Assessment of Performance on School Standards (GAPSS)
- Implementation Resource

http://www.gadoe.org/DMGetDocument.aspx/SIG%20Tiers%20II,III%20Eligible%20Schools%20List%203-10-11.pdf?p=6CC67

Internet 100%

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**Attachment M: Details to accompany Logic Model**

**DRAFT - College and Career Ready Performance Index  
November 8, 2011**

Overall Score	Achievement Score	Achievement Gap Closure Score	Progress Score	Performance Flags	Factors for Success	Financial Efficiency Rating	School Climate Rating	Priority, Focus and Reward Schools
<p>Based on weighted average of</p> <ul style="list-style-type: none"> <li>o Achievement</li> <li>o Achievement Gap Closure</li> <li>o Progress</li> </ul> <p>Achievement is predominant factor Includes Factors for Success (bonus points) During transition year 2012-2013, school supports required by traditional AYP determinations will be enhanced by a layer of technical assistance based on initial data from CCRPI calculations in 2011-2012.</p>	<ul style="list-style-type: none"> <li>• Based on all indicators</li> <li>• Relative points based on 100% proficiency of all students</li> </ul>	<ul style="list-style-type: none"> <li>• Based on state assessments (CRCT, CRCT-M, GAA, EOCT) and for HS include SAT, ACT</li> <li>• Identifies students as High Needs and Non-High Needs               <ul style="list-style-type: none"> <li>o High Needs = students scoring at or below the 25<sup>th</sup> percentile on 3<sup>rd</sup>, 5<sup>th</sup> and 8<sup>th</sup> grade CRCT scale scores in Reading and Math</li> <li>• includes                   <ul style="list-style-type: none"> <li>o Within school gap</li> <li>o school to state gap</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Based on all indicators for all students</li> <li>• Compares prior year achievement to current year achievement</li> <li>• Student level growth is included within school level progress</li> <li>• Based on statewide performance targets</li> </ul>	<ul style="list-style-type: none"> <li>• Based on traditional subgroups (10)</li> <li>• Green flags = highlights</li> <li>• Red flags = challenges</li> <li>• Yellow flags indicate subgroups making the performance target by including the students who are not proficient but who make significant student growth</li> <li>• Numbers within flags indicate subgroup performance</li> <li>• Subgroup Performance targets trigger flags</li> <li>• LEA improvement plan required to address performance challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Based on researched indicators that promote exemplary achievement / practices</li> <li>• Schools may earn a maximum of 3 points towards the Overall Score</li> </ul>	<ul style="list-style-type: none"> <li>• Based on a school's use of instructional funds as related to performance on the CCRPI</li> <li>• Uses adjusted FTE based on student population</li> <li>• Applies regional cost adjustments</li> <li>• Includes local, state, and federal funds</li> <li>• Triggers a 1-5 star rating</li> </ul>	<ul style="list-style-type: none"> <li>• Based on the Georgia Student Health Survey and school level data</li> <li>• Will include RT3 surveys of teachers and parents</li> <li>• Triggers a 1-5 star rating</li> </ul>	<p><u>Priority</u></p> <ul style="list-style-type: none"> <li>• Based on lowest 5% of all schools' performance on state assessments plus graduation rate for high schools</li> <li>• Non-Title I schools will be included if they fall within the priority range</li> </ul> <p><u>Focus</u></p> <ul style="list-style-type: none"> <li>• Based on lowest 10% of all school's achievement gap on state assessments</li> <li>• Achievement gap is defined as a school's High Needs students compared to the state's Non-High Needs students</li> <li>• Non-Title I schools will be included if they fall within the focus range</li> </ul> <p><u>Reward - Achievement</u></p> <ul style="list-style-type: none"> <li>• Title I: Based on highest 5% of all Title I schools based on achievement on statewide assessments               <ul style="list-style-type: none"> <li>o Schools will receive Title I reward funds</li> </ul> </li> <li>• Non-Title I: Based on highest 5% of all Non-Title I schools based on achievement on state wide assessments</li> </ul> <p><u>Reward - Gap Closure</u></p> <ul style="list-style-type: none"> <li>• Title I: Based on highest 10% of all Title I schools based on Achievement Gap Closure Score               <ul style="list-style-type: none"> <li>o Schools will receive Title I reward funds</li> </ul> </li> <li>• Non-Title I: Based on highest 10% of all Non-Title I schools based on Achievement Gap Closure Score</li> </ul>

## Appendix N: Alliance of Education Agency Heads endorsement



1554 Twin Towers East, 205 Jesse Hill Jr. Drive, SE, Atlanta, Georgia 30334 • 404-657-4122

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September 19, 2011

The Honorable Arne Duncan  
Secretary of the U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202

Dear Secretary Duncan:

The members of the Georgia Alliance of Education Agency Heads (Alliance) take great pleasure in expressing our support for the Georgia College and Career Ready Performance Indices (GaCCRPI) that have been developed by the Georgia Department of Education (GaDOE).

The Alliance is comprised of the state's seven education agency heads and the Governor's office, and is charged with collaborating on policies and programs that can prepare Georgia's next generation for the opportunities and challenges of the 21st century. The Alliance is a truly unique collaborative organization that adds value and eliminates the silos that far too often serve as barriers to education reform in states. By working together, the Alliance ensures that each Georgia education agency is supporting a seamless system of education for the state's students – preschool through postsecondary and into the workforce.

We applaud the efforts of K-12 leadership for creating an accountability structure focused on ensuring that more students are ready for college and careers or career programs without need for remedial course work.

Our University System of Georgia (USG) and Technical College System of Georgia (TCSG) are currently engaged in the Complete College America initiative and see the GaCCRPI as another step towards increasing the number of Georgians with postsecondary credentials by ensuring that all students graduate from high school with the skills and knowledge ready for success.

The Georgia Department of Education has worked closely with K-12 educators from across the state and these stakeholders have had an opportunity to consider the indicators and provide feedback during the past year. The Georgia Department of Education has also worked with USG and TCSG leading to the current version of the GaCCRPI to ensure that K-12 indicators are those that K-20 leaders perceive as relevant for students to be college and career ready. This collaborative effort has led to three indices that will move all public schools in Georgia into next generation accountability, while simultaneously improving student achievement.

It is with pleasure that the Georgia Alliance of Education Agency Heads requests that you and your team of reviewers give serious consideration to Georgia's request to move away from AYP calculations as stipulated by No Child Left Behind and be allowed to base annual evaluations of all public schools on the Georgia College and Career Ready Performance Indices.

Secretary Duncan  
September 19, 2011  
Page 2 of 2

Thank you for your consideration of Georgia's application.

Sincerely,



Kelly C. Henson  
Chair, Alliance of Education Agency Heads  
Executive Secretary, Georgia Professional Standards Commission

cc: John Barge, State School Superintendent  
Georgia Department of Education

Kristin Bernhard  
Governor Deal's Education Policy Advisor

Bobby Cagle  
Commissioner, Bright from the Start: Georgia Department of Early Care and Learning

Timothy A. Connell  
President, Georgia Student Finance Commission

Hank Huckaby  
Chancellor, Board of Regents of the University System of Georgia

Ronald Jackson  
Commissioner, Technical College System of Georgia

Amy Mast  
Alliance of Education Agency Heads

Kathleen Boyle Mathers  
Executive Director, Governor's Office of Student Achievement