

Coastal Community Foundation of South Carolina

Reimagine Schools Funding Proposal

Charleston County School District Funding Request

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Reimagine Schools

Funding Proposal

The Opportunity: Reimagine Schools' will capitalize on the once-in-a-generation opportunity to leverage funding, philanthropy, and the recently passed Schools of Innovation law to fundamentally improve several schools in four distinct school feeder patterns in Charleston County School District (CCSD) over the next 10 years.

Acknowledgement: There is a pressing need to address academic loss for all children in Charleston County Schools and to support ongoing efforts to keep children safe. Research shows that students who were behind before the Covid-19 pandemic only fell further behind in the 2020-2021 school year, and that achievement gaps are even more challenging to overcome for students in low-income households.

Starting with the premise that every child can learn, the Reimagine Schools' initiative will focus on the whole child by acknowledging the role families and communities play in their success. When we invite educators, parents, students, and community leaders to the table to rethink what their schools should be to support academic recovery and close preexisting gaps, we are in fact inviting the village to raise the child. Parents, students, community and local school leaders have a personal perspective and unique context that is invaluable to any plans for school innovation. This initiative seeks to leverage that wisdom in order to close the gap in student achievement that is longstanding and has widened as a result of Covid-19.

The Mission: Close the student achievement gap and support academic recovery efforts for students by establishing schools whose driving passion is to see each student as a unique individual and help them achieve their full potential while empowering administrators and teachers with the resources and support to provide their students with tailored experiences and high achievement opportunities. This proposal recommends the Charleston County School District Board of Trustees build three community-based Innovation Commissions supporting the four Constituent School Districts 4, 9, 20, and 23. The commissions will plan, design, create and implement school innovation plans that address the unique needs of students within the context of the communities in which they reside.

Intended Outcomes:

- Students meet and exceed academic growth and recovery goals, and school performance improves annually.
- Schools move off the Comprehensive Support and Improvement list (long term).
- Identify and implement school models that address the unique cultural, economic, and academic context of students within the communities they reside.
- Leverage existing CCSD strategies and partnerships to support new school models while integrating “what’s working” in the school.

Key Roles and Responsibilities:

- **District Innovation Commissions:** Commissions will include a Charleston County School District School Board member(s) for the district, a Constituent School Board representative for the district, School Improvement Council chairs, administrators for each school, and up to 10 at-large members (teachers, parents, faith, and business leaders, and other key stakeholders).

Responsibilities:

- Engage in community learning with the school community in order to make solid, data-informed recommendations for improvement and change.
 - If necessary, determine new school models for each school.
 - If necessary, determine and recommend schools to be assigned to an Innovation Management Organization.
 - Work with Community Hosts and CCSD to ensure community feedback and aspirations are included in considering new school models.
- **Technical advisor:** The technical advisor supports the community commissions by providing research and information for the best school models to support community aspirations and school needs. Provides review and analysis of federal, state, and local policies to ensure legal compliance for proposed school models.

Responsibilities:

- Advises each commission on the best school models to implement based on school and community context and community aspirations.
- Coordinates data and context-setting activities with CCSD staff.
- Provides a policy review and analysis of HB 3589 (Schools of Innovation) and other SC/Federal statutes related to school reform, Title I, or other appropriate policy in order to ensure legal compliance for proposed school models.

Nonprofit community hosts: Supports the work of the commissions by ensuring the voices and perspectives of parents, school, faith, civic, and business communities are represented in the planning, design, and decision-making for any changes to schools. Acts as a key link to grassroots community stakeholders and parents, ensuring their engagement and participation in public meetings and feedback sessions.

Responsibilities:

- In support of the convener, advertise, communicate, organize and secure grassroots participation in each community commission meeting.
- Co-hosts each commission meeting and provides feedback and advice to commissioners and CCSD on “what the community is saying” about the process and progress being made.
- Helps create buy-in and support for final recommendations by ensuring that all concerns about changes planned for schools are addressed by the Commission publicly.

- **Innovation Management Organization (IMO):** The new SC Schools of Innovation law (HB 3589) allows Districts to engage in partnerships to support school innovation. The IMO provides CCSD the opportunity to assign schools to a nonprofit management organization, if necessary, while maintaining accountability controls for student academic performance and financial data consistent with HB 3589.

Responsibilities:

- Manage assigned schools by providing contract administration, talent recruiting, training, and retention, shared practices, and funding.
- Sustain innovation, autonomy, and public accountability for assigned schools.
- Maintain talent development and recruitment outside of and in coordination with CCSD efforts.
- Maintain engagement with and support from the local school community through advocacy and outreach efforts.

- **Commission and Community Convener**: A Convener will play a critical role in the success of this initiative. The primary role of the convener is to serve as the organizer and administrator of the initiative. They will ensure a smooth and transparent engagement and decision-making process while also ensuring accountability to CCSD and the community for the work of the commissions. This proposal assumes that CCSD will support the recommendations, strategies, and initiatives developed by each Commission for every school in the select feeder patterns.

Responsibilities:

- Clarify the goals, objectives, and outcomes of Reimagine Schools initiative for the CCSD, Commissions, and community at-large.
- Secure and manage the contracts of the Technical Advisor and Community Hosts.
- Manage the communication and reporting process between the Commissions, CCSD Board of Trustees, CCSD Superintendent, and the community-at-large.
- Ensure an equitable, transparent, and inclusive process for decision-making and innovation.
- Coordinate and align the efforts of each Commission, ensuring work is completed on time and within budget.
- Coordinate, plan and organize recommendations for school innovation to the CCSD school board for approval.

Project Timeline, Objectives, and Outcomes: In order to provide ample time for planning, design, change management, and implementation this initiative will take place over two planning years followed by eight years of implementation and evaluation.

District Commissions: We propose the creation of three commissions.

- **Joint Commission** with D9 and D23 to support two feeder patterns in year one of this initiative.
- **D20 Commission** to support two feeder patterns in year one of this initiative.
- **D4 Commission** to support one feeder pattern in year two of this initiative.

Each commission will follow the same four stage process outlined below.

Timelines:

- **Present to August 2022: D20, D23 and D9**

The Joint Commission will focus on a proposed feeder pattern: Angel Oak Elementary, Frierson Elementary, Mt. Zion Elementary, Haut Gap Middle and St. John’s High School in District 9 and Jane Edwards, EB Ellington, Minnie Hughes Elementary Schools and Baptist Hill Middle and High School in District 23.

The D20 Commission will focus on one potential feeder pattern: Sanders Clyde Elementary School, James Simons Elementary School, Charleston Progressive Academy, and Mitchell Elementary School, Simmons Pinckney Middle School and Burke High School.

Process:

- Commission work will begin immediately and no later than January 2022 with Stage I (Establish Commission) and Stage II (School Design).
- At the end of Stage II, the Commission will make recommendations to the CCSD School Board for approval.
- Stage III (Change Management) and Stage IV (Implementation) will begin no later than the start of the 2022-2023 school year.

- **November 2022 to August 2023: D4**

The D4 Commission will focus on two potential feeder patterns:

- Feeder #1. Chicora Elementary School, North Charleston Elementary School, Morningside Middle School, and North Charleston High School.
- Feeder #2. Elementary school (TBD), Jerry Zucker Middle School and Stall High School.

Process:

- Commission work will begin no later than November 2022 with Stage I (Establish Commission) and Stage II (School Design).
- At the end of Stage II, no later than May 2023, the Commission will make recommendations to the CCSD School Board for approval.
- Stage III (Change Management) and Stage IV (Implementation) will begin no later than the start of the 2023-2024 school year.

The chart describes the planning and implementation process in further detail.

	Stage I. Establish Commissions	Stage II. Design Process	Stage III. Change Management	Stage IV. Implementation and evaluation
Objective	<p>Create a shared Vision for the Feeder Pattern</p> <p>Create decision-making processes</p> <p>Understand current school data</p> <p>Understand potential school models and designs (site visits)</p> <p>Create timeline of key milestones and detailed plan to launch Reimagine Schools</p> <p>Define roles and responsibilities of key stakeholders</p>	<p>Engage educator and family voice</p> <p>Collaborate with educators and community leaders to identify/design school models and craft community-informed strategies</p> <p>Identify Talent- and capacity-building strategies and partners</p> <p>Establish school Performance expectations</p> <p>Build communications and engagement strategies to create awareness, excitement, and buy-in to the initiative from district leadership, school board, and community</p> <p>Coordinate with the district and key stakeholders to begin coordination of commission recommendations to School Board</p>	<p>Work with the district and key stakeholders to create structures that will support the implementation of innovative schools</p> <p>Support administrators and educators as they recruit, select, and train governing boards and incorporate their entities</p> <p>Develop contracts that detail roles and responsibilities including budgeting, operations, defined autonomies, and contract terms</p> <p>Collaborate with key stakeholders to operationalize contract decisions</p> <p>Provide additional implementation and change management support to schools</p> <p>Launch Innovation Management Organization</p>	<p>Launch up to 17 Reimagine Schools in four Constituent school districts in distinct school feeder patterns</p> <p>Begin process of raising funds for the School of Innovation Fund at CCF</p>
Outcomes	<p>Broad community support and buy-in for the school</p>	<p>Recruit excellent educators from within the district, across South Carolina, and the country who will support innovative models designed by commissions</p> <p>Design a rigorous selection process to identify the highest-potential school models and approve them for implementation in Charleston; and provide support in preparing to support these schools</p>	<p>Commissions have successfully completed implementation plans and executed school's contracts with CCSD, the Innovation Management Organization or other Nonprofit school operator</p>	<p>Schools are successfully launched/implemented and supported</p> <p>Students will make consistent academic progress over the course of eight years</p>

Estimated Funding Requirements: Operational and administrative costs shown represent two years of support to the Commissions and CCSD for carrying out the initiative.

Operational/Admin cost	Stage I (Establish)	Stage II (Design)	Stage III (Change)	Stage IV (Implementation)	Total
Technical Advisor	\$90,000	\$90,000	\$90,000	\$30,000	\$300,000
Hosts: Commission & Community Engagement	\$45,000	\$45,000	\$30,000		\$120,000
Travel, Events, Communications	\$40,000	\$10,000			\$50,000
Convener: management, design, organization.	\$30,000	\$30,000	\$30,000	\$20,000	\$110,000
Total Operational/Admin cost	\$205,000	\$175,000	\$150,000	\$50,000	\$580,000

Implementation cost			Phase III	Phase IV	Total
Change Management¹ (up to \$300,000 per school)			\$5,100,000		\$5,100,000
Reserved for schools²				\$26,000,000	\$26,000,000
Total Project Budget			\$5,100,000	\$26,000,000	\$31,100,000

Community and Philanthropic Support: The opportunity exists to support the initial investment by CCSD funding to this initiative by creating a *Public School of Innovation Fund* with the Coastal Community Foundation of SC (CCF). CCF would seek to raise funds to support and sustain the structural and programmatic innovations of schools that become Reimagine Schools'. This Fund would extend dollars and provide sustainability to the schools.

The Recommendation:

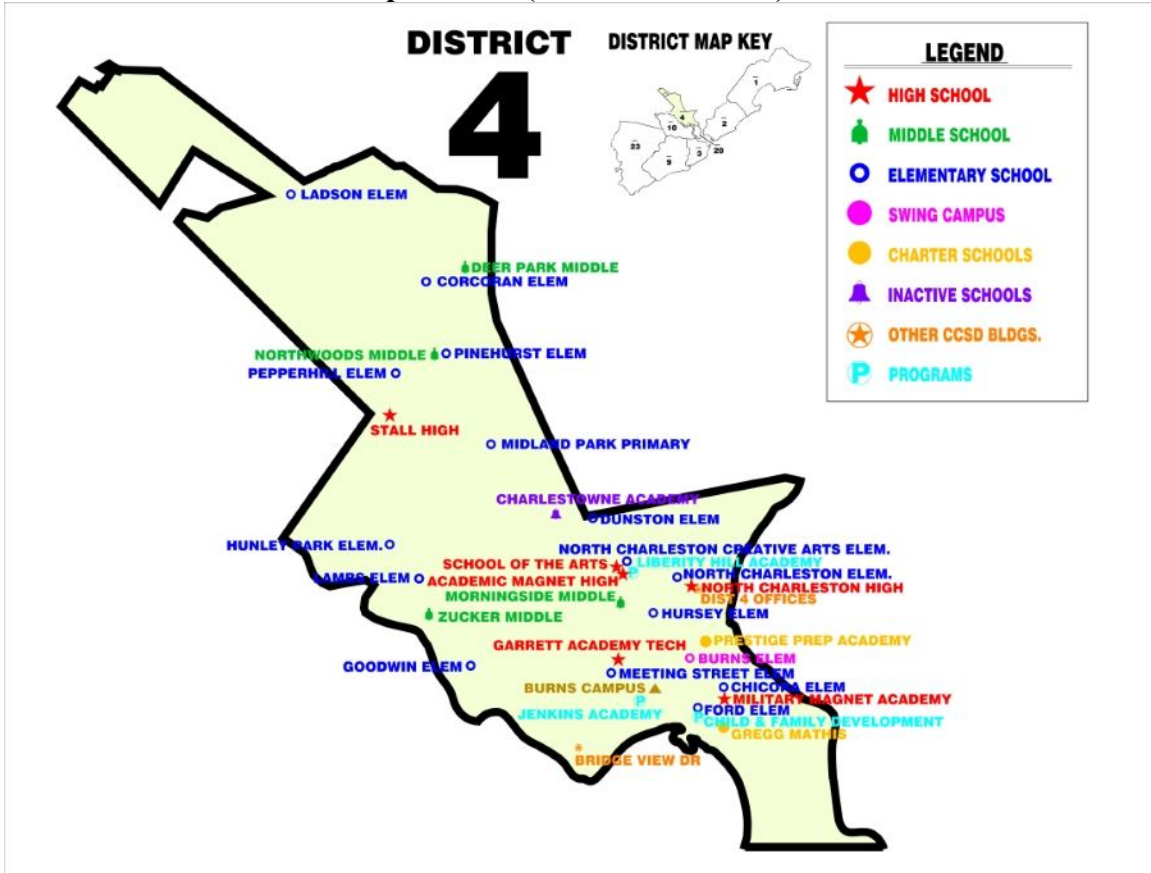
- Establish Innovation Commissions for D9 and D23 (joint), D20, and D4.
- Identify a convener to begin work on this in January 2022 and manage the work for the next two years.
- Fund 2-years of Commission and Convener costs at \$580,000.
- Set aside \$31.1 Million for change management and implementation of Reimagine Schools.
- Coinvest \$75,000 per year (\$225,000) for the next three years in the creation of an IMO in order to support schools of innovation.

¹ Up to \$300,000 per school to implement immediate changes to curriculum, staffing levels etc....in preparation for full school implementation.

² Up to one million dollars per school per year for implementation.

Appendix 1: Proposed School Feeder Patterns

Constituent District 4 – Cooper River (North Charleston)



The proposed feeder pattern in Constituent District 4:

Feeder Pattern #1

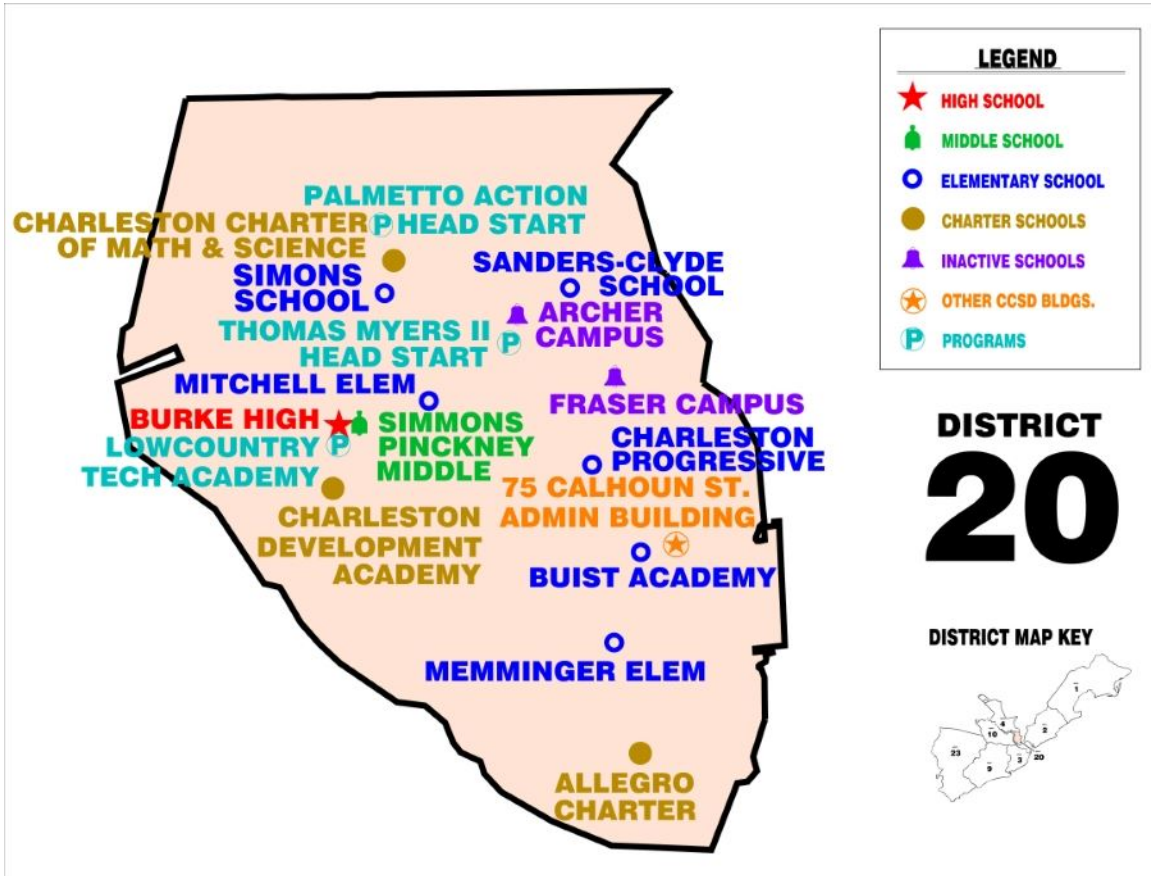
1. Elementary Schools: Chicora Elementary School and North Charleston Elementary School.
2. Middle School: Morningside Middle School.
3. High School: North Charleston High School.²

Feeder Pattern #2

1. Elementary Schools: TBD.
2. Middle School: Jerry Zucker Middle School.
3. High School: Stall High School.

² North Charleston High School has already become a School of Innovation.

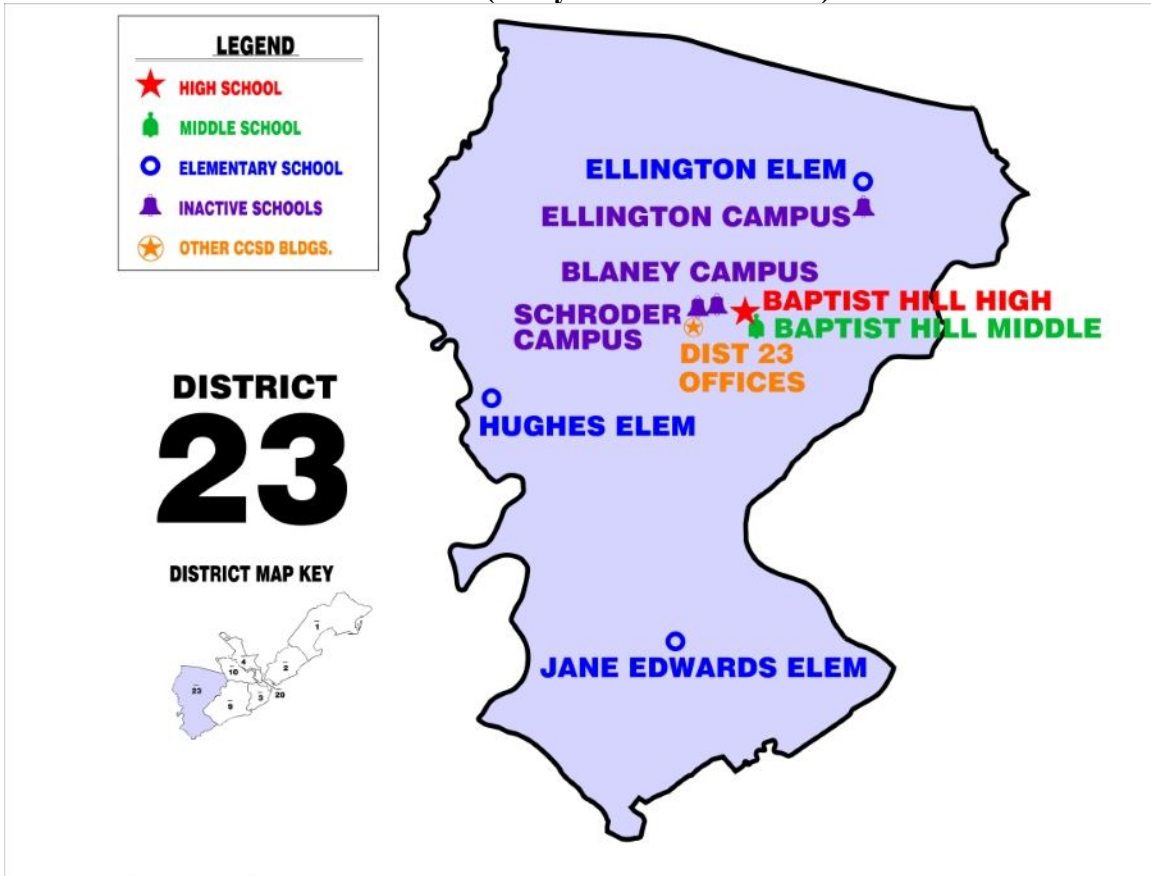
Constituent District 20 – Downtown Charleston



The proposed feeder pattern in Constituent District 20:

1. Elementary Schools: Sanders Clyde Elementary School, James Simons Elementary School, Charleston Progressive Academy, and Mitchell Elementary School.
2. Middle School: Simmons Pinckney Middle School.
3. High School: Burke High School.

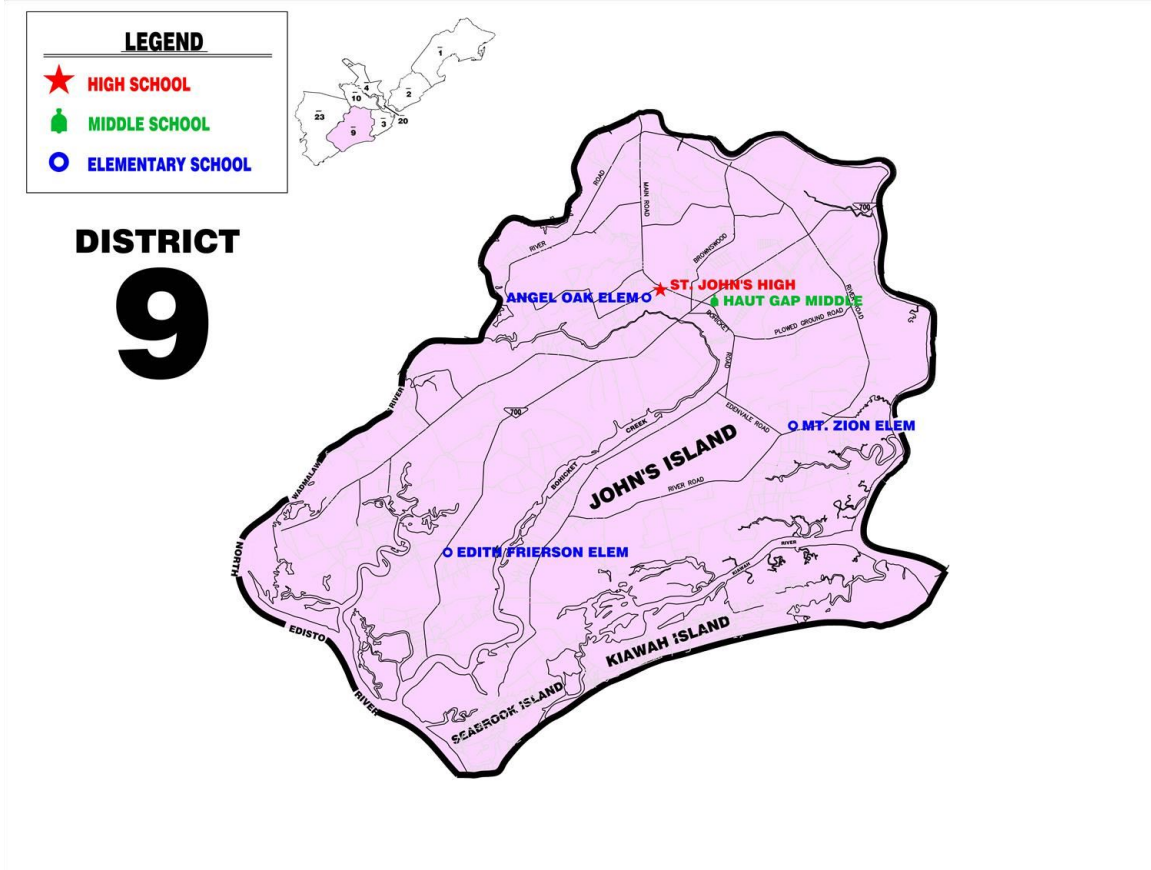
Constituent District 23 – St. Paul’s (Hollywood and Ravenel)



The proposed feeder pattern in Constituent District 23:

1. Elementary Schools: Jane Edwards Elementary School, EB Ellington Elementary School and Minnie Hughes Elementary School.
2. Middle School: Baptist Hill Middle School.
3. High School: Baptist Hill High School.

Constituent District 9 – John’s Island



The proposed feeder pattern in Constituent District 9:

1. Elementary Schools: Angel Oak Elementary, Frierson Elementary, Mt. Zion Elementary.
2. Middle School: Haut Gap Middle.
3. High School: St. John's High School.