

Calhoun City Schools – Charter System

Overview

The Calhoun City School System (CCS) is a part of the Calhoun, Gordon County community and has a tradition of excellence and history that extends over a century of service. Through a two year planning process designed around continuous improvement, stakeholder involvement, various affiliations and partnerships, we came to realize that in order to maintain the long-standing tradition of excellence in the face of an ever-changing world; we must have the flexibility that a System Charter provides to meet the demands of these changes. On July 1, 2011 the State Board of Education granted the Charter to Local Board of Education to operate a “Charter System” for a five year term, which expires on June 30, 2016. The CCS charter system includes: Calhoun Primary School, Calhoun Elementary School, Calhoun Middle School and Calhoun High School.

In our vision, the Charter System supports the district’s priorities and long-term goals in four major ways:

1. School Governance Teams will hold decision-making authority in the areas of specified school level personnel, finance, resource allocation, curriculum and instruction, establishing and monitoring the achievement of school improvement goals, and school operations that align directly to system improvement goals and creating a culture of academic excellence.
2. Students and staff will be empowered to have a say in daily operational decisions.
3. A greater emphasis will be placed on business partnerships and Partners in Education.
4. Preparing students for post secondary options with a strong focus on positive behaviors and strong work ethic will be a priority.

Innovations

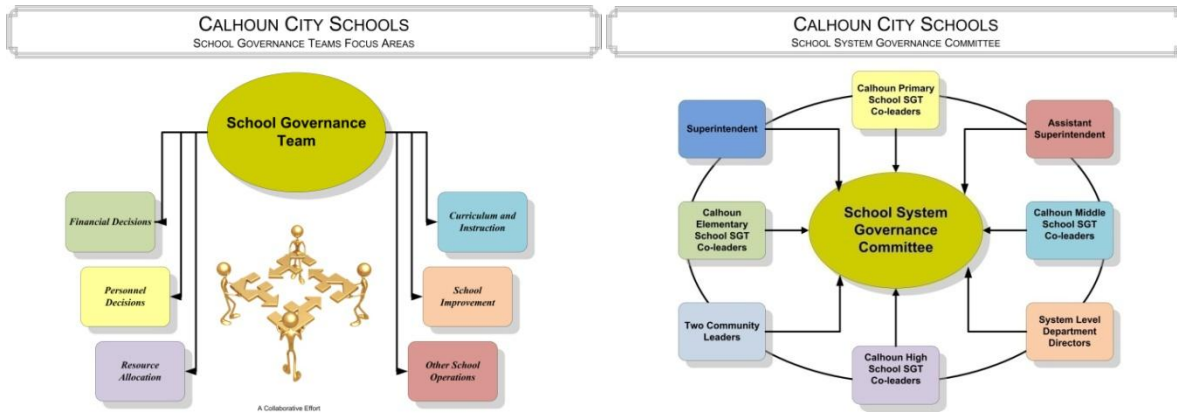
Calhoun City believes in building for the future through professional development. We empower staff and leaders to strive to meet our mission and vision. In these efforts, we realize the enormous ability of leadership existing within our schools and community. Through the continuous improvement process, we constantly seek stakeholder input to implement frameworks that support school level innovation rather than district driven initiatives. Data based decision-making drives all instructional processes.

Current academic innovations include but are not limited to: differentiated instruction, learning focused schools framework, vertical writing alignment, common assessment rubrics, standards-based instruction, math and reader’s workshop models, co-teaching, working-on-the-work framework and high school redesign initiatives, extended learning time, flex grouping/intervention time, autism academy, teacher academies, positive behavioral interventions and supports, student math and reading tutorials, SMART program- elementary and student portfolios. Such efforts support the continuous improvement planning process at both the system and school levels.

Through the implementation of the system charter CCS School Governance Teams (SGT) and the System School Governance Committee (SSGC) have been charged with and empowered to assist in creating an organizational culture and environment where the exchange of ideas, innovation, learning and the

pursuit of excellence are pervasive. Additionally, these entities will also explore and develop academic and organizational innovations that would be difficult to implement and fund without the full flexibility of the charter.

Such innovations include but are not limited to: individual learning portfolios, class size variances, modified and/or alternative calendars, alternative education tracks, modified/enhanced program requirements, distance learning labs, and the development of college and career pathway academies to address unique learning needs. Through the governance team data driven research such proposed pathway academies might include: Teaching as a Profession, Culinary Arts, Public Safety, Agricultural Sciences, Community & Leadership, Fine Arts, Literacy, Physical Education, Talent and Gifted Experiences, Business and Manufacturing, Science, Technology, Engineering, Math (STEM), Emerging Career Pathways, Middle School Construction Connections, Middle School Agricultural Sciences, Middle School Science, Technology, Engineering, Math (STEM), Middle School Family and Consumer Science, Foundational Reading Skills Learning Communities (K-2), ESOL Alternative Instructional Co-teaching models.



Achievement Goals – Charter System 2020 Vision

The overarching achievement goal and vision of the CCS charter system is that “all” students will exceed state standards by the year 2020.

Additionally our Charter contract adopts the following performance goals:

Goal 1 – Provide a quality educational experience that enhances student achievement.

Objective: Increase achievement levels for Calhoun City Schools to insure their international competitiveness and adaptability to an ever-changing technological society.

Annual Measurable Goals:

- All students will not only meet state standards by 2014 as prescribed by NCLB, all students will exceed standards in all areas and in all subgroups by 2020.

- All students will meet or exceed state standards by 2014-2015, as established by the Single Statewide Accountability system.
- The achievement gap for economically disadvantaged students will be reduced by 9% by 2014-2015. (2009/2010 gap = 9.3%)
- The percentage of students who “Exceed” standards in math and English/language arts, will increase by at least 10% by 2014-2015. (2009/10 exceeds rate =Math – 51.6%, ELA – 47.9%)
- The high school graduation rate will reach 100% by 2014-2015. (2009/10 graduation rate = 90.7%)
- No more than 10% of students missing 15 or more days during a school year.
- Annually and continuously monitor performance goals for each school within the Charter System. (See individual school performance goals below)

Performance goals for each System Charter School:

CCS Goal 1 – Provide a quality educational experience that enhances student achievement.

Calhoun Primary School

Annual Measurable Goals

1. Increase incrementally the number of 1st and 2nd grade students who exceed in reading, ELA and math by 2% annually.
2. Decrease the DNM percentage incrementally in 1st and 2nd grade in reading and math to meet the NCLB Annual Measurable Objective.

Calhoun Primary School CRCT Goals for Exceeds and Did Not Meet (DNM)

Calhoun Primary School	Baseline		Year 1		Year 2		Year 3		Year 4		Year 5	
School Year	2009-2010		2010-2011		2011-2012		2012-2013		2013-2014		2014-2015	
CRCT	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM
Grade 1												
Reading	44%	6%	46%	4%	48%	3%	50%	2%	52%	0%	54%	0%
ELA	27%	13%	29%	9%	31%	5%	33%	2%	35%	0%	37%	0%
Math	43%	6%	45%	4%	47%	3%	49%	2%	51%	0%	53%	0%
Grade 2												
Reading	40%	9%	42%	6%	44%	3%	46%	2%	48%	0%	50%	0%
ELA	32%	13%	35%	10%	37%	7%	39%	4%	44%	0%	43%	0%
Math	34%	7%	36%	5%	38%	3%	40%	2%	42%	0%	44%	0%

Calhoun Elementary School

Annual Measurable Goals

1. Increase the percentage of students who exceed on the CRCT in each subject by 2 points each year until 40% are exceeding, and then by 1 point each year until 50 % are exceeding, and then by 0.5 point each year thereafter. (see table below)

2. Decrease the percentage of students who do not meet on the CRCT in each subject incrementally to be 0% by 2014.

Calhoun Elementary School CRCT Goals for Exceeds and Did Not Meet (DNM)

Calhoun Elementary School	Baseline		Year 1		Year 2		Year 3		Year 4		Year 5	
	2009-2010		2010-2011		2011-2012		2012-2013		2013-2014		2014-2015	
CRCT	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM
Grade 3												
Reading	32.1%	7.3%	34.1%	5.4%	36.1%	3.5%	38.1%	1.6%	40.1%	0%	41.1%	0%
ELA	41.9%	8.5%	42.9%	6.3%	43.9%	4.1%	44.9%	1.9%	45.9%	0%	46.9%	0%
Math	40.6%	17.1%	41.6%	12.8%	42.6%	8.5%	43.6%	4.2%	44.6%	0%	45.6%	0%
Grade 4												
Reading	26.5%	12.1%	28.5%	9.0%	30.5%	5.9%	32.5%	2.8%	34.5%	0%	36.5%	0%
ELA	33.3%	9.8%	35.3%	7.3%	37.3%	4.8%	39.3%	2.3%	41.3%	0%	42.3%	0%
Math	32.6%	20.8%	34.6%	15.6%	36.6%	10.4%	38.6%	5.2%	40.6%	0%	41.6%	0%
Grade 5												
Reading	31.0%	9.3%	33.0%	6.9%	35.0%	4.5	37.0%	2.1%	39.0%	0%	41%	0%
ELA	42.2%	8.1%	43.2%	6.0%	44.2%	3.9	45.2%	1.8%	46.2%	0%	47.2%	0%
Math	51.2%	14.3%	51.7%	10.7%	52.2%	7.1	52.7%	3.5%	53.2%	0%	53.7%	0%

Calhoun Middle School

Annual Measurable Goals

1. Exceed the state average by three percent in all grade levels in math, reading/ELA, science and social studies.
2. Increase the number of students that exceed the standards in math, reading/ELA by five percent. The ultimate goal is that at least fifty percent of students in a grade level will exceed expectations.
3. Decrease the number of students that do not meet the standard with an overarching goal of all students meeting the standard by 2014.

Calhoun Middle School CRCT Goals for Exceeds and Did Not Meet (DNM)

Calhoun Middle School	Baseline		Year 1		Year 2		Year 3		Year 4		Year 5	
	2009-2010		2010-2011		2011-2012		2012-2013		2013-2014		2014-2015	
CRCT	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM
Grade 6												
Reading	34%	8%	37%	5%	40%	3%	43%	1%	46%	0%	49%	0%
ELA	24%	7%	27%	5%	30%	2%	33%	1%	36%	0%	39%	0%
Math	16%	22%	19%	15%	22%	8%	25%	1%	28%	0%	31%	0%
Grade 7												
Reading	25%	6%	28%	4%	31%	2%	34%	1%	37%	0%	40%	0%
ELA	40%	4%	43%	3%	46%	2%	49%	1%	52%	0%	55%	0%
Math	40%	8%	43%	3%	46%	2%	49%	1%	52%	0%	55%	0%
Grade 8												

Reading	30%	1%	33%	0%	36%	0%	39%	0%	42%	0%	45%	0%
ELA	30%	6%	33%	4%	36%	2%	39%	1%	42%	0%	45%	0%
Math	35%	16%	38%	8%	41%	4%	44%	1%	47%	0%	50%	0%

Calhoun High School

Annual Measurable Goals

1. Increase the percentage of students who exceed on the GHSGT in ELA by 3% annually.
2. Decrease the percentage of students who DNM on the GHSGT in ELA by 2.2% annually.
3. Increase the percentage of students who exceed on the GHSGT in Math by 3% annually.
4. Decrease the percentage of students who DNM on the GHSGT in Math by 5.2% annually.
5. Increase the percentage of students who exceed on the GHSGT in Science by 5% annually.
6. Decrease the percentage of students who DNM on the GHSGT in Science by 1.35% annually.
7. Increase the percentage of students who exceed on the GHSGT in Social Studies by 5% annually.
8. Decrease the percentage of students who DNM on the GHSGT in Social Studies by 4.2% annually.
9. Increase the number of students who attain the Gold Level on the Work Ready Assessment by 10% annually
10. Monitor and adjust the career technical pathways offered on a three-year rotation based on the market analysis and stakeholder interests.

Calhoun High School GHSGT Goals for Exceeds and Did Not Meet (DNM)

Calhoun High School	Baseline		Year 1		Year 2		Year 3		Year 4		Year 5	
	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM	Exceeds	DNM
School Year	2009-2010		2010-2011		2011-2012		2012-2013		2013-2014		2014-2015	
Grade 11												
ELA	61.7	8.7	63.55	6.06	65.46	3.86	67.42	1.66	69.44	0	71.52	0
Math	65.7	20.8	67.67	15.6	69.7	10.4	71.79	5.2	73.94	0	76.16	0
Science	31.5	5.4	33.07	4.05	34.72	2.7	36.45	1.35	38.27	0	40.18	0
Social Studies	25.7	16.8	26.98	12.6	28.32	8.4	29.73	4.2	31.21	0	32.77	0

Work Ready Test Results

Calhoun High School	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
School Year	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Gold	22	24	26	28	30	32

II. SYSTEM ORGANIZATIONAL GOALS

Goal 2 – Employ highly qualified teachers, leaders and staff in all positions. Provide professional learning opportunities to continuously improve instructional programs.

Objective: Attract, retain, and train the best teachers, principals and support staff.

Objective: Improve performance of students, staff, and the school system through professional learning opportunities that are standards-based, job embedded and collaborative.

Annual Measurable Goals:

- Provide and link all professional learning to school/system professional learning needs assessment information each year as related to essential teacher knowledge to assure that all students meet/exceed performance standards by annually conducting and updating the Professional Learning Needs Assessment Survey.
- Annually integrate Professional Learning Needs Assessment survey data into system/school improvement plans to ensure teachers have the skills they need to provide high quality effective instruction.
- Annually ensure that system/school improvement plans includes professional development strategies and activities, based on scientifically based research that will enable the Charter System to meet the 100% highly qualified teacher requirement and increase the percentage of teachers receiving high quality professional development to enable them to become or continue to be highly effective and successful classroom teachers.
- Annually prepare and distribute System’s Annual Report to include performance and professional development information focusing on student achievement and accountability.
- Implement the Common Core Georgia Performance Standards in accordance to adopted state timeline.

Goal 3 – Ensure organizational effectiveness in the maintenance of facilities, the nutritional program, transportation and student services to support student learning.

Objective: Insure that all students and staff have a safe and secure environment for teaching and learning.

Annual Measurable Goals:

- Annually complete a Facilities Needs Assessment and update facility maintenance plans based upon data gathered from a variety of sources to ensure that all students and staff have a safe and secure environment for teaching and learning.
- Annually review, update and implement a state and local five- year facilities plan.
- Annually review and update facilities guidelines as related to student activities and athletics to ensure that all students and staff have a safe and secure environment.

Objective: Provide a high quality nutritional program

Annual Measurable Goals:

- Annually update and complete all state required reports to ensure the effective management of a high quality nutritional program that supports teaching and learning programs at each school.

- Conduct annual training for school nutrition staff members to ensure the effective management of a high quality nutritional program that supports teaching and learning programs at each school.
- Conduct annual survey of parents, teachers and students on the quality of the lunch/breakfast program at each school.

Objective: Provide a transportation system that is efficient and safe.

Annual Measurable Goals:

- Annually, transportation personnel will participate in required comprehensive safety training programs to ensure a high quality transportation program that supports teaching and learning programs at each school.
- Conduct bi-annual meetings with Assistant Principal's and Bus Drivers to review and update transportation guidelines.
- Annually and timely submit all required transportation reports.

Objective: Strengthen and align Student Services and Support.

Annual Measurable Goals:

- Annually, School Counselors will develop a yearly intentional guidance action plan and curriculum action plan with a yearly time line of activities based on identified needs.
- Annually information about counseling services will be included in student and staff handbooks to strengthen lines of communication regarding the counselor's role in supporting school wide needs

Goal 4 – Engage parents and community in the educational process.

Objective 15: Increase parental and community involvement through public engagement policies and practices that treat parents, businesses, community based organizations and agencies, local institutions of higher learning and other public entities as true partners in the educational process.

Annual Measurable Goals:

- At least 90% of families in Calhoun City School System will rate the school system and its schools with a high percentage (80% or better) in overall satisfaction on a perception survey by 2014-2015.
- Establish and implement School Governance Teams and the System School Governance Committee during the first year of Charter status.
- Conduct bi-annual parent/teacher conferences for each student and encourage 100% parent participation.
- Annually review and update Title I Parent Compacts and school involvement guidelines.
- Continue the Superintendent's Lunch and Learn sessions to share "State of the School System" address with stakeholders and civic organizations periodically throughout the school year to focus on specific goals in System's Strategic Plan.
- Provide and/or coordinate with other partners critical training modules to 100% of the School Governance Team members to ensure and sustain an effective governance framework that supports the teaching and learning program at each school:

- Annually conduct a needs assessment with each School Governance Team to ensure that appropriate training is available to address identified needs to ensure and sustain an effective governance framework that supports the teaching and learning program at each school.

III. SYSTEM FINANCIAL GOALS

Goal: Ensure Transparent Fiscal Accountability

Annual Measurable Goals:

- Ensure monthly BOE financial reports are posted within 10 days of approval of board meeting minutes.
- Ensure the Calhoun City Schools annual budget is posted within 10 days of release.
- Ensure audit reports are posted within 10 days of receipt.