



INDIANA STATE BOARD OF EDUCATION

TO: Indiana State Board of Education
FROM: Alicia Kielmovitch, Senior Director of Policy and Legislation, Chad Ranney, Deputy General Counsel, and Jordan Johnson, Legislative Fellow
RE: Application to Establish the Coalition of Continuous Improvement School Districts
DATE: June 1, 2018

Recommendation: Approve the application to establish the Coalition of Continuous Improvement School Districts (CCISD).

Issue Summary: This memorandum serves as an overview the application for the Coalition of Continuous Improvement School Districts, established by HEA 1398 during this past session. This legislation provides that the SBOE may approve a coalition of continuous improvement school districts. HEA 1398 also allows certain statutes or rules, such as the curriculum standards, to be suspended for coalition members. SBOE may approve one coalition of four to eight school districts for the 2018-19 school year to improve student performance, offer flexibility of educational programs, promote innovative instructional strategies, and create systems level changes for students spanning PreK through workforce and higher education.

Legal Summary: This bill allows the SBOE to approve a coalition of school corporations for innovation. As defined in statute the SBOE has the following responsibilities:

- SBOE may approve one coalition of four to eight school districts improve student performance, offer flexibility of educational programs, and promote innovative instructional strategies.
- The coalition will submit to SBOE the description of the educational programs that will be offered by the members and the specific goals and outcomes to be achieved. The plan will also contain how student performance will be measured.
- SBOE may approve a plan that requests a suspension of the curriculum standards, only if the suspension of the standards is related to the specific goal.
- Following the plan's approval, SBOE shall post on its website a copy of the plan and information on how school corporations may submit applications to join the coalition. Coalition members may also recommend to the SBOE applicants to join.
- SBOE may revoke a coalition member's membership if that member has not met the specific goals or outcomes set forth in the coalition's plan.

Membership: The application for the CCISD is comprised of seven school districts across the state:

1. **Batesville Community School Corporation:** located in Franklin and Ripley counties. The district enrolls 2,200 students, with 28% qualifying for free and reduced lunch.
2. **Concord Community Schools:** located in Elkhart. The district enrolls 5,200 students, with 55% qualifying for free and reduced lunch.
3. **Crothersville Community Schools:** located in Jackson County. The district enrolls 459 students, with 55% qualifying for free and reduced lunch.
4. **Greater Clark County Schools:** located in Clark County. The district enrolls 10,000 students, with 57% qualifying for free and reduced lunch.
5. **Goshen Community Schools:** located in Elkhart County. The district enrolls 6,600 students, with 65% qualifying for free and reduced lunch.
6. **Elkhart Community Schools:** located in Elkhart County. The district enrolls 12,000 students, with 65% on free and reduced lunch.



INDIANA STATE BOARD OF EDUCATION

7. **MSD of Decatur Township:** located in Marion County. The district enrolls 6,800 students, with 64% qualifying for free and reduced lunch.

Additional school districts can apply to join the CCISD beginning in the 2019-2020 school year. To join the CCISD districts will submit an application to the coalition, and the coalition will make a recommendation to the SBOE. The legislation provides that in 2019-20 no more than 12 districts will be in the CCISD and no more than 16 in 2020-21.

Allowances for Flexibility: HEA 1398 allows the SBOE to suspend certain laws for members of the coalition. The SBOE may suspend the following:

- IC 20-26-12-1. Mandatory purchase and rental; public school students.
- IC 20-26-12-2. Purchase and rental fee; limitations.
- IC 20-26-12-24. Local curricular material selection.
- IC 20-26-12-26. Mandatory offer to purchase textbooks.
- 511 IAC 6.1-5-5. Textbooks.

CCISD identified as the two issues requiring immediate attention as: 1) flexibility around course sequences and requirements, and 2) flexibility around teacher licensure.

Flexibility around course sequences and requirements: Coalition members must comply with the all graduation requirements, including the new Graduation Pathways policy, but a district can create flexible course sequences and alignments that are not affiliated with the requirements of a Core 40 diploma. As an example, Coalition members would be allowed to offer alternate courses and/or work-based learning experiences with the same rigor as Algebra 2. If a district establishes those alternate courses and/or experiences, parents must provide their consent to enroll the student.

Flexibility around teacher licensure: CCISD members have flexibility regarding teacher licensure. CCISD members may establish their own local district teacher license. These district licenses do not have to be accredited by the Council for the Accreditation of Educator Preparation (CAEP.) However, these temporary licenses must follow IC-20-26-5-10 (Criminal background checks). One benefit is that temporary licenses would enable more people to become educators in Career and Technical Education.

Moving Forward: The state board may revoke a coalition member's membership in the CCISD if it is determined that the member has not met the specific goals or measurable student outcomes. CCISD members will submit biannual academic reports to the SBOE and meet with the SBOE staff liaison monthly. The SBOE staff liaisons for the CCISD is Alicia Kielmovitch and . Beginning in 2019, the Department of Education will submit an annual report to the legislative council on the fiscal impact on each CCISD member. The annual report will provide information regarding teacher compensation, student employment, student compensation from the CCISD, and graduation rates.

The Coalition of Continuous Improvement School Districts (CCISD)



House Enrolled Act (HEA) 1398





Indiana General Assembly

2018 Session

House Bill 1398



Enrolled House Bill (H)

Authored by [Rep. Robert Behning](#).

Co-Authored by [Rep. Terry Goodin](#), [Rep. Cindy Ziemke](#).

Sponsored by [Sen. Jeff Raatz](#), [Sen. Dennis Kruse](#), [Sen. Jean Leising](#).

Authors / Sponsors / Conferees / Advisors



DIGEST

Coalition of school corporations and schools. Provides that the state board of education (state board) may approve a coalition of continuous improvement school districts (coalition). Provides that certain statutes or rules may be suspended for a coalition member. Specifies that the state board may approve a plan submitted by a proposed coalition that requests the suspension of all or portions of IC 20-30 (curriculum) only if the suspension is related to a specific goal of the proposed coalition. Requires the department of education to annually report to the legislative council information regarding the following: (1) The fiscal impact on a school corporation or school that participates in a coalition. (2) The qualifications of each teacher who teaches in a coalition. (3) The type of future employment for which a student in a coalition is trained, if applicable, and the amount and terms of compensation that a student receives through a coalition's partnership with a member of business or industry. (4) The impact of a coalition member's participation in a coalition on the coalition member's graduation rates. (5) Information regarding where a student in a coalition later obtains full-time employment, if applicable.



Indiana General Assembly

2018 Session

- The bill authorizes a process for school districts to apply to be a member of the Coalition of Continuous Improvement School Districts (CCISD). Members of the CCISD are granted the authority to operate with flexibility as outlined in HEA 1398.
- In 2018-19 No fewer than four (4) but not more than eight (8) districts will submit a plan to the Indiana State Board of Education.
- In 2019-20 there will be no more than twelve (12) member districts in the CCISD.
- In 2020-21 there will be no more than sixteen (16) member districts in the CCISD.
- Beginning in 2021-22 the IN SBOE shall limit the number of districts to no more than thirty (30) members in the CCISD.

[House Enrolled Act No. 1398](#)

The Coalition of Continuous Improvement School Districts (CCISD)

The Coalition of Continuous Improvement School Districts (CCISD) is a coalition of seven school districts representing small, large, rural, suburban, and urban districts united to focus on innovative ideas, improving student learning, and taking purposeful risks to better serve all students in Indiana. When granted flexibility to eliminate barriers that inhibit student achievement or outcomes, CCISD will learn from each other, cultivate innovative best practices and serve as model districts for other schools to replicate student successes.

The Coalition of Continuous Improvement School Districts (CCISD)

The initial cohort of seven school districts; Batesville Community Schools, Concord Community Schools, Crothersville Community Schools, Greater Clark County Schools, Goshen Community Schools, Elkhart Community Schools, and Metropolitan School District of Decatur Township, will implement their own respective strategies to promote student success for the over 44,000 students they collectively serve.

The Coalition of Continuous Improvement School Districts (CCISD)

The vision of the CCISD is to act as purposeful risk takers disrupting the status quo to meet the needs of our diverse learners. Our mission is to challenge traditional thinking and construct brighter futures through collegiality with a focus on research-based practices. As a coalition, we believe that we must:

- Serve as a think tank;**
- Maintain openness to ideas;**
- Identify the horizon and be on the edge of change;**
- Cultivate key partnerships;**
- Build bridges that span organizations for the advancement of workforce development;**
- Overcome resistance; and**
- Embrace change for betterment of student success**

Defining the
INDIANA COALITION OF CONTINUOUS IMPROVEMENT SCHOOL DISTRICTS (CCISD)



VISION
 Act as purposeful risk takers to meet the needs of our diverse learners, by challenging the status quo.



MISSION
 Challenge traditional thinking, construct brighter futures, through collegiality, with a focus on research based practice.

OUR DEFINITION OF INNOVATION AS ADAPTED FROM EDWEEK

A product, process, strategy, or approach that improves significantly the status quo and reaches scale.

In terms of the Indiana Coalition of Continuous Improvement School Districts, we believe this means spreading our influence to other School Districts in Indiana and surrounding states.

WHY IS THE COALITION IMPORTANT?

The Coalition empowers school districts by engaging in meaningful conversations about improving student learning, by taking purposeful risks to better serve all students in Indiana, and by collaborating with the State Board of Education and other education stakeholders.

Student success is effectively influenced by innovation.

CORE BELIEFS

AS A COALITION, WE STRIVE TO...



Serve as a think tank



Cultivate key partnerships



Overcome resistance



Maintain openness to ideas



Identify the horizon, and be on the edge of change



Build bridges that span organizations for the betterment of workforce development



Embrace change for betterment of student success

COALITION OF CONTINUOUS IMPROVEMENT SCHOOL DISTRICTS (CCISD)

BOARD BY-LAWS



TABLE OF CONTENTS

Article I	Page 2
Article II- PURPOSE	Page 2
Article III- MEMBERSHIP	Page 3
Section I. Initial Membership	Page 3
Section II. Membership Eligibility	Page 3
Section III. Membership Application	Page 3
Section IV. Limitations to Membership	Page 4
Section V. Members of the Executive Board	Page 4
Section VI. Members of the Coalition Board	Page 4
Section VII. Advisory Committee to the Board	Page 4
Section VIII. Revocation of Continuous Improvement Districts Authority to Operate	Page 5
Section IX. Renewal of Membership in the Coalition	Page 6
Article IV- OFFICERS AND COMMITTEES	Page 6
Section I. Officers	Page 6
Section II. Committees	Page 6
Article V- DUTIES OF OFFICERS AND COMMITTEES	Page 6
Section I. Duties of Officers	Page 6
Section II. Duties of Committees	Page 7
Article VI- INDIANA STATE BOARD OF EDUCATION SUPPORT	Page 7
Section I. Authority to Operate	Page 7
Section II. Implementation of Goals	Page 7
Section III. Laws and Regulations	Page 7
Article VII- MEETINGS	Page 8
Section I. Board Meetings	Page 8
Section II. Executive Board Meetings	Page 8
Article VIII- REQUIRED REPORTS	Page 8
Section I. Data Collection	Page 8
Section II. Annual Reports	Page 9
Article XI- BY-LAW DEVELOPMENT AND AMENDMENTS	Page 9

INDIANA COALITION OF CONTINUOUS IMPROVEMENT SCHOOL DISTRICTS (CCISD) BOARD BY-LAWS

Adopted by the Coalition of Continuous Improvement School Districts – May 1, 2018

ARTICLE I

The name of the coalition established by Indiana HEA 1398 and amendments thereto shall be the Coalition of Continuous Improvement School Districts (CCISD).

ARTICLE II

PURPOSE

The purposes of this Coalition of Continuous Improvement School Districts Board shall be to:

- A. Create a system which promotes innovation and improvement as a means to ensure the continued growth in student achievement and prosperity of education in the State of Indiana.
- B. Approve or deny the request of Indiana school corporations to operate as a member of the Coalition of Continuous Improvement School Districts.
- C. Monitor the number of districts accepted as a member of the Coalition of Continuous Improvement School Districts according to HEA 1398 and amendments thereto.
- D. Monitor district success in demonstrating progress in achievement of goals and outcomes described in its application for authority to operate as a Coalition of Continuous Improvement School District.
- E. Consider submitting a petition for removal of authority to operate as a member of the Coalition of Continuous Improvement School Districts when the district has for two consecutive years not met the standards outlined in CCSID application.
- F. To pilot innovative ideas and report the results to the Indiana State Board of Education.

ARTICLE III MEMBERSHIP

Section I. Initial Membership

The Indiana State Board of Education will approve the initial districts as members of the Coalition of Continuous Improvement School Districts. HEA 1398 establishes the initial membership to be no less than four districts and no more than eight.

Section II. Membership Eligibility

Any Indiana School District as defined in IC 20-51-1-4.7 is eligible to be considered for membership in the Coalition for Continuous Improvement School Districts. Districts must submit an application to be accepted to membership which will be considered by the process outlined in Article III, Section III.

Section III. Membership Application

- A. The application for membership must be developed by the Indiana Coalition of Continuous Improvement School Districts Board according to the requirements of HEA 1398. The application shall be accessible on the Indiana State Board of Education's website. The application includes the following:
 1. A description of the various educational programs that will be offered by members of the Coalition,
 2. A description of potential partnerships with
 - a. business or industry;
 - b. postsecondary educational institutions; or
 - c. community partners.
 3. The specific goals and the measurable student outcomes to be obtained by operating as a Coalition of Continuous Improvement School Districts.
 4. An explanation of how student performance in achieving the specified outcomes will be measured, evaluated and reported and
 5. Laws, rules, and/or regulations the district feels need to be waived in order to accomplish the plan(s).
- B. The application shall be submitted no later than December 1 of the school year preceding the school year in which the school district intends to operate as a member of the Coalition of Continuous Improvement School Districts.
- C. Applications are submitted to the Coalition of Continuous Improvement School Districts Executive Board for approval. The Coalition Board must act on the application by March 1. A majority vote of the Coalition of Continuous Improvement School Districts Executive Board will be required to approve the

- district's application. The district is to be notified by March 31 of the decision of the Coalition. If authority is not granted, the reasons for the denial must be stated.
- D. The Coalition of Continuous Improvement School Districts' Executive Board has the authority to request that the applying district modify its application prior to making a final decision.
 - E. When a district's application is not accepted by the Coalition, the district may reapply the following year.
 - F. The Coalition will notify the Indiana State Board of Education when additional districts are added to the Coalition of Continuous Improvement School Districts.

Section IV. Limitations to Membership to the Coalition

HEA 1398 establishes membership to no less than four districts and no more than eight in 2018-2019 school year. During the 2019-2020 school year no more than a total twelve (12) school corporation may participate in the Coalition and up to sixteen (16) in the 2020-2021 school year. The Coalition of Continuous Improvement School Districts is prohibited to accept more than thirty (30) total school corporations.

Section V. Members of the Executive Board

The Executive Board shall consist of the Superintendent or his/her designee from the initial four to eight school districts chosen to be members of the Coalition of Continuous Improvement School Districts. The Executive Board shall be the voting Board for membership. The Executive Board shall work with the Chair to establish appropriate agendas for Coalition Board action. If a member of the Executive Board shall leave their School District, the new Superintendent or his/her designee shall serve on the Executive Board. If a District that serves on the Executive Board shall leave the Coalition, the Executive Board shall accept nominations from the Coalition Board. The majority vote of the Executive Board shall fill the vacancy on the Executive Board.

Section VI. Members of the Coalition Board

The superintendent or his/her designee from each district in the Coalition of Continuous Improvement School Districts Board will serve on the Board. All members to the Coalition Board are voting members.

Section VII. Advisory Committee to the Board

The Indiana Department of Education and the State Board of Education will appoint one member each to serve on the Coalition of Continuous Improvement School Districts Board in an advisory capacity from 2018-2020. One additional appointment from the Indiana Department of Education and the State Board of Education may be made anytime during or after the 2020-2021 school year.

Section VIII. Revocation of a Continuous Improvement District's Authority to Operate

- A. A District may petition in writing to the Coalition Board to be released from the grant of authority to operate as a continuous improvement district. The petition must include reasons for the request.
- B. The State Board of Education may revoke a Coalition member's membership if the State Board determines that the coalition member has not met the specific goals or measurable student outcomes set forth under section 1(c)(3) of HEA 1398.
- C. The Coalition of Continuous Improvement School Districts Board may also submit a petition to the Coalition's Executive Board requesting that a District's authority to operate as a continuous improvement district be revoked if the district fails to meet the accountability requirements for two or more consecutive school years.
 1. If a District submits the petition to be removed, the Coalition Executive Board shall vote to grant the petition. Once approved the District shall be released from the grant of authority to operate as a Continuous Improvement School District effective for the school year immediately following the grant of the petition.
 2. If the Coalition submits a petition for a District to be removed from the Coalition, the Coalition Executive Board shall vote to grant the petition after the District that is subject to the petition has been provided the opportunity to present information refuting the basis upon which the petition was premised.
 - a. The Coalition of Continuous Improvement School Districts Executive Board shall provide a written notice of a hearing within 30 calendar days of the submitted petition from the Board.
 - b. The District subject to the petition must request a meeting with the Executive Board within 10 calendar days upon the receipt of the written notice.
 - c. If a meeting is requested by the District, it must be scheduled by the Executive Board and held within 30 calendar days of the request from the District.
 - d. Notification of the CCISD Executive Board's decision shall be sent to the District within 10 calendar days of the meeting.
 - e. If the petition is granted, the authority to operate as a CCISD member shall be revoked beginning with the school year immediately following the grant of the petition.
- D. The CCISD shall also inform the State Board of Education any changes in membership.

Section IX. Renewal of Membership in the Coalition

- A. When a Coalition member has a change in the Superintendent position, the District must submit an updated application for renewal of its authority to operate as a CCISD member. If the District does not submit an updated application, within ninety days, the authority to operate as a CCISD member shall be revoked at the next Executive Board meeting.
- B. Applications for membership must be updated a minimum of one time every five years. Members of the Coalition must update their application no later than December 1 prior to the expiration of the five school-year period.

**ARTICLE IV
OFFICERS AND COMMITTEES**

Section I. Officers

- A. The Executive Board, by a unanimous decision, determine the Coalition of Continuous Improvement School Districts' Chairperson. The Chairperson will serve for a five years term.
- B. In the case of a resignation of the Chairperson within the first five year, the new Chairperson is to be selected in the same manner as outlined in Section I.A.
- C. A Vice-Chairperson will also be elected by the Coalition of Continuous Improvement School Districts' Executive Board.
- D. A Chairperson or Vice-Chairperson may serve a maximum of two terms or ten years.

Section II. Committees

The Coalition of Continuous Improvement School Districts may appoint sub-committees.

**ARTICLE V
DUTIES OF OFFICERS and COMMITTEES**

Section I. Duties of Officers

- A. Chairperson
 - 1. Preside at Coalition Board meetings,
 - 2. Sets Agenda in consultation with the Executive Board,

3. Ensures that all members of the Board are notified of meetings,
4. Appoints members to Sub-Committees of the Coalition Board, and

B. Vice-Chairperson

1. In case of absence of Chairperson, will preside at the meeting.
2. Assists the Chairperson

Section II. Duties of Committees

When committees are appointed, the duty of the Committee will be to fulfill the expectations as determined by the Coalition Board.

ARTICLE VI

INDIANA STATE BOARD OF EDUCATION SUPPORT

Section I. Authority to Operate

The Indiana State Board of Education, upon request, shall provide the Coalition with technical advice and assistance regarding the authority to operate as a Coalition of Continuous Improvement School District.

Section II. Implementation of Goals

The Indiana State Board of Education, upon request, shall provide the Coalition with technical advice and assistance during the implementation of its goals of improvement.

Section III. Laws and Regulations

The districts comprising the Coalition of Continuous Improvement School Districts shall be waived of all laws and regulations under the control of the State Board of Education per the guidelines of the HEA 1398.

ARTICLE VII MEETINGS

Section I. Board Meetings

The Coalition Board may meet as needed. The location of the meeting will be at the discretion of the Board.

Section II. Executive Board Meetings

The Executive Board shall meet at least once monthly to discuss the educational programs of the Coalition of Continuous Improvement School Districts and the success or failures of those programs. Such meetings shall be conducted in the spirit of cooperation and the sharing of educational program concepts that are either being implemented or being considered for implementation.

ARTICLE VIII REQUIRED REPORTS

Section I. Data Collection

The Coalition of Continuous Improvement School Districts will collaborate with the State Board of Education to develop a data collection system regarding the following:

1. The fiscal impact on each coalition member of the member's participation in a coalition.
2. The qualifications of each teacher who teaches in a coalition, as follows:
 - a. Whether the teacher holds a license under IC 20-28.
 - b. Whether the teacher is paid by:
 - i. a coalition member; or
 - ii. another employer.
3. The type of future employment for which a student in a coalition is trained if the student is trained in a type of employment.
4. The amount and terms of compensation for each student who receives compensation from a member of business or industry through a coalition's partnership.
5. The impact of a coalition member's participation in a coalition on the coalition member's graduation rates.
6. Information regarding where a student in a coalition obtains full-time employment when the student graduates or leaves school.

Section II. Annual Reports

The Coalition Board will report annually to the State Board of Education regarding student performance in the coalition districts, laws and rules and regulations deemed problematic by the Coalition Board, and any other information regarding success or problems experienced by the districts during the previous school year.

ARTICLE IX
BYLAW DEVELOPMENT AND AMENDMENTS

The Coalition of Continuous Improvement Districts Board will develop bylaws which establish the operational procedures of the Coalition Board and Executive Board.

These bylaws may be amended by a two-thirds vote of the total Coalition of Continuous Improvement Districts Board membership, provided that the proposed amendment(s) shall have been presented to this board at a previous regular meeting.