

A green, curved line representing a hill. On top of the hill, there are five black silhouettes of people walking from left to right. The first is a small child, followed by a person, then a person with a backpack, and finally a person in a graduation cap and gown.

**Indiana  
Department of Education**

Glenda Ritz, Superintendent of Public Instruction

**TO:** Indiana State Board of Education  
**FROM:** Office of Outreach and School Improvement, Indiana Department of Education  
Center for Education and Career Innovation  
**RE:** Turnaround Academy Recommendations and Funding Proposal  
**DATE:** May 28, 2014

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**RECOMMENDATIONS FOR LEAD PARTNER INTERVENTIONS AT GEORGE WASHINGTON  
COMMUNITY HIGH SCHOOL, BROAD RIPPLE MAGNET HIGH SCHOOL, JOHN MARSHALL  
COMMUNITY HIGH SCHOOL,<sup>1</sup> AND GLENWOOD LEADERSHIP ACADEMY**

George Washington Community High School

The Indiana Department of Education (“IDOE”) and the Center for Education and Career Innovation (“CECI”) jointly agree that a need for State Board intervention continues to exist at George Washington Community High School (“GWCHS”) for the 2014/2015 school year.

The IDOE and CECI jointly agree that the current intervention assigned to GWCHS insufficiently addresses the needs of GWCHS as a turnaround academy.

The IDOE and CECI jointly agree that Indianapolis Public Schools (“IPS”) has the capacity to include GWCHS in its internal lead partner program.

**Therefore, the IDOE and CECI jointly recommend the following:**

- The Indiana State Board of Education (“SBOE”) assigns IPS to be the sole lead partner at GWCHS for the 2014/2015 school year;
- The SBOE directs the IDOE to award \$300,000.00 of 1003(a) school improvement grant (“SIG”) monies to GWCHS to fund the intervention;
- The IDOE amends the SIG grant to include the scope of work, reporting requirements and performance indicators; and

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<sup>1</sup> Please note Broad Ripple Magnet High School; John Marshall Community High School; and George Washington Community High School have reconfigured since becoming turnaround academies, each dividing into a middle school (7-8) and high school (7-12). For the purposes of state board intervention, the IDOE and CECI include both the middle school and high school when referencing each school throughout this recommendation.

- The SBOE considers the implementation during the 2014/2015 as a trial year for IPS, with the intent that if established performance goals are met then the SBOE will support a multiple-year contract with IPS.

#### John Marshall Community High School & Broad Ripple Magnet High School

The IDOE and CECI jointly agree that a need for State Board intervention continues to exist at John Marshall Community High School (“JMCHS”) and Broad Ripple Magnet High School (“BRMHS”) for the 2014/2015 school year.

The IDOE and CECI jointly agree that the current interventions assigned to JMCHS and BRMHS insufficiently address the needs of JMCHS and BRMHS as turnaround academies.

The IDOE and CECI share concerns regarding IPS’s capacity to provide the full-time, heightened level of intervention services necessary at JMCHS and BRMHS without additional support services provided.

#### **Therefore, the IDOE and CECI jointly recommend the following:**

- The SBOE assigns IPS to share the lead partner role and responsibility with an external lead partner at both JMCHS and BRMHS;
- The SBOE directs the IDOE to award \$300,000.00 of 1003(a) SIG monies to JMCHS and \$150,000.00 of 1003(a) SIG monies to BRMHS, with the suggestion that IPS use \$150,000.00 of the awarded 1003(g) monies, to fund the intervention;
- The SBOE and CECI, with the involvement of the IDOE staff, conduct a needs-based assessment of JMCHS and BRMHS. The needs-based assessment shall involve IPS administration and administrative staff of JMCHS and BRMHS. Based on the results of the needs-based assessment, IDOE and CECI will select preferred lead partners for both JMCHS and BRMHS;
- The SBOE approves the selected lead partners;
- The IDOE amends the SIG grant to include the scope of work, reporting requirements and performance indicators;
- The SBOE considers the implementation during the 2014/2015 as a trial year for IPS, with the intent that if certain performance goals are met then the SBOE will support a multiple-year contract with IPS.

#### Glenwood Leadership Academy

The IDOE and CECI jointly agree that all turnaround academies should be treated consistently as it pertains to funding state board interventions.

The IDOE and CECI jointly agree that the SBOE should award Glenwood Leadership Academy (“GLA”) monies to fund the assigned SBOE intervention.

**Therefore, the IDOE and CECI jointly recommend the following:**

- The SBOE directs the IDOE to award \$300,000.00 of 1003(a) SIG monies to GLA to fund the intervention; and
- The IDOE amends the SIG grant to include the scope of work, reporting requirements and performance indicators.

**FUNDING PROPOSAL FOR TURNAROUND SCHOOL OPERATORS**

The IDOE and CECI recognize a need for sustainability, equitable support, conservative use of funds and a system of gradual release as it relates to the wide distribution of 1003(a) SIG monies. The IDOE and CECI also recognize the importance of supporting Indiana’s most struggling schools and ensuring these schools have the resources they need to succeed. Over the past three years, each turnaround school operator (“TSO”) has received between 3.3 and 3.8 million dollars in SIG monies for additional support per school. Currently, the contracts between the IDOE and each TSO respectively end in 2016. Therefore, the IDOE and CECI jointly propose that, for the 2014/2015 school year, the SBOE directs the IDOE to reduce the award each TSO receives by 15% of the amount of 1003(a) SIG monies initially received by the TSO during the 2012/2013 school year. The IDOE and CECI also propose that, for the 2015/2016 school year, the SBOE directs the IDOE to reduce the award each TSO receives by 50% of the amount of 1003(a) SIG monies initially received by the TSO during the 2012/2013 school year. This proposal allows for the gradual release of funds as the TSO interventions phase out after 2016; allows for more 1003(a) SIG monies to support other Indiana focus and priority schools; and promotes sustainability of the SIG program by ensuring that 1003(a) SIG monies are used for preventative measures rather than reactive or responsive measures. The attached table provides historical information on TSO funding and the proposed funding schedule for the TSOs for the 2014/2015 and 2015-2016 school years.

Additionally, the IDOE and CECI recognize that there are four more schools that may be eligible for state board intervention during the fall of 2014. Therefore, the IDOE and CECI jointly propose that the SBOE directs the IDOE to set aside a reserve of 1003(a) SIG monies that the IDOE and CECI staff determines to be consistent with amounts awarded to schools with prior and similar SBOE interventions. This proposal allows for the SBOE to act upon notification of a school becoming a turnaround academy so that interventions may be provided without delay.

Tier I – TSOs – Board Intervention					Year 1 - Gradual Release based on a percentage decrease	Year 2 - Gradual Release based on a percentage decrease
	2011-2012 Planning Year	2011-2012 estimation used for funding for 2012-2013	Sept 2012 actual ADM used for funding for 2013-2014	Sept/February ADM 2014	2014-2015 Gradual percent decrease from original allocation (15% decrease)	2015-2016 Gradual percent decrease from original allocation (50% decrease)
<b>Ed Power Arlington</b>		<b>1224</b>	<b>518</b>	<b>428/389</b>		
<b>Per Pupil</b>		<b>\$1,143.79</b>	<b>\$2,706.56</b>			
1003 (a)	\$900,000	\$1,400,000.00	\$1,402,000.00		<b>\$1,190,000.00</b>	<b>\$700,000</b>
<b>Edison Roosevelt</b>		<b>1032</b>	<b>678</b>	<b>618/595</b>		
<b>Per Pupil</b>		<b>\$1,426.71</b>	<b>\$2,172.04</b>			
1003 (a)	\$850,000	\$1,472,367.00	\$1,474,000.00		<b>\$1,251,511.95</b>	<b>\$736,183.50</b>
<b>CSUSA Emma Donnan</b>		<b>850</b>	<b>372</b>	<b>331/314</b>		
<b>Per Pupil</b>		<b>\$1,562.12</b>	<b>\$3,572.58</b>			
1003 (a)	\$687,001.09	\$1,327,800.00	\$1,329,000.00		<b>\$1,128,630.00</b>	<b>\$663,900</b>
<b>CSUSA Manual</b>		<b>712</b>	<b>457</b>	<b>562/510</b>		
<b>Per Pupil</b>		<b>\$1,864.89</b>	<b>\$2,908.09</b>			
1003 (a)	\$687,001.09	\$1,327,800.00	\$1,329,000.00		<b>\$1,128,630.00</b>	<b>\$663,900</b>
<b>CSUSA Howe</b>		<b>1024</b>	<b>639</b>	<b>653/614</b>		
<b>Per Pupil</b>		<b>\$1,296.68</b>	<b>\$2,079.81</b>			
1003 (a)	\$687,001.09	\$1,327,800.00	\$1,329,000.00		<b>\$1,128,630.00</b>	<b>\$663,900</b>

Tier 1 – Lead Partner Funding		
School Name	Amount from 1003(a)	Lead Partner
John Marshall Middle School	\$150,000	Hybrid - approved by the board
John Marshall High School	\$150,000	Hybrid - approved by the board
George Washington Middle School	\$150,000	IPS Internal
George Washington High School	\$150,000	IPS Internal
Broad Ripple Middle School	\$150,000	Hybrid - approved by board
Broad Ripple High School	N/A	BRHS internal with 1003(g)
Glenwood Leadership Academy	\$300,000	Evansville Internal

This approach accomplishes the following objectives of the plan for sustainable and viable school improvement funding from 1003(a): sustainability, equitable support, conservative use of funds, gradual release, development of a funding cap, and the maximization of monitoring and accountability.