



# Strategic Waivers School Systems (SWSS) Evaluation Policy

Governor's Office of Student Achievement

*March 2019*



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**Table of Abbreviations**

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BTO	Beating the Odds	CCRPI	College and Career Ready Performance Index
ESSA	Every Student Succeeds Act	GaDOE	Georgia Department of Education
GOSA	Governor’s Office of Student Achievement	SBOE	State Board of Education
SIP	School Improvement Plan	SWSS	Strategic Waivers School Systems

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## Strategic Waivers School Systems Evaluation Policy Overview

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School districts may enter into Strategic Waivers School Systems (SWSS) contracts with the State Board of Education (SBOE). In accordance with O.C.G.A. § 20-2-84.2, the Governor’s Office of Student Achievement (GOSA) monitors progress towards yearly performance targets for each school in a SWSS district. This policy describes how GOSA evaluates school performance for SWSS districts. The first section explains how the performance targets are set, and the second section details the consequences for not meeting performance targets.

## Strategic Waivers School Systems Yearly Performance Targets

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GOSA sets performance targets for each SWSS school for each year of accountability under the SWSS performance contract. Table 1 lists the school years and College and Career Ready Performance Index (CCRPI) years associated with each year of accountability. The SWSS contract for a school district includes all schools that report Full-Time Equivalent (FTE) data (except local charter schools).

Table 1: Years of Accountability for SWSS Contract

Contract Year	School Year	CCRPI Year
Year One <sup>1</sup>	2016-2017	2017 CCRPI
Year Two (Baseline Reset)	2017-2018	2018 CCRPI
Year Three	2018-2019	2019 CCRPI
Year Four	2019-2020	2020 CCRPI
Year Five	2020-2021	2021 CCRPI

To meet the yearly performance target, a school must:

1. Meet its target CCRPI Single Score; OR
2. “Beat the Odds.”

### Calculating the Target CCRPI Single Score

Each school with a SWSS contract must annually increase its CCRPI Single Score by three percent of the gap between the baseline year CCRPI Single Score and 100.<sup>2</sup> Schools with baseline year CCRPI Single Scores in the top quartile of the state are required to maintain a CCRPI Single Score within the top quartile each year. A school that moves into the top quartile is required to remain at or above the top quartile threshold throughout the remainder of the contract.

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<sup>1</sup> GOSA used the 2016 CCRPI as the original baseline to calculate targets and evaluated schools in Year One based on these targets.

<sup>2</sup> The calculation for three percent of the gap between the baseline year CCRPI and 100 is not rounded when determining yearly targets, and each year’s starting value for the target calculation is not rounded (see Example 2 on p. 3). However, each yearly target is rounded to the first decimal place since the CCRPI is rounded to the first decimal place. GOSA uses standard rounding rules for all rounding.

GOSA used the 2016 CCRPI as the original baseline to calculate targets and evaluated schools in Year One based on these targets.<sup>3</sup> To account for the new 2018 CCRPI formula under the federal Every Student Succeeds Act (ESSA), Year Two became the new baseline year.<sup>4</sup> After the release of the 2018 CCRPI, GOSA reset the targets for Years Three through Five. Year Two does not count for or against a school, but simply serves as the new baseline year to reset targets. GOSA also calculated new top quartile thresholds, shown in Table 2, based on the 2018 CCRPI Single Scores. The top quartile thresholds will not change in Years Three, Four, or Five.

Table 2: Revised Top Quartile Thresholds Based on the 2018 Baseline Reset

Grade Cluster	2018 Top Quartile Threshold
Elementary Schools	81.1
Middle Schools	80.0
High Schools	80.2
Multiple Grade Clusters	78.4

The following examples illustrate the process of calculating targets:

Example 1:

- During the baseline reset year (2018), Middle School A has a CCRPI Single Score of 65.0, which is below the 2018 threshold for the top quartile of middle schools (80.0).
  - The gap between the baseline and 100.0 is 35.0:  $100.0 - 65.0 = 35.0$ .
  - The school must increase its CCRPI Single Score by three percent of the gap annually, or 1.05 points each year:  $3\% \text{ of } 35.0 = 1.05 \text{ points}$ .

Middle School A’s targets are as follows:

Year of Contract	Baseline/ Starting Value	Annual Change	Sum of Score and Annual Change	Target (Round to Tenths)
Original Baseline Year	60.0			
Year One	60.0	1.2	61.2	61.2
Year Two (Baseline Reset)	65.0			
Year Three	65.0	1.05	66.05	66.1
Year Four	66.05	1.05	67.1	67.1
Year Five	67.1	1.05	68.15	68.2

<sup>3</sup> For more information on how GOSA set targets prior to the 2017-2018 school year, please see Appendix A.

<sup>4</sup> For more information on the changes to the CCRPI in 2018, see GaDOE’s Accountability [webpage](#).

**Example 2:**

- During the baseline reset year (2018), Middle School B has a CCRPI Single Score of 78.5, which is below the 2018 threshold for the top quartile of middle schools (80.0).
  - The gap between the baseline and 100.0 is 21.5:  $100.0 - 78.5 = 21.5$ .
  - The school must increase its CCRPI Single Score by three percent of the gap annually, or 0.645 point each year:  $3\% \text{ of } 21.5 = 0.645$  points.
  - If the calculated target exceeds the top quartile threshold score of 80.0, the target is reset to 80.0.

Middle School B’s targets are as follows:

Year of Contract	Baseline/ Starting Value	Annual Change	Sum of Score and Annual Change	Target (Round to Tenths)
Original Baseline Year	74.4			
Year One	74.4	0.768	75.168	75.2
Year Two (Baseline Reset)	78.5			
Year Three	78.5	0.645	79.145	79.1
Year Four	79.145	0.645	79.79	79.8
Year Five	79.79	0.645	Above Threshold of 80.0	80.0

**Example 3:**

- During the baseline reset year (2018), Middle School C has a CCRPI Single Score of 80.5, which is above the 2018 threshold for the top quartile of middle schools (80.0).
  - The school must remain at or above the top quartile threshold of 80.0 each year.

Middle School C’s targets are as follows:

Year of Contract	Baseline/ Starting Value	Annual Change	Sum of Score and Annual Change	Target (Round to Tenths)
Original Baseline Year	78.4			
Year One	78.4	Baseline Above Threshold	Above Threshold of 76.6	76.6
Year Two (Baseline Reset)	80.5			
Year Three	80.5	Baseline Above Threshold	Above Threshold of 80.0	80.0
Year Four				80.0
Year Five				80.0

## “Second Look” Policy: Beating the Odds

If a school does not meet its target CCRPI Single Score, the school can meet its yearly performance target if it “Beats the Odds.” The [Beating the Odds](#) Analysis compares a school’s CCRPI to its expected performance as determined by the Beating the Odds (BTO) model developed in partnership between GOSA and the Georgia Department of Education (GaDOE). GOSA publishes the BTO analysis results on its [website](#).

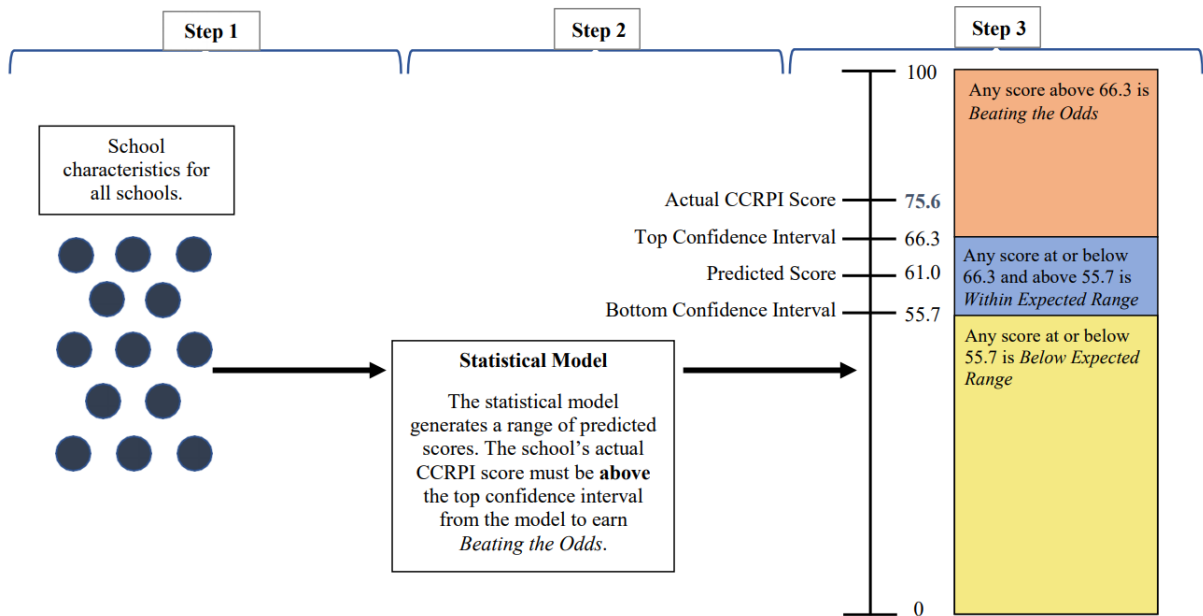
Beating the Odds is a statistical analysis that provides additional context for a school’s CCRPI score based on characteristics outside the school’s control. BTO’s primary purpose is to complement the CCRPI as an accountability measure in performance contracts between schools or districts and the SBOE.

The BTO analysis includes various school characteristics including the following:

- Percentage of Students by Race/Ethnicity;
- Percentage of Students who are Students with Disabilities (SWD), English Language Learners (ELL), or directly certified;
- Percentage of female students;
- Enrollment (October FTE K-12 enrollment count);
- Student Mobility Rate (Churn Rate);
- Whether a school is defined as non-traditional; and
- Grade Cluster (Elementary, Middle, High, Elementary/Middle, Middle/High, or K-12).

The statistical analysis generates a range of predicted scores. A school’s actual CCRPI score must be above the top confidence interval of its predicted score to “Beat the Odds.” In the example shown in Figure 1 on page 5, the top confidence interval from the BTO model for the example school is 66.3. This calculation means any score above the top confidence interval of 66.3 “Beat the Odds,” or, rather, the school out-performed its predicted score based on the model. In this example, the school earned a CCRPI Single Score of 75.6 and “Beat the Odds,” therefore meeting its yearly performance target. A score that is “Within Expected Range” or “Below Expected Range” does not “Beat the Odds” and, therefore, does not meet the yearly performance target.

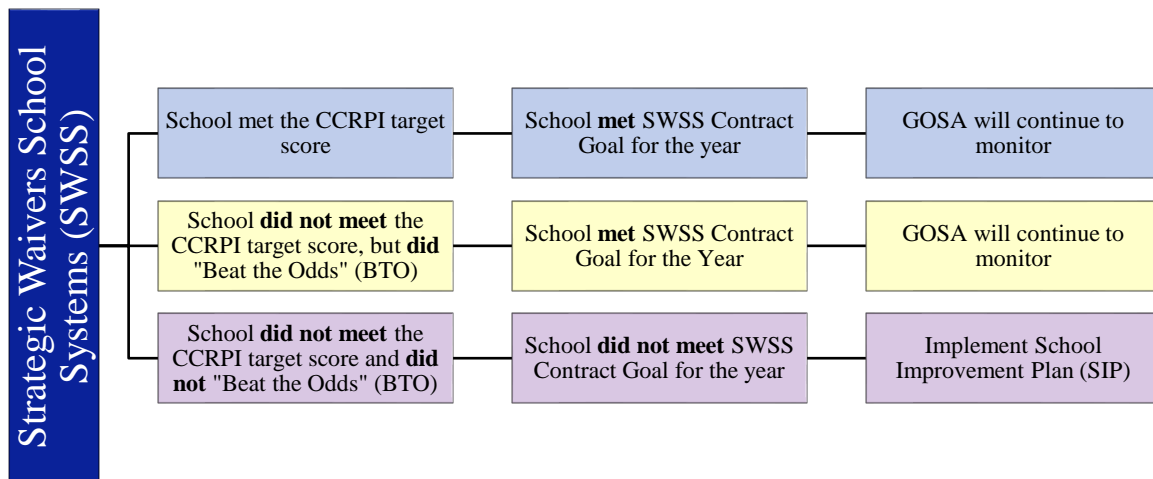
Figure 1: Example Beating the Odds Model  
Beating the Odds Process Overview



### Strategic Waivers School Systems Contract Consequences

GOSA monitors progress towards meeting the performance targets of the SWSS contract on an annual basis and reports progress to the SBOE. Figure 2 shows the annual accountability review process for schools with SWSS contracts.

Figure 2: GOSA's Annual Accountability Review Process





Any school that has not met its yearly performance target will implement a School Improvement Plan (SIP). Schools that did not meet the yearly performance target in Year One (2016-2017) submitted SIPs and implemented them during the 2018-2019 school year. Since Year Two is a baseline reset year and does not count for or against a school, GOSA will not require schools to submit SIPs for the 2018-2019 school year. If a school does not meet its revised yearly performance target for Year Three and Year Four, it will implement a SIP. The SIP will comprise of a targeted plan to address the school’s specific areas of improvement. GOSA will monitor progress on SIP implementation throughout the school year. Figure 3 shows the timeline of SIP implementation for schools that do not meet the yearly performance target in Year Three, and Figure 4 shows the timeline of SIP implementation for schools that do not meet the yearly performance target in Year Four.

Figure 3: Timeline of School Improvement Plan Process for Year Three (2019)

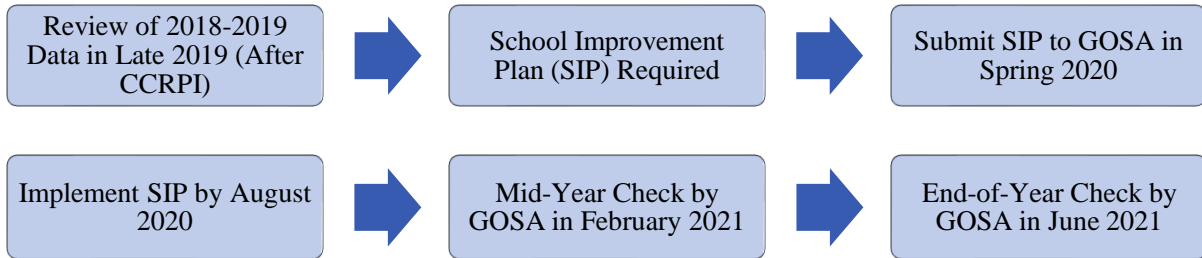
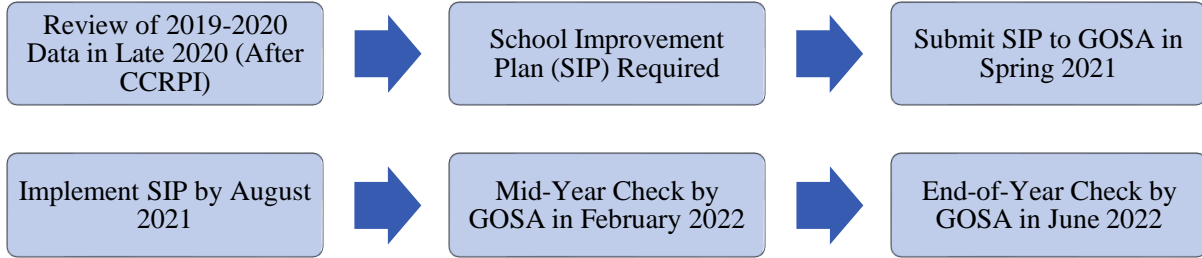


Figure 4: Timeline of School Improvement Plan Process for Year Four (2020)

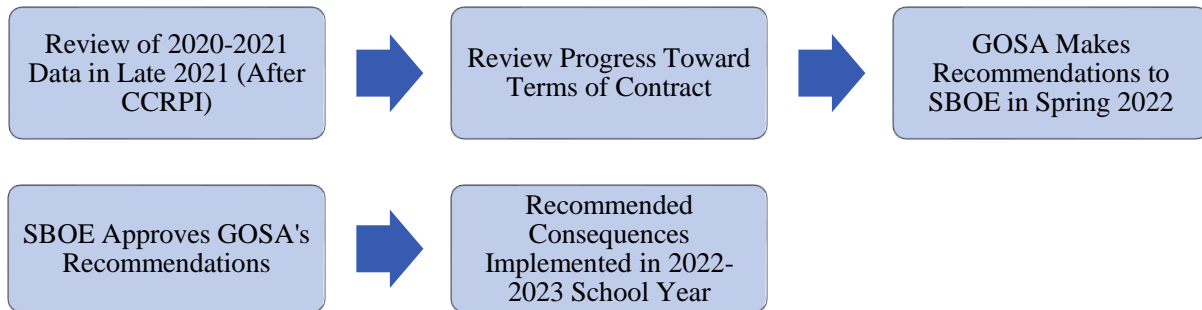


To meet the terms of its performance contract, a school must meet its yearly performance target (by meeting its target CCRPI Single Score or “Beating the Odds”) for at least two of the non-baseline-reset years of accountability in the contract (Year One, Year Three, Year Four, and Year Five). A school can also meet the terms of its contract by meeting its revised Year Five target CCRPI Single Score or “Beating the Odds” in Year Five.

If, at the end of Year Five, a school has not met these terms, GOSA will make recommendations to the SBOE.

Figure 5 displays the SWSS evaluation process for the end of the Year Five.

Figure 5: Timeline of Review Process for Year Five (2021)



### School Reconfiguration

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Each year, GaDOE produces a list of schools which have changed school codes due to reconfigurations. GOSA uses this list to develop its Policy on School Code Changes for the SWSS evaluation. Following a school reconfiguration, GOSA will apply school code changes retroactively to the schools in question for the appropriate years. For example, GOSA will apply changes that occurred between the 2017-2018 and 2018-2019 school years after the release of the 2018-2019 CCRPI. School code changes may impact yearly performance targets for affected SWSS schools.

If new schools open that are not associated with school code changes, GOSA will use their initial CCRPI score as the baseline and set the yearly performance targets using that value.

## Appendix A: Setting Targets Prior to 2018

GOSA used the 2016 CCRPI Single Score without Challenge Points as the previous baseline score. GOSA set target CCRPI Single Scores using this baseline and evaluated progress for Year One (2016-2017) based on these targets. This section details how GOSA set these target CCRPI Single Scores.

For these targets, GOSA used the CCRPI Single Score without Challenge Points. To calculate the CCRPI Single Score without Challenge Points, follow these steps:

- If a school does not span grade clusters, subtract the Challenge Points from the CCRPI Single Score.
- If the school spans grade clusters, subtract the Challenge Points from the CCRPI score for each grade cluster and multiply this number by the cluster’s enrollment percentage as presented on the CCRPI.<sup>5</sup> Sum these products. Round to the nearest tenth.

For the Year One evaluation, the threshold for the top quartile was based on the baseline year (2016 CCRPI). The thresholds were as follows:

Grade Cluster	2016 Top Quartile Threshold
Elementary Schools	76.8
Middle Schools	76.6
High Schools	79.8
Multiple Grade Clusters	74.7

The following examples illustrate how GOSA calculated the CCRPI Single Score without Challenge Points and how it set the original target CCRPI Single Scores.

### Part I: Calculating the CCRPI Single Score without Challenge Points

**Example A:** High School A contains grades 9 through 12. The high school grades received a CCRPI score of 82.0, with 2.0 Challenge Points. To calculate the Single Score without Challenge points, use the following formula:

$$\text{Single Score without Challenge Points} = \text{High School CCRPI} - \text{High School Challenge Points}$$

**OR**

$$\text{Single Score without Challenge Points} = 82.0 - 2.0 = 80.0 \text{ } ^6$$

**Example B:** Middle/High School B contains grades 6 through 12. The middle school grades received a CCRPI score of 75.0, with 5.0 Challenge Points. The middle school students comprise

<sup>5</sup> These enrollment percentages are rounded to the nearest tenth (XX.X%) to mimic the CCRPI calculation.

<sup>6</sup> The Single Score without Challenge Points is rounded to the nearest tenth (0.1).

40.0% of the school’s students. The high school grades received a CCRPI score of 82.0, with 2.0 Challenge Points. The high school students comprise 60.0% of the school. To calculate the Single Score without Challenge points, use the following formula:

$$\text{Single Score without Challenge Points} = ((\text{Middle School CCRPI} - \text{Middle School Challenge Points}) * \text{Middle School Enrollment Percentage}) + ((\text{High School CCRPI} - \text{High School Challenge Points}) * \text{High School Enrollment Percentage})$$

OR

$$\text{Single Score without Challenge Points} = ((75.0 - 5.0) * .400) + ((82.0 - 2.0) * .600) = 76.0^7$$

**Part II: Calculating the Yearly Target CCRPI Single Score**

The following examples show how the target CCRPI Single Scores were set prior to the baseline reset in Year Two.

Example 1:

- Middle School A has a baseline CCRPI Single Score without Challenge Points of 60.0, which is below the threshold for the top quartile for middle schools.
  - The gap between the baseline and 100.0 is 40.0: 100.0-60.0= 40.0.
  - The school must increase its CCRPI Single Score by three percent of the gap annually, or 1.2 points each year: 3% of 40.0 = 1.2 points.

Middle School A’s targets are as follows:

Year of Contract	Baseline/ Starting Value	Annual Change	Sum of Score and Annual Change	Target (Round to Tenths)
Year One	60.0	1.2	61.2	61.2
Year Two	61.2	1.2	62.4	62.4
Year Three	62.4	1.2	63.6	63.6
Year Four	63.6	1.2	64.8	64.8
Year Five	64.8	1.2	66.0	66.0

<sup>7</sup> The Single Score without Challenge Points is rounded to the nearest tenth (0.1).

Example 2:

- Middle School B has a baseline CCRPI Single Score without Challenge Points of 74.4. The threshold for the top quartile for middle schools is 76.6.
  - The gap between the baseline and 100.0 is 25.6:  $100.0 - 74.4 = 25.6$ .
  - The school must increase its CCRPI Single Score by three percent of the gap annually, or 0.768 points each year:  $3\% \text{ of } 25.6 = 0.768$  points.
  - The expected increase of 0.768 each year is not rounded when calculating targets, but the CCRPI Single Score for the target in each year is rounded since CCRPI scores are rounded to tenths.
  - If the calculated target exceeds the top quartile threshold score of 76.6, the target is reset to 76.6.

Middle School B's targets are as follows:

Year of Contract	Baseline/ Starting Value	Annual Change	Sum of Score and Annual Change	Target (Round to Tenths)
Year One	74.400	0.768	75.168	75.2
Year Two	75.168	0.768	75.936	75.9
Year Three	75.936	0.768	Above Threshold of 76.6	76.6
Year Four				76.6
Year Five				76.6

Example 3:

- Middle School C has a baseline CCRPI Single Score without Challenge Points of 80.0. The threshold for the top quartile for middle schools is 76.6.
  - The school must remain at or above the top quartile threshold of 76.6 each year.

Middle School C's targets are as follows:

Year of Contract	Baseline/ Starting Value	Annual Change	Sum of Score and Annual Change	Target (Round to Tenths)
Year One	80.0		Above Threshold of 76.6	76.6
Year Two				76.6
Year Three				76.6
Year Four				76.6
Year Five				76.6

## Appendix B: Summary of Revisions to the Strategic Waivers School Systems Evaluation Policy

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### October 2014

- Added information on supplementary goals.

### September 2015

- Added information on how to calculate the CCRPI Single Score without Challenge Points.

### June 2016

- Added information on schools that opened after the 2015-2016 school year.
- Added *Summary of Revisions Section* of the policy.

### February 2017

- Added information to clarify quartile and rounding business rules,
- Added calculated top quartile thresholds.
- Adjusted examples to reflect actual quartile thresholds and rounding examples.

### July 2017

- Added information on contract consequences.

### January 2018

- Added information regarding 2018 baseline reset.
- Added information regarding School Improvement Plans (SIPs)

### March 2019

- Added information regarding 2018 baseline reset.
- Updated information regarding School Improvement Plans (SIPs).
- Added 2018 revised top quartile thresholds.

**Appendix C: Related Resources Index**

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[GOSA: Strategic Waivers School Systems](#)

[GOSA: Strategic Waivers School Systems Evaluation Dashboard](#)

[GOSA: Beating the Odds Model](#)

[GaDOE: Strategic Waivers School Systems](#)

[GaDOE: College and Career Ready Performance Index](#)