Building Bridges Collaboration

Baldwyn/Booneville Collaboration

The Baldwyn and Booneville School Districts are requesting to have their collaborative approved to become a District of Innovation. The collaboration is aptly named the Building Bridges Collaboration. Students in both school districts will benefit immensely from the collaboration. A “District of Innovation” designation would be immensely beneficial for our communities. Through this collaboration all types of students will have opportunities for success.

Baldwyn School District will provide to students in both districts the opportunity to take vocational courses in Industrial Maintenance or Furniture Manufacturing. Upon finishing two years of Industrial Maintenance or Furniture Manufacturing the students would have to opportunity to obtain Work Keys © certification for use in the local industries. The resource offered by the Baldwyn School District benefits not only their students, but the region benefits as well. Baldwyn School District is willing to share their industrial resources that are plentiful in their community. The towns of Baldwyn and Booneville will experience economic growth benefits from the ability for their future workforce to obtain highly sought after workforce-ready certifications that would come from the vocational collaboration.

Booneville School District will offer both districts the opportunity to take Advanced Placement courses through online delivery. The Advanced Placement courses will be taught by Booneville High School teachers that have AP certifications. Presently if a student at Baldwyn wants to take an Advanced Placement course he or she must take it through either the Mississippi Virtual School program or from a third-party vendor. The benefit of taking an AP course virtually through Booneville High School is the students proximity to the respective teachers. It is only a fifteen-minute drive from Baldwyn High School to Booneville High School. Face-to-face interaction will be invaluable when students are doing lab assignments or hands-on problem solving activities. The purpose of the AP
collaboration is to raise the academic aptitude at both campuses, respectively. Raising the achievement levels at both campuses will lead to a more learned workforce in our region. Ultimately increasing the achievement level of the students helps cultivate positive economic development.

Both districts are also requesting the ability to move to a modified 3x3 block. There will be two year-long fifty minute periods in addition to 3 semester-long blocks. The request for the modified block is two-fold. First, a modified block schedule allows the lower-performing students the opportunity to take English/Language Arts (ELA) or math twice during one school year. The ability to take ELA or math twice during a school year also addresses the achievement gap that exists throughout both school districts. High schools are afforded the opportunity to use block scheduling for remediation and enrichment. We are asking for the same opportunity. Secondly, a modified block schedule at the seventh and eighth grade level helps decrease the dropout rate. Students drop out, statistically at the high school level due to the compulsory school attendance law. However, student dropouts happen long before the high school level. Students having two opportunities to take ELA or math should improve the graduation rate while lowering the dropout rate, respectively.

By joining together, Baldwyn School District and Booneville School District have the chance to equip all learners with a skillset instrumental to their future. Baldwyn’s career and technical educational experiences are designed to provide students entering the workforce a valuable skillset that can propel one forward. However, not all students in the district plan to enter the working world immediately upon graduation. The enhanced course offerings through the Booneville School District allow these students to have a more diverse course selection. The Building Bridges program allows for every student within both Baldwyn and Booneville School Districts to have learning experiences tailored to their future needs.
Building Bridges

Baldwyn School District & Bruneville School District
Collaboration
for
District of Innovation
Innovative Plan Component #1: Innovative Plan and Design

<table>
<thead>
<tr>
<th>School Name</th>
<th>Innovation Location</th>
<th>Facilities to Be Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baldwyn Career Advancement Center</td>
<td>512 North Fourth Street</td>
<td>Workshop and classrooms</td>
</tr>
<tr>
<td></td>
<td>Baldwyn, Mississippi 38824</td>
<td></td>
</tr>
<tr>
<td>Baldwyn High School</td>
<td>512 North Fourth Street</td>
<td>Classrooms</td>
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<tr>
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<tr>
<td>Baldwyn Middle School</td>
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<td>Classrooms</td>
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<td>Baldwyn, Mississippi 38824</td>
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<td>Booneville High School</td>
<td>300-B George Allen Drive</td>
<td>Classrooms</td>
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<tr>
<td></td>
<td>Booneville, Mississippi 38829</td>
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<td>Booneville Middle School</td>
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<td></td>
<td>Booneville, Mississippi 38829</td>
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</tbody>
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*Note to Applicant: Add more rows as needed*

Describe the proposed innovative model.

The ultimate goal of the Baldwyn School District is to create a learning environment where all students are encouraged, enriched, and empowered for success whether it be college and/or career related. The Building Bridges innovative plan seeks to establish direct pathways into lucrative employment opportunities for students in the community immediately upon high school graduation as well as make certain students are highly prepared for post graduate studies.

The three programs integral to the success of Building Bridges are:

1) Support for a career and technical educational center on the campus of Baldwyn High School- Baldwyn School District will offer advanced industry training and education along with distance learning opportunities for students on campus in a state of the art facility (Baldwyn Career Advancement Center), equipping students with knowledge and certification to fulfill industry jobs immediately upon high school graduation. This facility and its resources would be open to students from Booneville and Prentiss County School Districts. Students who struggle to find their place in academia will have a unique opportunity to discover, learn, and enhance a skill and/or trade from leading industry professionals, making a graduate a desirable candidate for immediate employment in local, state, and international industries. The unique feature of these career and technical educational experiences is the partnership with local industries. Southern Motion, Auto Parts Manufacturing Mississippi (APMM), the regional Toyota supplier, and HM Richards partnered with the district to ensure the curriculum, equipment, and resources sharpen skills and qualities of the future employees. The industry partners are committed to working with Baldwyn School District to connect the school and business, establishing a direct pathway for a career for students.

2) Enhanced academic course offerings via a distance learning - For students eager to pursue higher educational opportunities distance learning courses will be available for advanced placement courses not offered on the Baldwyn High School campus through a collaboration with Booneville School District. The online presentation of AP course content would be extremely beneficial to students, making courses available to students even if the course enrollment is too small to justify a teacher unit being designated for that block of instructional time. The educators from the Booneville School District are able to offer an expert level of knowledge in advanced content areas, broadening student exposure to rigorous academic learning opportunities within a close proximity to the Baldwyn School District. Northeast Community College will establish a satellite campus within the Baldwyn Career Advancement Center facilities and provide an instructor on campus for dual enrollment courses as well as offer night class instruction for students needing a non-traditional instructional timeframe. The instruction and learning experiences will aid in student achievement in post-secondary coursework.
3) Modified 3x3 block schedule for grades 7 and - in efforts to diminish the high school dropout rate, the district proposes that a modified 3x3 block schedule be implemented at both Baldwyn Middle School and Booneville Middle School. While high school receives the focus for dropouts, the foundation for a dropout occurs in the 7th and 8th grade when students fall significantly behind their peers academically. Under the proposed 3x3 block schedule, a student who does not see success in a course during first portion of the school year will not have to wait an entire school year to receive the needed intense remediation. The middle school years are a very transitional time period for students. By embracing a schedule that utilizes changes to its benefit, the academic, social, and emotional learning needs of students will be addressed. Students excelling in coursework will be able to begin taking some high school level courses while still in the 8th grade. The districts expect the decrease in retention rates in grades seven and eight will lead to lower dropout rates in four years.

**Explain how the innovative program will differ from a traditional school model and what makes the proposed plan innovative.**

Building Bridges truly seeks to provide every individual student an opportunity to be successful upon completion of high school, whether it be in the workforce or in pursuit of a higher degree. Students will leave high school with more than just a diploma but with career skills that can immediately make positive contributions in the workforce and critical thinking and processing skills.

To create educational opportunities for all, changes would need to be made to the scheduling process in the middle school grade levels. The schedule change will plant the seeds of knowledge of career and technical learning opportunities along with academic course offerings. The 7th and 8th grades would operate on a modified 3x3 schedule similar to the high school. This would allow teachers and administrators to target struggling learners by increasing core classroom instruction at an extended time period throughout the day. The 3x3 structure would aid in decreasing student retention and in turn reducing the dropout rate, because students who need additional instructional time may take a preparatory class and the required class without repeating a grade. The modified 3x3 block structure would also allow students complete coursework at a swifter pace and enroll in college- and/or career-readiness courses sooner. This schedule modification would occur in both the Baldwyn and Booneville School Districts. The block schedule would allow multi-grade level collaborations and learning experiences centered on team building and critical thinking skills.

Student mastery of the courses offered through the Baldwyn Career Advancement Center will equip students not only a trade but industry-recognized certifications highly valuable to automotive and manufacturing industries. These certifications would allow students to complete essential training and initial employment requirements prior to the beginning of employment. The student and Industry both benefit as the student is able to immediately begin working towards production of a quality product because his or her professional training began before hiring in the classroom. Industry partners are prepared to send current employees into the classroom to serve as mentors and trainers to students. The students will also have opportunities to observe the professionals in action through site visits, job shadowing opportunities, and cooperative learning and work experiences.

The certifications and credentials students can earn through the career and technical center distinguish them from the pool of applicants as skilled and trained individuals prior to employment and equip them with more than a high school diploma. The Baldwyn Career Advancement Center seeks to prepare all students from Baldwyn, Booneville, and Prentiss County for the opportunity to begin a career upon graduation and earn a wage that truly allows the individual to do more than merely survive paycheck to paycheck but thrive from the benefit from earning a living wage. By establishing and nourishing the relationship between industries and students, Baldwyn School District is determined to build a direct pathway from the classroom to the place of employment. By uniting to positively impact students, the innovative
collaboration will ultimately influence the entire surrounding community. Prepared and contributing workforce members will remain in the area and strengthen the local economy, which will in turn bring additional support to the school system.

Advanced learners will be allowed to complete coursework at a faster pace, raising student participation in dual credit and advanced courses. Northeast Community College will also provide an instructor for dual enrollment instruction to students both during the school day and in night classes in the Baldwyn Career Advancement Center facilities. If an advanced course is not available on campus, Baldwyn School District will partner with Booneville School District to allow students to enroll advanced placement courses via online learning management systems. The collaborative would extend the course catalog for Baldwyn School District students, allowing them to engage in learning opportunities beyond district lines. The collaboration with Booneville and partnership with Northeast Community College will permit students to complete coursework in non-traditional formats. Students may take a night class or an online course beyond the scope of the typical school day, but meet course qualifications for secondary coursework. The online AP courses allow more students an opportunity to take AP courses. Smaller districts have students that participate in several different extra-curricular activities, thus making scheduling problematic. The online delivery method eliminates scheduling a reason for a student not to take an AP course.

Explain how the innovative program is designed to impact student learning and how it will equip students with college- and career-readiness skills.

Baldwyn School District recognizes that the student population is a diverse group. Some students look to the future with college dreams while others set their minds to seek employment immediately upon graduation. It is the school district's responsibility to ensure that every student has received encouragement, enrichment, and is empowered to be a citizen contributing positively to his or her community whether it be through the workforce or earning a post-secondary degree.

With a 3x3 schedule in place for grades 7 and 8, students would have the opportunity to receive remedial or enrichment courses based on the Mississippi College and Career Readiness standards without being displaced from their peer group. This schedule is essential to all types of learners as students. By providing teachers with more uninterrupted face time with students, Baldwyn School District also plans to target not only the academic needs of students, but the social and emotional learning needs as well. Dropouts are manifested at the high school level though dropouts realistically occur at the middle school level. Students who are behind in the middle school usually have been retained previously. A second retention in their academic career generally results in the student dropping out. The modified block schedule allows students to take their weaker courses first semester, rather than second semester. By taking the courses first semester, the students have additional opportunities to master the course requirements.

To take strides to prevent future dropouts, Baldwyn Middle School will do more than offer remedial classes through the block schedule. The school will establish teams across all grade levels with students diversified by grade levels. The team structure is modeled after how industries utilize individual contributions to create a larger product. The middle school students will be able to experience how separate actions can join and work together to make a significant impact.

The teams will gather weekly to tackle a challenge that extends beyond the standards for the typical English, math, science, and history classroom under the supervision of multiple teachers. By mixing grade levels, students will be able to offer different perspectives on the issue as well as allow students to work together with others outside of the normal peer group. Each team could be assigned an issue within the school, like technology, communication, attendance rate, student motivation, etc. Students would work together to discuss the topic's presence with the school, research it, and
design a plan to improve the issue within the school. The teams would have a nine weeks to complete the project and present to other teams, teachers, and administrators. This would benefit students in a multitude of ways. Struggling learners will be able to work with peers without the fear of failure as this would not be tied to a class grade. Team work and problem solving skills will be used in full force as they also apply knowledge from the English language arts, math, science, and social studies subject area to address the issue. By focusing on more than solely academics, students will be able to explore how issues affect them individually and the school as a whole. Struggling learners will find success as they make contributions to plan of action each team develops. Advanced students will deepen understanding by modeling and explaining their knowledge for others. This learning based experience will help students address the issues within a school, develop the ability to communicate and work with others, and enhance problem solving skills, all of which are important life skills to be used in any work environment. By changing the middle school dynamic to have an emphasis on collaborative, critical thinking learning challenges, the district is indirectly building teamwork abilities in students. Developing people skills will benefit students in the workforce and/or in the collegiate environment.

The teamwork experience channels directly into the career and technical classes at the Baldwyn Career Advancement Center. Students will now transition with a background of collaborative group work experience. The block schedule would allow the team meeting times to be more than a few minutes stolen from other classes but a consistent, meaningful period of time. Teachers will be able to use this team meeting time to offer support to struggling students through encouragement and guided instruction as they work. This learning community forms a bridge for middle school students to transition into career and technical courses by building academic and social skills through cooperative problem solving situations.

Students desiring to enter the workforce will receive world-class training and education from industry leading professionals. By partnering with Southern Motion, Auto Parts Manufacturing Mississippi (APMM), the regional Toyota supplier, H.M. Richards, and other area industries, students will receive instruction and real-world learning experiences for workforce development from the experts in a state of the art facility. Baldwyn School District has joined forces with APMM to ensure the facility is industrial grade in the planning, design, and execution.

The district has taken the collaboration a step further and will base learning experiences at the Baldwyn Career Advancement Center after industry training strategy, a dojo. Dojo is a Japanese term that references the place where martial arts is taught. In context, it refers to an environment where a beginner can concentrate on fine tuning basic skills. The classroom modeled after the dojo will be a safe place where students can learn essential skills and have instructors who are allowed to provide learning activities that instill true foundational skills for a multitude of jobs. Students will acquire understanding and appreciation of how individual contributions create a much larger product.

The dojo style learning environment will be the basis of the structure for the industrial maintenance and furniture manufacturing courses offered at the Baldwyn Career Advancement Center. Students will gain experience and career-readiness skills to make immediate contributions as new employees while transitioning safely and efficiently to the workplace. Students will have solid proof of the education and training they receive as they will be able to depart Baldwyn School District with not only WorkKeys certifications but a National Center for Construction Educational Research (NCCER) credential, a highly valuable certification recognized in all 50 states as well as 18 countries. With the skillset earned, students who participate in the programs through the Baldwyn Career Advancement Center will be qualified to earn more than a minimum income and will be able to establish a true career for themselves as skilled professionals.

The experience and preparation through this career and technical benefits local industry as well as students. Local industries desire to employee community members who are eager and enthusiastic. The commitment to supporting this
initiative from the industries is strong because they will directly benefit from the opportunity to coach future employees. With multiple school districts collaborating and working in partnership with local production and manufacturing businesses, the goals of real career-readiness educational experiences for students, more advanced placement course enrollment, increased dual credit participation, lower retention rates in middle school, and higher graduation rates will be attained.

Describe extracurricular, exploratory, co-curricular, and experiential activities that are planned.

Baldwyn School District students will receive instruction from a curriculum designed and authored by local industries in partnership with the Mississippi Department of Education. Students will receive classroom instruction plus hands-on learning experiences through a dojo style learning environment. Mathematics, English language arts, and science connections based on the Mississippi College and Career Readiness Standards (MS-CCR) will be highlighted as students apply the standards to tackle challenges that may arise in manufacturing, production, and maintenance. The problem solving and technical writing skills students will develop will also permeate throughout life experiences. After some initial course instruction, students will have opportunities to travel to the industries and gain first-hand experience through observation and guided participation on the floor in the industries.

The exposure to what the actual vocational field will be an ongoing activity in the courses at the Baldwyn Career Advancement Center. Southern Motion, APMM, and HM Richards will train instructors on safe and proper use of the equipment to be used in the industrial maintenance and furniture manufacturing courses as well as serve as mentors to students. These professionals will come into the classes to offer real experience testimonies from the industry floor as well as give advice based on their experiences. The manufacturing companies are also open to concept of developing cooperative education programs for students, participating in the courses at the Baldwyn Career Advancement Center. Students can utilize the summer months to co-op, gaining relevant work experience along with a paycheck.

Booneville School District anticipates increasing online course offerings to other curricular subjects in the future. The expansion of the online courses is dependent upon the performance on the AP credit exam.

Explain the vision or broad goals for the school. If the proposed innovation is located at multiple schools within the district, explain how the innovation supports a larger vision or goal.

Baldwyn School District firmly believes in encouraging, enriching, and empowering students to be the most exceptional version of themselves. The opportunities the Baldwyn School District will offer will directly impact students and their future and indirectly the community and local economy. By offering educational opportunities specific to the industry in our area, students will not have to move away to find lucrative career prospects. Students will be quality hires for Southern Motion, APMM, and HM Richards as well other industries due to their unique training and cohesive educational experience from all schools within the district. The district's vision is to create a meaningful learning environment in which students develop skills that lead to success after graduation in the workforce or in post graduate studies.

Baldwyn School District will strive to ensure that students pursuing a career after high school graduation are to begin a career and more than a job. Not all learners are or should be college bound. Therefore, it is the responsibility of educators to re-imagine the education system in order to ensure that all students are provided opportunities for success upon high school graduation. These students will not be temporary placeholders but valuable and desirable candidates
with a skillset already developed. All Baldwyn High School juniors will attain WorkKeys certifications during the course of their junior year. Students participating in the industrial maintenance and furniture manufacturing programs will have the option to earn a National Center for Construction Educational Research (NCCR) credential, a highly valuable certification recognized in all 50 states as well as 18 countries. The community will benefit greatly from the district’s work with knowledgeable candidates for employment who make significant, immediate contributions to the workforce, economy, and society.

Students set for collegiate and university level studies will have had exposure to rigorous and more diverse coursework offerings from scholarly instructors, making certain they are prepared for the next phase of education with critical thinking and communication skills along with content knowledge. By participating in Booneville School District’s online courses, Baldwyn School District will extend instructional opportunities to students regardless of district lines in a cost effective manner.

The modified 3x3 block schedule for grades 7 and 8 would allow teachers to pace instruction for students based on the individual learning needs of a student. Students progress at different intervals. A modified 3x3 block schedule would allow educators to provide additional opportunities for remedial instruction for students on deficit skills while also engaging advanced learners. The block schedule would also allow for some students to receive instruction without the stigma of being retained or fear of failure. A family environment will thrive at the middle school based on the creation of teams. These teams will allow students to sharpen critical thinking skills while strengthening student communication and social skills critical to the work world. This learning initiative will change the school culture while also laying the foundation for skills essential secondary and post grade studies as well as the industry field. These team building learning experiences will help form bridges from the classroom to industries beginning in the fifth grade.

Goals:

1. To provide career-readiness education and training that prepares a student to be a contributing member of the workforce and begin his or her career with a unique and valuable skillset that is extremely marketable to local industries.

2. To expand academic course offerings through online courses not available on the campus of Baldwyn High School and ensure students are college ready.

3. To structure the school day and schedule to best meet the learning needs of students at the middle school level.
Identify the annual student and school performance targets for year one and provide estimates for the following four years of the plan.

High school graduation rate and vocational course participation and performance along with advanced placement and dual enrollment course involvement are all expected to increase during the implementation of the innovative program from previous year's numbers. The school district also anticipates the retention rate at grades 7 and 8 will decrease significantly with a goal of 3%, leading to higher graduation rates in later years. With the implementation of teams, the district aims to see a decrease in student discipline as students are engaged and applying knowledge and understanding in a non-traditional format. However, the percent of growth for the following four years will be established after baseline data from the initial year is back. The baseline will be established during the first year of implementation.

On the online AP courses, the hope is to increase the percentage of students that take AP courses each year. The actual number of students will be used as a baseline. Once the baseline is established, it is anticipated that student numbers will increase by 2-3% per year.

Describe how and when the district will monitor and report interim achievement and progress during the school year to the district and MDE.

Each grading period the school district will provide a summary of student achievement for the following:

1. Mastery of benchmarks from the career and technical education curriculums for the industrial maintenance and furniture manufacturing will be tracked by the semester.
2. Grades in the distance learning AP courses will be reported each semester.
3. Grades in SAM to monitor the achievement of 7th and 8th graders on the modified 3x3 block schedule will be checked each nine weeks.

Students will participate in mathematics, English language arts assessments, science, and history for the grade level and subject area for the Mississippi Assessment Program as well as the Subject Area Testing Program (2nd Edition) and Mississippi Science Test (2nd Edition).

Describe other measures of school performance that will be used to monitor student achievement.

<table>
<thead>
<tr>
<th>Data Source</th>
<th>Rationale for Selection of Data Source</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation Rates (MDE data)</td>
<td>Monitor the impact of career and technical learning opportunities as well as dropout prevention</td>
<td>A decrease in the dropout rate is anticipated due to the vocational learning experiences where students earn significant credentials for the workforce. The modified block schedule for grades 7 and 8 should also aid in preventing dropouts by addressing student remediation within the same school year instead of retaining a student for another full school year.</td>
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<tr>
<td>Mississippi Career Planning and Assessment System (CPAS)</td>
<td>To see achievement levels on career and technical learning courses</td>
<td>The school district's goal is to see a large gain in student performance since the courses will be offered</td>
</tr>
<tr>
<td>ACT</td>
<td>To monitor student academic understanding</td>
<td>The school district will closely monitor and analyze district ACT scores to ensure student academic success.</td>
</tr>
<tr>
<td>WorkKeys</td>
<td>To monitor student performance on job skills.</td>
<td>The district will use this assessment to measure student mastery on essential workplace skills and aid in building career pathways for students.</td>
</tr>
<tr>
<td>Advanced Placement Course Assessments</td>
<td>To monitor student achievement on advanced placement course assessments</td>
<td>Baldwyn School District expects students to perform well on the AP courses assessments under the instruction of expert educators. The school district will reflect on assessment data and make changes to best benefit the learner.</td>
</tr>
<tr>
<td>Progress monitoring tools and instruments such as STAR, ELS, assessments</td>
<td>To monitor student understanding throughout the course of the school year</td>
<td>Teachers will have to make adjustments throughout a course based on student understanding. Baldwyn School District expects to see student growth as instructional plans change based on student data.</td>
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</tbody>
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*Note to applicant: Add more rows as needed.*
<table>
<thead>
<tr>
<th>School Name</th>
<th>Total Number of Students by Grade Band/Level</th>
<th>Total Number of Students in Special Populations Group</th>
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<tr>
<td>Baldwyn Middle School</td>
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<td>Baldwyn High School</td>
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<td></td>
<td>High: 230</td>
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<tr>
<td>Booneville Middle School</td>
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<tr>
<td>Booneville High School</td>
<td>250</td>
<td></td>
</tr>
</tbody>
</table>

*Note to applicant: Add more rows as needed.

If the innovation involves a cohort of students describe the process by which students will be selected for and admitted to the program, including any description of a target population.

The Baldwyn School District's philosophy to encourage, enrich, and empower all students in the district, so all students will have the opportunity to participate the career and technical education courses as well as the advanced placement courses. Building Bridges is designed to have an impact on all learners in the district (and beyond the district lines):

1. Students who choose to be college bound will have had opportunities to participate in enhanced, rigorous classes, preparing them to fulfill coursework in a timely manner without remediation.
2. Students who choose to go directly into the workforce will be eligible to work in a high wage industry based on the training and certification received through the Baldwyn Career Advancement Center.
3. Struggling learners will have received resourceful and creative remediation of deficit skills starting in middle school through cooperative learning experiences that develop interpersonal skills along with academics. The cooperative problem solving initiatives remove the stigma of struggling learners as all students in the middle school work together, using differences to solve big picture problems with academic skills. At the high school level, students will have a more diverse course menu in which they can work towards earning workforce certifications while working towards a diploma.

If the innovation involves a cohort of students describe any necessary process needed for dismissal from the innovative school.

Not applicable

Describe how the innovation will impact student achievement.

When a diverse population needs to be served, a school district must take inventive measures to ensure all students reach their maximum potential. The Building Bridges program will be a catalyst in changing the culture of our community through the unique opportunities that will be available to all types of learners. It will transform the culture of achievement in not only the school but the community as well. This unique workforce training experience and distance learning initiative at the Baldwyn Career Advancement Center will be able to target all students at Baldwyn High School. More students will have opportunities to participate in kinesthetic learning experiences from industry leaders that go beyond the traditional classroom.

Students eager for the challenge of advanced academics will have a multitude of course options through the online course offering from Booneville School District. With different avenues for success to meet the learning needs of the different types of students, student achievement becomes unique to the individual and attainable by all. A diploma
from Baldwyn High School will distinguish students from all others in the state, marking them as persons who are truly college and/or career ready. Students active in the Baldwyn Career Advancement Center will finish high school with nationally recognized industry certifications, earmarking them as qualified candidates for employment.

Students will not have to wait until high school in order to feel the impact of the forward thinking mindset of the district. Baldwyn Middle School will sort all students into teams that span 5-8th grade. These teams will meet weekly within the school day to discuss and develop plans of action to address issues like but not limited to the following: bullying, motivation, technology, and/or communication. Students will use higher order thinking skills as they work in partnership to solve social issues using academic skills. Middle school 7th and 8th graders will also prepare for high school by adopting the modified 3x3 block schedule.

Describe how the program will address student achievement gaps.

Students not motivated by the traditional, academic classroom will find success in developing skills to use immediately upon high school graduation. The education and training students will receive at the Baldwyn Career Advancement Center will elevate high school graduates above an entry level position. These students will enter the workforce with a skillset beyond a novice hire due to their mastery of curriculum designed to infuse academics with career readiness standards. This educational opportunity allows all students the chance to rise above circumstances and create a positive future with the skills obtained through an education at Baldwyn School District.

Baldwyn School District students deserve the opportunity to enroll advanced placement courses even if the student participation numbers do not substantiate the blocking of instructional time and teacher units for the minority of students. Through the distance learning opportunities and the Baldwyn Career Advancement Center serving as a satellite campus for Northeast Community College, students will be able to be challenged without eliminating learning opportunities for others. The online courses through the Booneville School District will provide students desiring more intensive and rigorous courses learning opportunities, breaking traditional school rivalry lines to ensure the individual learning needs of students are met.

The 3x3 block schedule is also intrinsic to the Baldwyn Career Advancement Center. This scheduling option would allow students to complete coursework at a swifter pace, while also allowing students who need additional time for subject area preparation without the stigma of repeating a grade. By changing the middle school culture to years of triumph instead of retention, high school graduation rates should increase. In order to provide more students the opportunity for workforce training, students should not all be in the same grade level for scheduling purposes, and the 3x3 block schedule will help diversify the grade level distribution. Students not drawn to the academic route of education will also be able to see the opportunities for learning a valuable trade from industry professional sooner, serving as motivation to maintain schoolwork and avoid not completing. The modified block schedule will allow students to complete coursework at a swifter pace. Eighth grade students will be able to enroll in high school level classes like Algebra I, English I if students are eligible. This will allow students enroll in courses at Baldwyn Career Advancement Center at various grade levels. With the flexibility the modified block schedule would bring, there would be supplemental time for students with academic difficulties. This additional instructional interval will help close the achievement gap with higher scoring students.

The middle school’s teamwork model will help target struggling students as well. As students collaborate to design a plan of action, teachers will be able to provide instructional guidance for struggling learners on the level of their understanding. It is the intention of the learning experience that students will be able to remedy deficit areas while
moving towards grade level understanding without the stigma of being separated from their peers. Teachers will be able to differentiate instruction easily as their will be various grade levels working together.

**Innovative Plan Component #4: Funding**

Describe the sources of funds to be used for the proposed innovative program.

Funding will be coming from several sources. Mississippi Department of Education has approved the vocational course instructors for industrial maintenance and furniture manufacturing as well as the funding for an administrator, counselor, and instructors for the Baldwyn Career Advancement Center. Northeast Community College will supply an instructor for dual enrollment and night classes to be held on campus. APMM, along with Southern Motion and HM Richards will provide industrial equipment and resources for the workshops and classrooms. Three Rivers, partners in economic and community development, are authoring an ARC 60/40 grant to supply technology resources for the career center. The CREATE Foundation currently funds for all Baldwyn High School juniors to complete the WorkKeys assessment.

Currently, a bond issue is being considered for a vote to additionally support the construction of the Baldwyn Career Advancement Center. With 37.68% of the district’s budget coming from local revenue, the district fills comfortable in maintaining operational costs of the Baldwyn Career Advancement Center in years to come. With the expansion of industry facilities, the local tax revenue is projected to remain not only stable but grow stronger (see attachment).

The 3x3 block schedule at the middle school should not require additional teachers to implement, so the school will be able to adjust teacher schedules to successfully operate the schedule.

The Booneville School District will require no additional funds for the Innovative plan. The teachers in the Booneville School District will create the online videos to use for instructional purposes in their regular classes. The money to pay the teachers will be covered by the Digital Interactive Learning Pilot monies that has already been received. The teachers will receive a $2,500 stipend for creating the courses.

Attach a detailed three-year budget project and address sustainability for years four and five. Please address costs and plans for projected costs (personnel, transportation, meals, instructional materials, technology, facilities, professional development, etc.).

Please see attached documents for projected costs for equipment and resources for the Baldwyn Career Advancement Center. The Booneville School District will not have additional costs except for the teacher stipend for years four and five. There will be no new full-time positions for Booneville School District to the Innovative plan.

The district's architect estimates the building costs to be between 1.2 and 1.7 million dollars. Baldwyn School District will also receive financial compensation per student who attends the Baldwyn Career Advancement Center from other districts to aid in sustaining facility costs. It is expected that 20-30 students per year will attend courses at the center.

A more detailed budget cannot be presented at this time due to exact allocations from the Mississippi Department of Education for vocational courses and 3 Rivers ARC grant funding is not yet determined.
The district will cover the cost of the AP exams for students, but the estimated amount will depend on the courses offered through Booneville School District.
<table>
<thead>
<tr>
<th>Position Title</th>
<th>Number of Positions</th>
<th>Role of Position</th>
<th>Required Qualifications for the Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baldwyn Career Advancement Center Administrator</td>
<td>1</td>
<td>Oversee and manage the Baldwyn Career Advancement Center, instructors, and students</td>
<td>MDE and school district guidelines will be followed in the hiring for this position.</td>
</tr>
<tr>
<td>Counselor</td>
<td>1</td>
<td>Provide guidance to students and instructors on course pathways and opportunities beyond high school</td>
<td>MDE and school district guidelines will be followed in the hiring for this position.</td>
</tr>
<tr>
<td>Furniture Manufacturing Instructor</td>
<td>1</td>
<td>Provide meaningful instruction on the furniture manufacturing standards to develop student mastery of skills and concepts</td>
<td>MDE and school district guidelines will be followed in the hiring for this position.</td>
</tr>
<tr>
<td>Industrial Maintenance Instructor</td>
<td>1</td>
<td>Provide meaningful instruction on the industrial maintenance standards to develop student mastery of skills and concepts</td>
<td>MDE and school district guidelines will be followed in the hiring for this position.</td>
</tr>
<tr>
<td>Northeast Instructor</td>
<td>1</td>
<td>Provide academic instruction for collegiate level coursework</td>
<td>IHL guidelines will be followed for the hiring of this position.</td>
</tr>
<tr>
<td>Booneville School District AP course teachers</td>
<td>Multiple depending on the courses students enroll</td>
<td>Provide meaningful, rigorous instruction for collegiate level coursework</td>
<td>MDE and school district guidelines will be followed in the hiring for this position.</td>
</tr>
</tbody>
</table>

*Note to applicant: Add more rows as needed.*

Describe the overall staff organizational plan that involves shared leadership with the teachers.

The Baldwyn Career Advancement Center will be overseen by an administrator and counselor funded through career and technical education. The administrator will report to the school district superintendent for guidance and direction. Each teacher will retain control over the selection of the subject matter to be taught. The quality teacher is the glue that holds all of the proposed innovations together. They will have continued support of the administration throughout the entire process.

Explain how the district will address staff retention and recruitment during the first three years of the innovation plan.
When vacancies occur, job openings will be posted in local newspapers and on the district website. Principals also contact state universities for recommendations. School district administration will communicate with industry leaders to ensure that educators receive most current news, policies, and procedures in relation to workforce training. The school districts would love to utilize graduates as future trainers and mentors in the Baldwyn Career Advancement Center.

Booneville School District will address staff retention through the supplemental salary. The teachers will get extra pay for the additional online courses taught. The continuation of the supplement will be determined by the effectiveness of the program.

Describe staff and stakeholder support for the proposed innovation. Attach evidence of support.

APMM has played an integral role in the process of to make sure that the Baldwyn Career Advancement Center resembles a dojo-style learning environment in its design. Southern Motion and HM Richards are prepared to donate equipment to furnish the facility with industry grade equipment, giving students a chance to learn and gain experience in manufacturing and maintenance machinery. HM Richards is invested in this Three Rivers, partners in economic and community development, are collaborating with Baldwyn School District to author a grant to supplement technology equipment needs; and Northeast Community College also intends to use the Baldwyn School District facility as a satellite campus, offering dual enrollment courses to students along with a night class schedule as well. The stakeholders involved in the process are as determined as the school district to see success through this venture, because the success of students will positively influence the industry and economy.

Teachers and staff of Baldwyn Middle School and Baldwyn High School are eager to restructure the traditional format of education for an innovative method that would best benefit the student. The educators of our district are eager to implement unique teaching and learning strategies to reach all students.

Booneville School District faculty has been involved in a digital one-to-one program for four years. The teachers of the district understand that technology is a powerful educational tool when used appropriately. The district is presently moving towards place the majority of its curriculum in a learning management system, Canvas, so students have experience submitting assignments digitally. The faculty will communicate openly with students from Baldwyn School District to ensure it is a seamless transition to the online course format.

Describe the professional development planned for the staff that is directly related to the proposed innovation.

The Baldwyn School District will also follow the district’s professional development plan and focus on priorities identified in the comprehensive needs assessment as well as the Standards for Professional learning. Teachers have had and will continue to have opportunities to visit and tour the industries in partnership with the school district to gain first-hand knowledge on up-to-date career readiness skills. The school district will also intentionally provide professional development to increase educator effectiveness and develop the knowledge, skills, practices, and dispositions to help students perform at high levels. Baldwyn High School teachers will aid seventh and eighth grade instructors in planning and managing instruction on a modified block schedule timeframe. The school district will also utilize professional development trainings led by the Mississippi Department of Education and the Research and Curriculum Unit.

Booneville School District teachers will go, or have gone, through training on the LMS. AP teachers have already gone through appropriate development activities for their respective subjects. Booneville High School teachers will aid middle school teachers in shifting instruction to a modified block schedule.
Innovative Plan Component #6: Stakeholder Collaboration

Explain how the district will demonstrate stakeholder support and capacity to create the change desired in the school.

The industries directly connected to the innovative school district plan within Baldwyn are committed to providing ongoing guidance on the curriculum and changing industry standards. Evident by letters of support, APMM, HM Richards, and Southern Motion know the profound benefits created by investing in the students, who are future employees. These industries recognize the funds generated by their businesses and dispensed into the Baldwyn community can benefit them in the form of future, skilled employees. By providing stronger candidates for employment for local industries, the economy will strengthen; and the community will be able to witness exponential growth in students, industries, and the community. Baldwyn School District plans to maintain continuous communication with students, parents, industries, and colleges to ensure the district goal is accomplished through meetings with the advisory board and yearly surveys, communicating input and feedback.

The innovative programs being offered to students will increase the rigor and challenge of learning while offering students tangible benefits, including but not limited to advanced preparation in career skills that can directly benefit local industries and provide students with financial advantage even as a first-time employee as well as advanced coursework offerings to ensure students are performing at collegiate levels or higher.

In the Booneville School District, the stakeholder support is already in place due to the district currently being a one-to-one district. The technology leadership of the district has conducted several professional development activities to ensure that the instructors understand that using technology for pedagogical purposes is a requirement from the 21st century learner. They will continue to increase the capacity to create change by exposing instructors to more blending learning environments throughout the region.

Describe the plans for ongoing collaboration among parents, education partners, business and industry partners, and community partners, as well as their roles in the school.

Baldwyn and Booneville School Districts will work together to ensure that all students and their parents/guardians are aware of the different paths towards success. The administration of the school district will continue to speak at community civic organization meetings to strengthen collaborative efforts between the school districts and business community partners. Their role will be that of an advisory role to guide the future innovations of the district. The district must be cognizant of the changing skill sets that future graduates must possess.

Informative meetings will be held at convenient times to educate parents about opportunities for advanced course selection via distance learning as well as the workforce preparation classes at both school districts. Informative parent sessions currently occur regularly at all three schools in Baldwyn School District with strong participation rates.

Representatives from the industries in partnership with the school district as well as Northeast Community College will be present to address questions and concerns from parents and guardians. The communication between Baldwyn and Booneville School District will be constant and open to ensure the individual learning needs of the diverse student population are being readily addressed.
Students will have job shadowing and observation opportunities in the workplaces making career and technical education truly meaningful to students. Students will be able to hear job requirements and responsibilities from industry professionals as well as see firsthand the importance of these requirements.

Attach documentation (partner agreements, memoranda of understanding, and other legal agreements) for implementation of the innovative school or district.

Attached are memorandums of understanding between Baldwyn School District and Booneville School District as well as Baldwyn School District and Northeast Community College.
Describe the proposed governance structure planned for the school(s).

The governance structure will not be different than the traditional governance structure currently in place in the schools. The school district will work closely with the Booneville School District, representatives from APMM, HM Richards, Southern Motion, and Northeast Community College. By having this group of liaisons, partnering with the school district, the Baldwyn Career Advancement Center will stay knowledgeable of the most current industry and economic standards, which directly impact the instructional and hands-on learning experiences of students.

Identify the members of the advisory board. Explain how each member will contribute to the district’s innovation plan.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jason McKay, Superintendent of Baldwyn School District</td>
<td>Provides the vision and leadership for the district as well as serve as the liaison between MDE and the district</td>
</tr>
<tr>
<td>Auto Parts Manufacturing Mississippi Representative</td>
<td>Provides industry guidance</td>
</tr>
<tr>
<td>Southern Motion Representative</td>
<td>Provides industry guidance</td>
</tr>
<tr>
<td>HM Richards Representative</td>
<td>Provides industry guidance</td>
</tr>
<tr>
<td>Michael James, Mayor of Baldwyn</td>
<td>Provide community and local economy insight</td>
</tr>
<tr>
<td>Jeff Palmer, Principal of Baldwyn High School</td>
<td>Provides leadership for teaching and learning at BHS and monitor the traditional aspects of the high school to ensure the standard classroom maintains success in relation to the innovative initiatives</td>
</tr>
<tr>
<td>Danny Ramsey, Principal of Baldwyn Middle School</td>
<td>Provides leadership for teaching and learning at BMS and will communicate teacher input about the block schedule as well as monitor the efficiency and effectiveness</td>
</tr>
<tr>
<td>Baldwyn Career Advancement Center Administrator</td>
<td>Provide leadership to ensure integrity of the academic learning environment as well as school district policies are monitored and maintained</td>
</tr>
<tr>
<td>Teachers of Baldwyn School District</td>
<td>Communicate the needs of teachers in order to create successful learning environments for students, engage in constant communication to remove any obstacles that prohibit the innovation from being as successful as possible, and Provide leadership to ensure integrity of the academic learning environment as well as school district policies are monitored and maintained</td>
</tr>
<tr>
<td>Todd English, Superintendent of Booneville School District</td>
<td>Will work as the liaison between MDE and the Booneville School District</td>
</tr>
<tr>
<td>Dustin Pounders, Director of Technology</td>
<td>Oversee the technology aspects of the Initiative</td>
</tr>
<tr>
<td>Kim White, Instructional Technologist</td>
<td>Advise instructors on the latest online curriculum packages and how to best implement those packages in the online courses</td>
</tr>
<tr>
<td>Terry King, Principal of Booneville High School</td>
<td>Provides leadership for teaching and learning at BHS and monitor the traditional aspects of the high school to ensure the standard classroom maintains success in relation to the innovative initiatives</td>
</tr>
</tbody>
</table>
Brad Mixon, Principal of Booneville Middle School | Provides leadership for teaching and learning at BMS and will communicate teacher input about the block schedule as well as monitor the efficiency and effectiveness

Teachers of Booneville School District | Communicate the needs of teachers in order to create successful learning environments for students, engage in constant communication to remove any obstacles that prohibit the innovation from being as successful as possible, and Provide leadership to ensure integrity of the academic learning environment as well as school district policies are monitored and maintained

Explain the district’s role be in school oversight, support, professional development, and reporting and monitoring.

The school district will remain in constant communication with industries to make certain that a fluid transition can be made from the classroom to the field. Educators will receive support and training from leaders in industrial maintenance and furniture manufacturing. The district will assist educators with finding and attending professional development opportunities aligned with standards from the Mississippi Department of Education and the vocational course requirements. Baldwyn School District will act in accordance to the state and federal regulations for reporting and monitoring of school programs.

The collaboration between Baldwyn and Booneville School District will be monitored by both districts. Baldwyn School District will specifically monitor the Baldwyn Career Advancement Center while Booneville School District oversees the online learning courses. Both districts are committed to working together in order to have all students fully prepared for college or career experiences.
<table>
<thead>
<tr>
<th>Process Standard</th>
<th>Waiver(s) from State or Local Policies, Requirements, or Restrictions</th>
<th>Rationale for Waiver Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAP Testing Schedule</td>
<td>Mississippi Assessment Program testing from grades 7-8 given at the end of the first semester and second semester</td>
<td>The districts would like to be able to offer MAP testing at the 7th and 8th grade level at multiples times during the course of the year. Block scheduling would require two testing windows for each school year, one at the end of the first semester and again at the end of the second semester.</td>
</tr>
<tr>
<td>Mississippi Statewide Accountability System 3.1 Performance Classification</td>
<td>The district accountability results for Baldwyn would be based a different accountability model that will include career and technical course participation and proficiency.</td>
<td>The goal of the innovative design is to prepare students for success in college-and career-readiness. A motivating factor to increase student participation in the career and technical preparation would be for the course to be valued on the district accountability model. Advanced placement courses as well as dual enrollment participation and proficiency are factored into the model. If Mississippi truly intends for students to be college and career ready, career and technical courses should be valued as well.</td>
</tr>
<tr>
<td>Mississippi Statewide Accountability System 26. Senior Snapshot</td>
<td>The district would like to have early graduates counted in the senior snapshot (not just grades 10-12) to count.</td>
<td>Students have completed all necessary coursework and state assessment requirements to graduate early. Therefore, a school district should not be penalized for students working at a swifter pace.</td>
</tr>
<tr>
<td>Mississippi Statewide Accountability System 13.1 MS CODE 37-13-67 Waiver of 330 minutes of instruction a day</td>
<td>Waiver of 330 minutes of instructional time</td>
<td>Students might not need to be in school for 330 minutes a day unless necessary because of a virtual class, night classes, or internship. The instructional day of 330 minutes will be met, but it might be met in a non-traditional format. The measure of time will need to be extended to diverse instructional environments for the district to validate equivalent time.</td>
</tr>
<tr>
<td>Guidelines for Mississippi Teacher Licensure</td>
<td>Teacher Certification for vocational courses only</td>
<td>The district would like to hire industry professionals to teach in the career and technical education courses only. This would include individuals with</td>
</tr>
<tr>
<td></td>
<td>Associate's Degrees to teach under Expert Citizen Licenses in CTE classes as well as persons with Bachelor's Degrees in other fields.</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
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<td></td>
</tr>
</tbody>
</table>

*Note to Applicant: Add more rows as needed.*
Innovation Plan Component #9: Timeline of Activities

Explain the planning activities that have taken place up to this point.

Baldwyn School District procured land for the construction of an 11,000 square foot vocational facility, which will house a one-of-a-kind industrial maintenance course in Mississippi. The building and workshop space has been designed with guidance and support of APMM. Architects have presented renderings to the board. Please see the appendix for the interior building design. Baldwyn School District has met with APMM, HM Richards, Southern Motion, and Three Rivers representatives since April of 2016 to discuss, develop, and implement a workforce initiative for students.

A curriculum with industry partners APMM and Southern Motion has been approved by MDE and is cohesive with industry regulations and standards. Three Rivers is in the midst of authoring a grant to provide all technology equipment needs for workforce training as well as distance learning while Southern Motion and HM Richards are donating manufacturing and maintenance equipment. Mike Mulvihill has met with the Baldwyn School District Board of Trustees to explain how MDE would support the industrial maintenance and furniture manufacturing courses to be offered.

Baldwyn and Booneville School District have met monthly and conferred at a minimum weekly on developing the partnership on the district of innovation initiative. Logistically planning has taken place to discuss schedule changes that would have to be made in order to have a 3x3 block schedule in place for grades 7 and 8. The two districts have also considered the needs of students who will be participating in advanced coursework via distance learning opportunities. The district technology staff has met with the principals and superintendents to discuss the positives and negatives of online AP courses. The superintendent has also discussed with the middle school principal the positives of block scheduling as it relates to the middle school level.

Northeast Community College has also pledged its support and willingness to create a satellite campus on the grounds of the Baldwyn Career Advancement Center.

Explain the key planning activities that still remain from the time of plan submission to the opening of school.

District administrators plan to travel to San Antonio, Texas, to tour Alamo Academies and observe as well as speak with educators about best practices for the Baldwyn Career Advancement Center. The Alamo Academies has been identified as a prime model for the industry infused, dojo-style learning environment.

The Baldwyn Career Advancement Center will have to be constructed, and an administrator, counselor, and instructors hired. Informative parent sessions explaining the course opportunities for college and career-readiness opportunities will occur before the end of the 2016-2017 school year. Middle school teachers will begin meeting with high school departments for training and guidance on a 3x3 block schedule as soon as approval is granted.

Explain the continual monitoring practices that will occur throughout the implementation process.

With the assistance and guidance of MDE, RCU, APMM, Southern Motion, and HM Richards, the Baldwyn School District will focus on completing tasks to ensure the innovative plan is prepared for implementation at the beginning of the 2017-2018 school year. Weekly meetings between the superintendent, assistant superintendent, and principals insure
that deadlines are being completed efficiently. The superintendent and/or assistant superintendent will meet regularly with community stakeholders to communicate district progress.

Constant monitoring of the implementation will be key. Student grades will be monitored and communication will occur immediately once a problem arises. The Instructional technologist at Booneville School District will be responsible for the daily interaction with teachers on the effectiveness of the online AP courses. Middle school teachers in both districts will be surveyed throughout the school year to determine the attitudes and general implementation of success towards the block schedule implementation.
APPENDIX
Memorandum of Understanding

Baldwyn School District and Booneville School District

This agreement is made between the Baldwyn School District, acting by and through Superintendent Jason McKay and the Booneville School District.

WHEREAS, Baldwyn School District will allow students from the Booneville School District to attend career and technical education courses at the Baldwyn Career Advancement Center for a financial charge

WHEREAS, Booneville School District will allow Baldwyn School District students to take advanced placement courses through district educators as well as use its campus and facilities for any labs for said courses;

Both parties hereto represent that they have authority to enter this Memorandum of Understanding.

So Agreed this the 14th day of November, 2016.

Baldwyn School District

[Signature]
By: Superintendent, Jason McKay

So Agreed this the 15th day of November, 2016.

Booneville School District

[Signature]
By: Superintendent, Dr. Todd English
Memorandum of Understanding
Duel Enrollment Classes
Night Classes

This Agreement is made between the Northeast Mississippi Community College, acting by and through President Ricky Ford and The Baldwyn School District.

WHEREAS, Northeast Mississippi Community College will provide Duel Enrollment Classes and Night Classes at the Baldwyn School District Campus;

WHEREAS, the Baldwyn School District hereby give authority to Northeast Mississippi Community College to use its campus and facilities to teach said classes;

WHEREAS, Northeast Mississippi Community College, will provide the instructor/instructors for said classes.

Both parties hereto represent that they have authority to enter into this Memorandum of Understanding.

So Agreed this the 8th day of November, 2016.

Northeast Mississippi Community College

[Signature]

By: President, Ricky Ford

So Agreed this the 9th day of November, 2016.

Baldwyn School District

[Signature]

By: