



INDIANA STATE BOARD OF EDUCATION

TO: State Board of Education Members
FROM: Ron Sandlin, Sr. Director of School Performance & Transformation
DATE: June 13, 2018
RE: Adoption of the amended IPS Transformation Zone Plan as the intervention for Northwest Middle School

Recommendation:

1. Adopt the amended Indianapolis Public Schools (“IPS”) Transformation Zone Plan, and
 2. Approve the school corporation’s plan to improve Northwest Middle School (5516) through the implementation of a Transformation Zone as the option for school improvement under IC 20-31-9-4.
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1. Amended IPS Transformation Zone Plan

Issue Summary: As a result of the *Reinventing IPS High Schools* plan (“Plan”), the IPS administration has restructured the Transformation Zone to reflect changes to school configurations and feeder patterns that were part of the larger, district-wide plan to reinvent high school. The amended plan now needs to be approved by the State Board of Education.

History & Context: The governing board of IPS adopted the Plan in June of 2017. Subsequently, the State Board of Education approved IPS’s request to close two Turnaround Academies, John Marshall Middle School and Arlington High School.

Beginning with the 2018-2019 school year, IPS will operate four (4) high school academy as an all-choice system where students enroll in a school based on the particular pathway in which they are interested. This shift disrupted the traditional K-12 feeder patterns outlined in the original Transformation Zone plan and necessitated the proposed amendments.

See page 2 of this memo for a detailed outline of key changes to the IPS Transformation Zone.

2. Northwest Middle School – Option for School Improvement (IC 20-31-9-4)

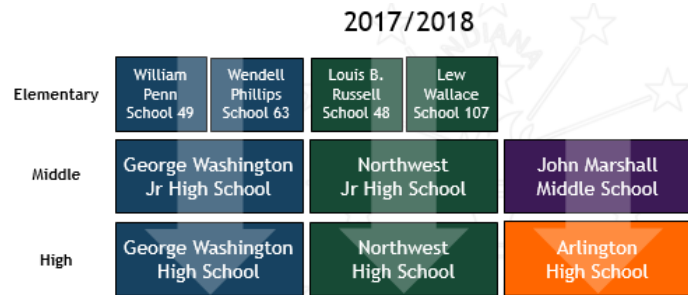
Issue Summary: The State Board of Education initially approved the IPS Transformation Zone Plan in March of 2017. Northwest Middle was included in the IPS Transformation Zone after receiving five (5) consecutive ‘F’ ratings. After one year in the Transformation Zone, Northwest Middle School received a sixth consecutive ‘F’ rating following the 2016/2017 school year. As a result, the school has been designated as a Turnaround Academy and the State Board of Education is authorized to consider options for school improvement under IC 20-31-9-4.

History & Context: Over the past ten (10) years, Northwest Middle School has served as the 7-8 feeder into Northwest High School within a shared facility. As a result of the Plan, Northwest Middle School will operate as a stand-alone middle school and serve students on the west side of Indianapolis.

Going into the 2018-2019 school year, the corporation has identified a new school leader for Northwest Middle School who has a successful track-record leading a middle school with similar demographics and characteristics. The corporation has also included performance-based compensation for school leaders across the Transformation Zone to incentivize and reward student success.

Original IPS Transformation Zone Plan

Schools & Feeder Pattern:

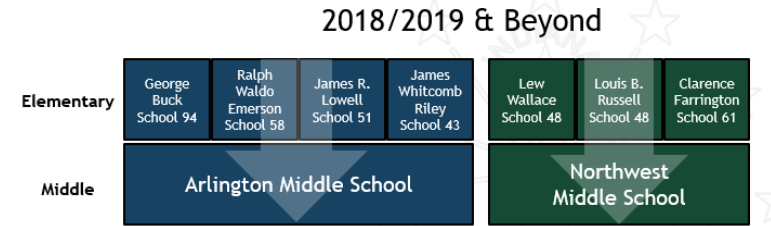


Changes to Existing TZ Schools:

- **Wendell Phillips** will become an Innovation Network School in 17/18, a more rigorous intervention due to lack of improvement.
- **John Marshall Middle School** will become Arlington Middle School.
- **Arlington High School** are closing at the end of 17/18 school year.
- **Northwest High School** is also closing.
- **George Washington Middle School** is closing, and **George Washington High School** is now an all-choice academy and will be removed from the TZ.
- **William Penn** is expanding to a K-8, and is being removed as it is

Amended IPS Transformation Zone Plan

Schools & Feeder Pattern:



IPS TZ in 18/19 and Beyond:

- **Arlington Middle School** will reopen and be added to the TZ as the middle school feeder option for 4 elementary schools.
- Four elementary schools are being added to the TZ to create a new feeder pattern into Arlington MS: **George Buck, James Whitcomb Riley, James Russell Lowell, and Ralph Waldo Emerson.**
- One elementary school is being added to the Northwest feeder pattern, **Clarence Farrington.**
- These adjustments will ensure the TZ provides consistent academic supports for students throughout their K-8 experience.

Key Partners & Systemic Changes:

- Achievement Network – Nationally recognized non-profit organization that supports schools and school systems transition their instruction to more rigorous academic standards through the strategic use of formative assessments and data analysis.
- Public Impact – Nationally recognized education non-profit organization that has partnered with IPS to develop sustainable and effective career pathways for teachers that allow them to take on more responsibility without leaving the classroom, and be compensated for their efforts.
- Differentiated Compensation – The amended TZ plan includes additional stipends for teachers at Arlington Middle School, and commits to expanding this practice to other TZ schools.
- Performance-Based Compensation – School leaders within the TZ sign a performance-based compensation agreement that allows them to earn additional compensation for meeting rigorous performance benchmarks. The plan commits to exploring the possibility of expanding this practice to teachers within the TZ as well.



INDIANA STATE BOARD OF EDUCATION

Transformation Zone Plan Application

PART 1: General Information

Please provide general information about the plan to implement a transformation zone under IC 20-31-9.5-9.5 within a school corporation.

School Corp: Indianapolis Public Schools

5385

Corp #: 5

Date: 6/1/2018

Transformation Zone plans should reflect a five-year vision to implement innovations within a specific group of schools.

Year 1	Year 2	Year 3	Year 4	Year 5
2017-2018	2018-2019	2019-2020	2020-2021	2021-2022

Please include the name and 4-digit school number for each school included in the TZ.
Please list each school and school number in a separate cell.

	School Name	School #
1.	Arlington Middle School	Enter 4-Digit School #
2.	Northwest Middle School	Enter 4-Digit School #
3.	James Russell Lowell	5551
4.	Lew Wallace Elementary School	4479
5.	Louis B. Russell Elementary School	5548
6.	James Whitcomb Riley	5543
7.	Clarence Farrington	5662
8.	George Buck	5619
9.	Ralph Waldo Emerson	5558

PART 2: Organizational Chart

Please include a copy of the organizational chart along with this completed application when you submit this plan to the Indiana State Board of Education. The organizational chart should outline key roles of the administrative staff dedicated to working at least half of their time directly with transformation zone or schools within the zone and must demonstrate that the leader of the transformation zone reports directly to the school corporation's superintendent. The organizational chart should only include corporation level staff members (or lead partners). It should not include school-based staff.

PART 3: Innovations within the Transformation Zone

Describe the district-level innovations that will be implemented under the transformation zone model which may include, but are not limited to, innovative teacher compensation models, recruitment and retention efforts, extending time in the school day across the transformation zone, restructuring district staff, streamlining/differentiating district support and serviced for school in the transformation zone, etc. Also describe any partnerships with outside organizations to help design, establish, and execute the transformation zone model.

NOTE: School-specific interventions will be described in PART 5 of the plan.

District-Level Innovations
<p>Alignment to the 4 Domains of Rapid Improvement: Turnaround Leadership, Talent Development, Instructional Transformation, Culture Shift</p> <p>Year 2</p> <ul style="list-style-type: none"> - Monthly School Improvement Plan Reviews - Goal setting with the school leader based on predictive models to improve school grades - Opportunity Culture Design within the schools – Partnership with Public Impact - Selection of Formative Assessment Tools - Selection of School Curriculum - Student Based Allocations for school budgeting - Strategic Staffing includes a Transformation Zone Director who reports directly to the Deputy Superintendent <ul style="list-style-type: none"> - District based instructional coaches who build the capacity of school based staff and provide support with coaching cycles, professional development, common assessments, and curriculum resources - District based Social Emotional Coordinators – support classroom management coaching at schools and support for novice teachers - Data and Project Coordinator – effective use of data during PLC meetings to plan differentiated instruction, aligning professional development based on walkthrough and evaluation data - Differentiated Compensation for Arlington Middle School and Principal Incentives - Partnership with Achievement Network at Targeted Schools with goal being to add more schools each year - Alignment with Human Resources for one point of contact to attract, recruit, and retain staff in Transformation Zone Schools - Utilize School Designed Lesson Plans <p>Year 3 - 5</p> <ul style="list-style-type: none"> - Shift Contractual Day for Transformation Zone Teachers to allow for daily PLC meetings - Use actual salaries instead of average salaries in the Student Based Allocations - Add a compensation model for all Transformation Zone Teachers

PART 4: Objective Annual Student Performance & Growth or Improvement Benchmarks

Provide a detailed explanation of 3 to 5 benchmarks the corporation expects to achieve over the next five years for the transformation zone as a whole. Ensure that each goal reflects the principles outlined in the SMART goal framework (Specific, Measurable, Attainable, Rigorous, Timely). Set two-year and five-year goals for each benchmark toward which we can track progress over the course of the five-year span of the transformation zone.

Transformation Zone-Wide Benchmarks			
Benchmark Description	Benchmark	Year 2	Year 5
Increase Proficiency Rate on IREAD 3 Assessment	64.2%	67.7%	71%
Increase Growth Score for ISTEP+ELA in grades 4-8	84.4	92.8	102.1

Increase the Proficiency Rate for ISTEP+ELA in grade 3-8	26.8%	34.1%	40.7%
Increase Growth Score for ISTEP+ Math in grades 4-8	69.7	76.7	84.4
Increase the Proficiency Rate for ISTEP+Math in grade 3-8	14%	22.6%	30.3%

PART 5: School Specific Innovations within the Transformation Zone

For each school identified for the transformation zone in Part 1, please include the following:

- A description of the innovations the school corporation will implement in the school
- Designate whether the school has for at least three (3) consecutive years immediately prior to submitting this plan has been placed in the lowest performance category or designation
- For schools placed in the lowest performance category for three or more consecutive years immediately prior to submitting this plan, then the school corporation must decide whether or not to voluntarily recognize an exclusive representative under IC 20-29-5-2 for the school
- If the corporation voluntarily recognizes an exclusive representative for a school that qualifies under IC 20-31-9.5-9.5(e), then describe any bargainable subjects or discussion items that the school will opt out of in relation to the innovations described in the plan. The school corporation must also provide proper notice of these items as outlined under IC 20-29-5-2(b)
- Provide of 3 to 5 specific benchmarks the school expects to achieve over the next five years as a result of the innovations put into place under the transformation zone model. Ensure that each goal reflects the principles outlined in the SMART goal framework (**S**pecific, **M**easurable, **A**ttainable, **R**igorous, **T**imely).

School Name	School # (4-Digit)		
Arlington Middle School	Enter 4-Digit School #		
<p>a. Description of Innovations</p> <p>The school will decide which formative assessments and curriculum will be used at the school. The school will use Student Based Allocations to make staffing decisions. The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff. The school will participate in monthly data discussions and School Improvement Plan strategy reviews. The school will decide which walkthrough tools to utilize when providing teachers feedback. The school will design a lesson plan template aligned to their school expectations.</p>			
<p>b. Three consecutive years in lowest category? c. Voluntarily recognizing exclusive representative?</p> <p style="text-align: center;"> <input type="radio"/> Yes <input type="radio"/> No <input checked="" type="radio"/> Yes <input type="radio"/> No </p>			
<p><i>If both b. and c. are 'yes' please complete section d. If the answer to either b. or c. is 'no' skip section d. and move on to section e.</i></p>			
<p>d. Name of Exclusive Representative: N/A</p> <p>List/Describe the bargainable or discussion items the school will opt out of (if applicable): Salary for core teachers including Math and English Language Arts Lesson Plan Templates Walkthrough Documents</p>			
e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)			
Benchmark Description	Baseline	Year 2	Year 5
ISTEP+ELA Growth (ILEARN)	65.7	72.3	79.5
ISTEP+ELA Proficiency (ILEARN)	12.3%	21.1%	29%
ISTEP+Math Growth (ILEARN)	57.7	63.5	69.8
ISTEP+Math Proficiency (ILEARN)	4.9%	14.4%	23%
Provide a description of the specific benchmark here	Baseline	Goal	Goal

School Name	School # (4-Digit)
Northwest Middle School	Enter 4-Digit School #

a. Description of Innovations

The school will decide which formative assessments and curriculum will be used at the school.
 The school will use Student Based Allocations to make staffing decisions.
 The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.
 The school will participate in monthly data discussions and School Improvement Plan strategy reviews.
 The school will decide which walkthrough tools to utilize when providing teachers feedback.
 The school will design a lesson plan template aligned to their school expectations.

b. Three consecutive years in lowest category?

Yes No

c. Voluntarily recognizing exclusive representative?

Yes No

*If both b. and c. are 'yes' please complete section d.
 If the answer to either b. or c. is 'no' skip section d. and move on to section e.*

d. Name of Exclusive Representative: Indiana Education Association (IEA)

List/Describe the bargainable or discussion items the school will opt out of (if applicable):

Lesson Plan Templates
 Walkthrough Documents used by Schools

e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)

Benchmark Description	Baseline	Year 2	Year 5
ISTEP+ELA Growth (ILEARN)	88.9	97.8	107.6
ISTEP+ELA Proficiency (ILEARN)	24.2%	31.8%	38.6%
ISTEP+Math Growth (ILEARN)	64.3	70.7	77.8
ISTEP+Math Proficiency (ILEARN)	8.5%	17.7%	25.9%
Provide a description of the specific benchmark here	Baseline	Goal	Goal

School Name	School # (4-Digit)
James Russell Lowell	5551

a. Description of Innovations

The school will decide which formative assessments and curriculum will be used at the school.
 The school will decide which model of Opportunity Culture to utilize at the school and will use Student Based Allocations to make staffing decisions. The school will have one MCL and one EIT as a part of their Opportunity Culture design. This may change year to year based on school need.
 The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.
 The school will participate in monthly data discussions and School Improvement Plan strategy reviews.
 The school will decide which walkthrough tools to utilize when providing teachers feedback.
 The school will design a lesson plan template aligned to their school expectations.

b. Three consecutive years in lowest category?

Yes No

c. Voluntarily recognizing exclusive representative?

Yes No

*If both b. and c. are 'yes' please complete section d.
 If the answer to either b. or c. is 'no' skip section d. and move on to section e.*

d. Name of Exclusive Representative: Indiana Education Association (IEA)

List/Describe the bargainable or discussion items the school will opt out of (if applicable):

Lesson Plan Templates
 Walkthrough Documents used by Schools

e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)

Benchmark Description	Baseline	Year 2	Year 5
IREAD 3	72.6%	75.3%	77.8%
ISTEP+ELA Growth (ILEARN)	100.2	110.2	121.2
ISTEP+ELA Proficiency (ILEARN)	26.3%	33.7%	40.3%
ISTEP+Math Growth (ILEARN)	91.8	101.0	111.1
ISTEP+Math Proficiency (ILEARN)	16.2%	24.6%	32.1%

School Name	School # (4-Digit)		
Low Wallace Elementary School	4479		
a. Description of Innovations			
<p>The school will decide which formative assessments and curriculum will be used at the school.</p> <p>The school will decide which model of Opportunity Culture to utilize at the school and will use Student Based Allocations to make staffing decisions. Low Wallace will have four MCL Classroom Teachers and nine Reach Associates. This may change year to year based on school needs.</p> <p>The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.</p> <p>The school will participate in monthly data discussions and School Improvement Plan strategy reviews with Transformation Zone Director.</p> <p>The school will decide which walkthrough tools to utilize when providing teachers feedback.</p> <p>The school will design a lesson plan template aligned to their school expectations.</p> <p>The school will use Reader’s Workshop, Math Workshop, and Writer’s Workshop for their structures.</p> <p>The school will incorporate Minds in Motion during the school day.</p>			
b. Three consecutive years in lowest category?		c. Voluntarily recognizing exclusive representative?	
<input type="radio"/> Yes <input type="radio"/> No		<input type="radio"/> Yes <input type="radio"/> No	
<p><i>If both b. and c. are ‘yes’ please complete section d.</i></p> <p><i>If the answer to either b. or c. is ‘no’ skip section d. and move on to section e.</i></p>			
d. Name of Exclusive Representative: Indiana Education Association (IEA)			
List/Describe the bargainable or discussion items the school will opt out of (if applicable):			
Lesson Plan Templates			
Walkthrough Documents used by Schools			
e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)			
Benchmark Description	Baseline	Year 2	Year 5
IREAD 3	63.9%	67.5%	70.8%
ISTEP+ELA Growth (ILEARN)	101.1	111.2	122.3
ISTEP+ELA Proficiency (ILEARN)	38.1%	44.3%	49.9%
ISTEP+Math Growth (ILEARN)	88.7	97.6	107.3
ISTEP+Math Proficiency (ILEARN)	26.8%	34.1%	40.7%

School Name	School # (4-Digit)
Louis B. Russell	5548

a. Description of Innovations

The school will decide which formative assessments and curriculum will be used at the school.
 The school will decide which model of Opportunity Culture to utilize at the school and will use Student Based Allocations to make staffing decisions. Louis B. Russell will have an MCL, an EIT, and a Reach Associate. The school is also being provided an additional MCL for Special Education support. This may change year to year based on need. Louis B. Russell will also have a Math Coach provided through the Transformation Zone grant. Two Class Size Reduction Teachers and a Culture and Climate Specialist will also be paid for out of the Transformation Zone grant. These additional positions will help to provide Academic and Culture/Climate support for Louis B. Russell. They have transitioned to a new leader during the 2017-2018 school year.
 The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.
 The school will participate in monthly data discussions and School Improvement Plan strategy reviews with Transformation Zone Director.
 The school will decide which walkthrough tools to utilize when providing teachers feedback.
 The school will design a lesson plan template aligned to their school expectations.
 The school will use Reader’s Workshop and Math Workshop.

b. Three consecutive years in lowest category?

Yes No

c. Voluntarily recognizing exclusive representative?

Yes No

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 If the answer to either b. or c. is ‘no’ skip section d. and move on to section e.*

d. Name of Exclusive Representative: Indiana Education Association (IEA)

List/Describe the bargainable or discussion items the school will opt out of (if applicable):

Lesson Plan Templates
 Walkthrough Documents used by Schools

e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)

Benchmark Description	Baseline	Year 2	Year 5
IREAD 3	71.7%	74.5%	77.1%
ISTEP+ELA Growth (ILEARN)	74.0	81.4	89.5
ISTEP+ELA Proficiency (ILEARN)	32.8%	39.5%	45.6%
ISTEP+Math Growth (ILEARN)	100.1	110.1	121.1
ISTEP+Math Proficiency (ILEARN)	18.9%	27%	34.3%

School Name	School # (4-Digit)
James Whitcomb Riley	5543

a. Description of Innovations

The school will decide which formative assessments and curriculum will be used at the school.
 The school will decide which model of Opportunity Culture to utilize at the school and will use Student Based Allocations to make staffing decisions. The school will have two MCL positions as a part of their Opportunity Culture design. This may change year to year based on need.
 The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.
 The school will participate in monthly data discussions and School Improvement Plan strategy reviews with the Transformation Zone Director.
 The school will decide which walkthrough tools to utilize when providing teachers feedback.
 The school will design a lesson plan template aligned to their school expectations.

b. Three consecutive years in lowest category?

Yes No

c. Voluntarily recognizing exclusive representative?

Yes No

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 If the answer to either b. or c. is 'no' skip section d. and move on to section e.*

d. Name of Exclusive Representative: Indiana Education Association (IEA)

List/Describe the bargainable or discussion items the school will opt out of (if applicable):

Lesson Plan Templates
 Walkthrough Documents used by Schools

e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)

Benchmark Description	Baseline	Year 2	Year 5
IREAD 3	55.6%	60%	64%
ISTEP+ELA Growth (ILEARN)	90.1	99.1	109
ISTEP+ELA Proficiency (ILEARN)	23.9%	31.5%	38.4%
ISTEP+Math Growth (ILEARN)	66.9	73.6	80.9
ISTEP+Math Proficiency (ILEARN)	8.0%	17.2%	25.5%

School Name	School # (4-Digit)
Clarence Farrington	5662

a. Description of Innovations

The school will decide which formative assessments and curriculum will be used at the school.
 The school will decide which model of Opportunity Culture to utilize at the school and will use Student Based Allocations to make staffing decisions. The school will have one EIT based on their Opportunity Culture design. This may change year to year based on need.
 The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.
 The school will participate in monthly data discussions and School Improvement Plan strategy reviews with the Transformation Zone Director.
 The school will decide which walkthrough tools to utilize when providing teachers feedback.
 The school will design a lesson plan template aligned to their school expectations.

b. Three consecutive years in lowest category?

Yes No

c. Voluntarily recognizing exclusive representative?

Yes No

*If both b. and c. are 'yes' please complete section d.
 If the answer to either b. or c. is 'no' skip section d. and move on to section e.*

d. Name of Exclusive Representative: Indiana Education Association (IEA)

List/Describe the bargainable or discussion items the school will opt out of (if applicable):

Lesson Plan Templates
 Walkthrough Documents used by Schools

e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)

Benchmark Description	Baseline	Year 2	Year 5
IREAD 3	68%	71.2%	74.1%
ISTEP+ELA Growth (ILEARN)	102	112.2	123.42
ISTEP+ELA Proficiency (ILEARN)	33.7%	40.3%	46.3%
ISTEP+Math Growth (ILEARN)	50.3	55.3	60.9
ISTEP+Math Proficiency (ILEARN)	11.9%	20.7%	28.6%

School Name	School # (4-Digit)
George Buck	5619

a. Description of Innovations

The school will decide which formative assessments and curriculum will be used at the school.
 The school will decide which model of Opportunity Culture to utilize at the school and will use Student Based Allocations to make staffing decisions. The school will have one MCL, two EIT, one Reach Associate, and one Aspiring Teacher based on their Opportunity Culture model. This may change year to year based on need.
 The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.
 The school will participate in monthly data discussions and School Improvement Plan strategy reviews with the Transformation Zone Director.
 The school will decide which walkthrough tools to utilize when providing teachers feedback.
 The school will design a lesson plan template aligned to their school expectations.

b. Three consecutive years in lowest category?

Yes No

c. Voluntarily recognizing exclusive representative?

Yes No

*If both b. and c. are 'yes' please complete section d.
 If the answer to either b. or c. is 'no' skip section d. and move on to section e.*

d. Name of Exclusive Representative: Indiana Education Association (IEA)

List/Describe the bargainable or discussion items the school will opt out of (if applicable):

Lesson Plan Templates
 Walkthrough Documents used by Schools

e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)

Benchmark Description	Baseline	Year 2	Year 5
IREAD 3	51.4%	56.3%	60.6%
ISTEP+ELA Growth (ILEARN)	59.4	65.3	71.9
ISTEP+ELA Proficiency (ILEARN)	24.9%	32.4%	39.2%
ISTEP+Math Growth (ILEARN)	58.9	64.8	71.3
ISTEP+Math Proficiency (ILEARN)	10.9%	19.8%	27.8%

School Name	School # (4-Digit)
Ralph Waldo Emerson	5558

a. Description of Innovations

The school will decide which formative assessments and curriculum will be used at the school.
 The school will decide which model of Opportunity Culture to utilize at the school and will use Student Based Allocations to make staffing decisions. The school will have two MCL's as a part of their Opportunity Culture design. This may change year to year based on need.
 The school will have support from district level positions to improve academics and school climate through a coaching model will building based staff.
 The school will participate in monthly data discussions and School Improvement Plan strategy reviews with the Transformation Zone Director.
 The school will decide which walkthrough tools to utilize when providing teachers feedback.
 The school will design a lesson plan template aligned to their school expectations.

b. Three consecutive years in lowest category?

Yes No

c. Voluntarily recognizing exclusive representative?

Yes No

*If both b. and c. are 'yes' please complete section d.
 If the answer to either b. or c. is 'no' skip section d. and move on to section e.*

d. Name of Exclusive Representative: Indiana Education Association (IEA)

List/Describe the bargainable or discussion items the school will opt out of (if applicable):

Lesson Plan Templates
 Walkthrough Documents used by Schools

e. School Specific Performance Benchmarks (2-Year & 5-Year Goals)

Benchmark Description	Baseline	Year 2	Year 5
IREAD 3	65.9%	69.3%	72.4%
ISTEP+ELA Growth (ILEARN)	77.8	85.6	94.1
ISTEP+ELA Proficiency (ILEARN)	24.8%	32.3%	39.1%
ISTEP+Math Growth (ILEARN)	79.3	87.2	96
ISTEP+Math Proficiency (ILEARN)	19.9%	27.9%	35.1%

PART 6: Annual Budgets

Use the following template to develop a budget demonstrating financial sustainability of the transformation zone without the use of special turnaround funding at the end of the fifth year of operation, with lower amounts of special turnaround funding in the fourth and fifth years. This budget should focus on money used to fund innovations that are a direct result of the flexibility afforded to the transformation zone. The budget should reflect expenditures across all of the schools in the transformation zone and for transformation zone staff itself.

Year 1 Annual Budget			
PERSONNEL			
Title or Position	Salary (\$)	Benefits (\$)	Total (\$)
Academic Coaches (4)	\$269,700.00	\$67,296.00	\$336,996.00
Instructional Coaches (4)	\$201,300.00	\$64,416.00	\$265,716.00
Transformation Zone Directors (2)	\$220,000.00	\$70,400.00	\$290,400.00
Enter Title or Position Here	Salary (\$)	Benefits (\$)	Total (\$)
Enter Title or Position Here	Salary (\$)	Benefits (\$)	Total (\$)
Total for Personnel	\$691,000.00	\$202,112.00	\$893,112.00
PROFESSIONAL SERVICES			Total (\$)
Organization Name or Program Title			Total (\$)
Mass Insight			\$600,000.00
Enter Organization Name or Program Title Here			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Total for Professional Services			\$600,000.00
OTHER EXPENDITURES			Total (\$)
Description of Expenditure (Title/Category)			Total (\$)
Differentiated Compensation (John Marshal)			\$106,888.00
Enter Title or Category of Expenditure Here			Total (\$)
Enter Title or Category of Expenditure Here			Total (\$)
Enter Title or Category of Expenditure Here			Total (\$)
Enter Title or Category of Expenditure Here			Total (\$)
Total for Other Expenditures			\$106,888.00
Grand Total (Sum of Personnel, Professional Services, and Other Expenditures)			Total (\$)
Funding Source (Describe the funding sources that will be used to support the transformation zone):			
Funding Source		Special Funding	Total (\$)
School Improvement Grant (1003a)		Yes/No	\$1,600,000.00
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Grand Total (Should match grand total above)			Total (\$)

Year 2 Annual Budget			
PERSONNEL			
Title or Position	Salary (\$)	Benefits (\$)	Total (\$)
Academic Coaches (2)	\$88,300.00	\$28,256.00	\$116,556.00
Instructional Coaches (4)	\$192,400.00	\$61,568.00	\$253,968.00

Transformation Zone Director	\$110,000.00	\$35,200.00	\$145,200.00
Social Emotional Coordinators (2)	\$190,000.00	\$56,000.00	\$246,000.00
Data and Project Coordinator	\$95,000.00	\$28,000.00	\$123,000.00
Total for Personnel	\$675,700.00	\$209,024.00	\$884,724.00
PROFESSIONAL SERVICES			
Organization Name or Program Title		Total (\$)	
Enter Organization Name or Program Title Here		Total (\$)	
Enter Organization Name or Program Title Here		Total (\$)	
Enter Organization Name or Program Title Here		Total (\$)	
Total for Professional Services		Total (\$)	
OTHER EXPENDITURES			
Description of Expenditure (Title/Category)		Total (\$)	
Class Size Reduction Teachers (Louis B. Russell – 2)		\$126,984.00	
Culture and Climate Specialist (Louis B. Russell)		\$87,360.00	
Differentiated Compensation (Arlington Middle School – ELA and Math, Principal)		\$40,000.00	
Differentiated Compensation (Principals)		\$67,500.00	
Professional Development/Achievement Network		\$73,432.00	
Total for Other Expenditures		\$380,476.00	
Grand Total (Sum of Personnel, Professional Services, and Other Expenditures)			\$1,280,000.00
Funding Source (Describe the funding sources that will be used to support the transformation zone):			
Funding Source		Special Funding	Total (\$)
School Improvement Grant (1003a)		Yes/No	\$1,280,000.00
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Enter the Name of Fund or Grant		Yes/No	Total (\$)
Grand Total (Should match grand total above)			Total (\$)

Year 3 Annual Budget			
PERSONNEL			
Title or Position	Salary (\$)	Benefits (\$)	Total (\$)
Academic Coach (1)	\$48,100.00	\$15,392.00	\$63,492.00
Instructional Coaches (4)	\$192,400.00	\$61,568.00	\$253,968.00
Transformation Zone Director	\$110,000.00	\$35,200.00	\$145,200.00
Social Emotional Coordinators (2)	\$190,000.00	\$56,000.00	\$246,000.00
Data and Project Coordinator	\$95,000.00	\$28,000.00	\$123,000.00
Total for Personnel	\$635,500.00	\$196,160.00	\$831,660.00
PROFESSIONAL SERVICES			Total (\$)
Organization Name or Program Title			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Total for Professional Services			Total (\$)
OTHER EXPENDITURES			Total (\$)
Description of Expenditure (Title/Category)			Total (\$)
Culture and Climate Specialist (Louis B. Russell)			\$87,360.00
Differentiated Compensation (Arlington Middle School – ELA and Math, Principal)			\$40,000.00
Differentiated Compensation (Principals)			\$67,500.00
Professional Development/Achievement Network			\$93,480.00
Enter Title or Category of Expenditure Here			Total (\$)
Total for Other Expenditures			\$235,276.00
Grand Total (Sum of Personnel, Professional Services, and Other Expenditures)			\$1,120,000.00
Funding Source (Describe the funding sources that will be used to support the transformation zone):			
Funding Source	Special Funding	Total (\$)	
School Improvement Grant (1003a)	Yes/No	\$1,120,000.00	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Grand Total (Should match grand total above)			Total (\$)

Year 4 Annual Budget			
<i>This budget should reflect a shift to more sustainable funding sources and/or the expiration of certain expenditures to demonstrate sustainable of the innovations put into place through the transformation zone.</i>			
PERSONNEL			
Title or Position	Salary (\$)	Benefits (\$)	Total (\$)
Academic Coach (1)	\$48,100.00	\$15,392.00	\$63,492.00
Instructional Coaches (3)	\$144,300.00	\$46,176.00	\$190,476.00
Transformation Zone Director	\$110,000.00	\$35,200.00	\$145,200.00
Social Emotional Coordinators (2)	\$190,000.00	\$56,000.00	\$246,000.00
Data and Project Coordinator	\$95,000.00	\$28,000.00	\$123,000.00
Total for Personnel	\$587,400.00	\$180,768.00	\$768,168.00
PROFESSIONAL SERVICES			Total (\$)
Organization Name or Program Title			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Total for Professional Services			Total (\$)
OTHER EXPENDITURES			Total (\$)
Description of Expenditure (Title/Category)			Total (\$)
Differentiated Compensation (Arlington Middle School – ELA and Math, Principal)			\$40,000.00
Differentiated Compensation (Principals)			\$67,500.00
Professional Development/Achievement Network			\$84,332.00
Enter Title or Category of Expenditure Here			Total (\$)
Enter Title or Category of Expenditure Here			Total (\$)
Total for Other Expenditures			\$191,832.00
Grand Total (Sum of Personnel, Professional Services, and Other Expenditures)			\$960,000.00
Funding Source (Describe the funding sources that will be used to support the transformation zone):			
Funding Source	Special Funding	Total (\$)	
School Improvement Grant (1003a)	Yes/No	\$960,000.00	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Grand Total (Should match grand total above)			Total (\$)

Year 5 Annual Budget			
<i>This budget should reflect a shift to more sustainable funding sources and/or the expiration of certain expenditures to demonstrate sustainable of the innovations put into place through the transformation zone.</i>			
PERSONNEL			
Title or Position	Salary (\$)	Benefits (\$)	Total (\$)
Academic Coach (1)	\$48,100.00	\$15,392.00	\$63,492.00
Instructional Coaches (2)	\$96,200.00	\$30,784.00	\$126,984.00
Transformation Zone Director	\$110,000.00	\$35,200.00	\$145,200.00
Social Emotional Coordinator (1)	\$95,000.00	\$28,000.00	\$123,000.00
Data and Project Coordinator	\$95,000.00	\$28,000.00	\$123,000.00
Total for Personnel	\$444,300.00	\$137,376.00	\$581,676.00
PROFESSIONAL SERVICES			Total (\$)
Organization Name or Program Title			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Enter Organization Name or Program Title Here			Total (\$)
Total for Professional Services			Total (\$)
OTHER EXPENDITURES			Total (\$)
Description of Expenditure (Title/Category)			Total (\$)
Differentiated Compensation (Arlington Middle School – ELA and Math, Principal)			\$40,000.00
Differentiated Compensation (Principals)			\$67,500.00
Professional Development/Achievement Network			\$110,824.00
Enter Title or Category of Expenditure Here			Total (\$)
Enter Title or Category of Expenditure Here			Total (\$)
Total for Other Expenditures			\$218,324.00
Grand Total (Sum of Personnel, Professional Services, and Other Expenditures)			\$800,000.00
Funding Source (Describe the funding sources that will be used to support the transformation zone):			
Funding Source	Special Funding	Total (\$)	
School Improvement Grant (1003a)	Yes/No	\$800,000.00	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Enter the Name of Fund or Grant	Yes/No	Total (\$)	
Grand Total (Should match grand total above)			Total (\$)

Part 7: Waiver of Regulatory or District Policies

Provide a description of specific regulatory or district policies that would need to be waived for the school corporation to implement the transformation zone. This description need not include any waiver requests that have been described in previous sections of this plan related to IC 20-29. Other than the statutory requirements explicitly waived in IC 20-31-9.5-9.5, a corporation may not request to waive any statutory requirements paced upon traditional public schools in Indiana.

Description of specific regulatory or district policy requirements the corporation is requesting to waive under the transformation zone model.

Deputy Superintendent for Academics

Director of Transformation

Principals (9)

Social Emotional
Coordinator (2)

Data and Project
Coordinator

Instructional
Coaches (4)