June 8, 2015

Dr. Camille H. Wright, Superintendent
Enterprise City Schools
Post Office Box 311790
Enterprise, AL 36331-1790

Dear Dr. Wright:

Upon review of Enterprise City Schools Innovation/Flexibility Zone application, I am happy to approve your Innovation Zone plan. Attached are approval recommendations for implementing the requests made in Enterprise City Schools Innovation/Flexibility Zone application.

Your continued commitment to innovation in education will provide exceptional opportunities to meet the needs of each of your students and prepare each for college and/or career in the 21st century. It is evident that the Enterprise City Schools plan for innovation ensures increased learning opportunities for accelerating students on a trajectory that will lead to success.

Please remain in communication with Mrs. Karen Porter to share your successes, challenges, and lessons learned that will be valuable to our moving our state forward and to providing helpful guidance to other districts as they develop innovative plans.

Sincerely,

Thomas R. Bice
State Superintendent of Education

TRB:KWP:DK

Attachment

cc: Mrs. Sherrill W. Parris
    Dr. Julie P. Hannah
    Mrs. Robin Nelson
    Mrs. Karen Porter
QUALIFICATIONS AND RECOMMENDATIONS FOR APPROVAL OF THE ENTERPRISE CITY SCHOOLS 2015 INNOVATION PLAN

1. Concerning the request to allow for flexibility in scheduling for the incorporation of a STEM program for one semester and physical education for one semester – Allowable with these strong recommendations:
   a. It is strongly advised that Enterprise City Schools—in its attempt to be innovative and understanding that just as all learning is not confined to traditional school hours or to a brick and mortar building, neither is physical fitness—should develop a plan to assure that each student who is not involved in daily physical education for middle school students during the normal school hours is involved in physical activity outside of the school day during the semester in which the student is involved in the STEM program.
   b. It is strongly advised that Enterprise City Schools actively and formally communicate its understanding of the above, encouraging the participating students and the parents/caregivers, teachers, and counselors of these students to look for ways these students can become involved in physical fitness activities outside of the normal school day (like, but not limited to, organized sports through city recreation programs, dance class, gymnastics class, swim team, running, walking, hiking, aerobics, etc.). The Enterprise City Schools should provide written information regarding physical activity opportunities available to students and to the others named above in advance of the semester in which the student will participate in the STEM program.
   c. It is strongly advised that Enterprise City Schools should require students to provide to their physical education teacher, advisor, or counselor, any documentation deemed appropriate by Enterprise City Schools demonstrating participation in physical fitness activities during the semester the student participates in the STEM program for his/her student records.

2. Concerning the request to adjust the number of required full instructional days from 180 to 178 in order to provide 6 full days of embedded professional development—Allowable with the qualification that Enterprise City Schools must provide the hourly equivalent (1080 full instructional hours) of at least a 180 full instructional day minimum school term.

3. Concerning the request of an extension of the waiver for a LIFE Physical Education Course requirement for students at Enterprise High School who participate in JROTC, show choir, and marching band to take additional courses preparing them to graduate college and career ready—Allowable to extend the waiver for the 2015-2016 and 2016-2017 school terms with recommendation:
   a. It is strongly recommended and cautioned that schools provide each student with counseling related to his/her career path planning when substitute courses are offered. Proposed courses should have a tight cross-walk/match. School personnel should be aware and advise students when substituted courses will not be accepted by a student’s chosen institution of higher education. Also, personnel should consider Alabama High School Athletic Association/NCAA guidelines when advising student athletes on substitute courses to assure retention of eligibility. This caution applies to all flexibility requests that involve substituting courses/flexible credit for traditional coursework/credit (See the May 26, 2015, State Superintendent Memorandum—Mathematics Pathways, FY15-2072).
INNOVATION ZONE

Alabama State Department of Education
Dr. Thomas R. Bice, State Superintendent of Education

INNOVATION ZONE/FLEXIBILITY APPLICATION

Provide greater flexibility in meeting the educational needs of a diverse student population

Improve educational performance through greater school autonomy and managerial flexibility to administer programs and budgetary matters

Provide greater control to local decision making

Leverage new methods and tools to improve outcomes and solve persistent problems

Challenge to make important choices

Enable an entirely new way of thinking
An Innovative School System

Pursuant to the Alabama Accountability Act 2013-64, to be considered as an innovative school system shall successfully comply with the requirements and procedures set forth by the State Department of Edu flexibility contracts.

Innovative School System Components

Flexibility Contract: “A flexibility contract between the local school system and the State Board of Education wherein a local school system may apply for programmatic flexibility or budgetary flexibility, or both, from state laws, regulations, and policies, including regulations and policies promulgated by the State Board of Education and the State Department of Education.”

Innovation Plan: “The request of a local school system for flexibility and plan for annual accountability measures and five-year targets for all participating schools within the school system.”

The Flexibility Contract and the Innovation Plan - The Flexibility Contract sets forth the local school system’s request for relief from specific mandates in state law, regulations, and policies. In exchange for the requested flexibility, the local school system proposes an Innovation Plan to meet annual accountability benchmarks and its five-year targets.

Flexibility Contract and Innovation Plan Requirements

Contract Requirements:
The proposed Innovative School System shall:
1. Submit to the Alabama State Department of Education (ALSDE) a letter of intent to pursue a flexibility contract.
2. Submit to the ALSDE a Resolution adopted by the local board supporting the intent to pursue a Flexibility Contract, the proposal, and the anticipated timeline of the local school system. (The submitted resolution indicates that an opportunity for full discussion and public input, including a public hearing, was provided before submitting a Flexibility Contract proposal to the ALSDE.)
3. Submit to the ALSDE a document of assurance stating the local board shall provide consistency in leadership and a commitment to the state standards, assessments, and academic rigor.
Innovation Plan Requirements:
The proposed Innovative School System shall:
1. Submit to the ALSDE the school year that the local school system expects the Flexibility Contract to begin.
2. Submit to the ALSDE the list of state laws, regulations, and policies that the local school system is seeking to waive in its Flexibility Contract.
3. Submit a list of schools included in the innovation plan of the local school system.
4. Submit to the ALSDE the final Innovation Plan, as recommended by the local superintendent of education and approved by the local board of education.

Upon receipt of the Innovation Plan/Flexibility Contract by the ALSDE, a letter of confirmation of receipt will be sent to the local superintendent and the process for review will begin. Within 60 days, the innovation plan will be placed on an Alabama State Board of Education work session and regular meeting agenda for discussion and final determination. The school system will receive written notification of approval or non-approval. Should the innovation/flexibility plan be denied, an outline of procedures and necessary steps to amend and resubmit will be communicated to the local superintendent.

Innovation Plan Assurances

The following are requirements that cannot be waived:
- Those imposed by federal law
- Those related to the health and safety of students or employees
- Those imposed by ethics laws
- Those imposed by open records or open meetings laws
- Those related to financial or academic reporting or transparency
- Those designed to protect the civil rights of students or employees
- Those related to the state retirement system or state health insurance plan
- Those that would compensate an employee at an annual amount that is less than the amount the employee would otherwise be afforded through the State Minimum Salary Schedule
- Those that would involuntarily remove any rights or privileges acquired by any employee under the Students First Act of 2011, Title 16, Chapter 24C, Code of Alabama 1975
- Those that would deny any right or privilege granted to a new employee pursuant to the Students First Act of 2011
- Those that would authorize the formation of a charter school

Certifying Signatures of the Local Superintendent and Local Board President

To be considered as an Innovative School System, we certify that we comply with the requirements of Act 2013-64 and procedures set forth by the Alabama State Department of Education regarding Flexibility Contract requirements and Innovation Plan requirements.

Please sign below:

[Signatures]

Local Superintendent (Date)  
Local Board President (Date)
**Section 1 - Applicant Information**

Indicate the intended school year for implementing the Innovation/Flexibility Plan: 2015-16

Please complete the following information:

- **School System Applying:** Enterprise City Schools
- **School System Superintendent:** Dr. Camille H. Wright
- **School System Contact’s Name & Title:** Dr. Patrick M. Cain, Director of Secondary Instruction
- **Contact’s Telephone Number:** (334) 347-9531
- **Contact’s E-Mail Address:** pcain@enterpriseschools.net

Please complete the chart below for system leaders responsible for supporting the plan (add rows as needed):

<table>
<thead>
<tr>
<th>Name of Team Member</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Camille H. Wright</td>
<td>Superintendent</td>
</tr>
<tr>
<td>Mr. Greg Faught</td>
<td>Assistant Superintendent</td>
</tr>
<tr>
<td>Dr. Patrick M. Cain</td>
<td>Director of Secondary Instruction</td>
</tr>
<tr>
<td>Mrs. Joylee Cain</td>
<td>Director of Special Education</td>
</tr>
<tr>
<td>Mrs. Oveta Pearce</td>
<td>Director of Federal Programs</td>
</tr>
<tr>
<td>Dr. Irma Townsend</td>
<td>Director of Human Resources</td>
</tr>
</tbody>
</table>

Please complete the chart below for each school involved/impacted by the plan (add rows as needed):

<table>
<thead>
<tr>
<th>Name of School</th>
<th>Principal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coppinville Junior High School</td>
<td>David West</td>
</tr>
<tr>
<td>Dauphin Junior High School</td>
<td>Judy Thomas</td>
</tr>
<tr>
<td>Enterprise Early Education Center</td>
<td>Waller Martin</td>
</tr>
<tr>
<td>Enterprise High School</td>
<td>Matt Rodgers</td>
</tr>
<tr>
<td>Harrand Creek Elementary School</td>
<td>Ronnie Retherford</td>
</tr>
<tr>
<td>Hillcrest Elementary School</td>
<td>Teri Prim</td>
</tr>
<tr>
<td>Holly Hill Elementary School</td>
<td>Christie Mitten</td>
</tr>
<tr>
<td>Pinedale Elementary School</td>
<td>Twyla Pipkin</td>
</tr>
<tr>
<td>Rucker Boulevard Elementary School</td>
<td>Sheree Hardrick</td>
</tr>
</tbody>
</table>
## Section 2 - Specific Waiver Requests

Indicate the specific type(s) of policy or code that prohibit or constrain the plan from which you wish to request a waiver.

**Indicate in the table below the waiver request type(s) that apply:**
- **ALSDE Policy Waiver Request** (Specify memorandum, etc., outlining policy)
- **Alabama Administrative Code (AAC) Statute Waiver Request** (Specify AAC Rule No., etc.)
- **Code of Alabama 1975 Waiver Request** (Specify law, etc.)

*(Insert additional rows as needed):

<table>
<thead>
<tr>
<th>Waiver Request Type</th>
<th>Flexibility Requested (List specific law, regulation, or policy from which relief is sought.)</th>
<th>Impact of the Waiver (What will the waiver enable the school to do differently, etc.?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALSDE Policy Waiver Request</td>
<td>Physical Education Daily Time Requirement; page 34, 2009 Physical Education Course of Study</td>
<td>Flexibility scheduling for physical education classes will allow for the implementation of a STEM Program at each of our junior high schools.</td>
</tr>
<tr>
<td>Alabama Administrative Code (AAC) Statute Waiver Request</td>
<td>180 school day requirement 290-3-1-02 (1) 290-3-1-02(2)</td>
<td>A total of six (6) professional development days will be scheduled throughout the school year to reduce the amount of time teachers are pulled from their classrooms for training; provide breaks for students during the school year to minimize student/teacher burnout; savings to school system in the areas of transportation, food, and utilities; without having modify the length of the school day.</td>
</tr>
<tr>
<td>Code of Alabama 1975 Waiver Request</td>
<td>16-1-1 (1975)</td>
<td>A total of six (6) professional development days will be scheduled throughout the school year to reduce the amount of time teachers are pulled from their classrooms for training; provide breaks for students during the school year to minimize student/teacher burnout; savings to school system in the areas of transportation, food, and utilities; without having modify the length of the school day.</td>
</tr>
<tr>
<td>Alabama Administrative Code (AAC) Statute Waiver Request</td>
<td>Course substitution for Physical Education 290-3-1-.02(8)f</td>
<td>Substitute JROTC, Show Choir, and Marching Band programs for the Physical Education course in Grades 9-12 at EHS. This waiver supports and recognizes the hard work and physical activities required to participate in the programs listed above. In addition, approving for those students to receive a PE credit will open their schedules up to take additional courses that will help them become College and Career Ready graduates from EHS.</td>
</tr>
</tbody>
</table>
Section 3 - Vision

Creative Vision for the Plan
Please describe the plan’s vision, goals, and innovative features for student success that will be addressed. Share the purpose and expected outcome for students. Also include the intended impact of the flexibility requested in the innovation plan. Include how the proposal reflects Alabama’s PLAN 2020 and/or the system’s strategic plan. If applicable, share data, best practices, and any community and stakeholder support that support the plan.

The Enterprise City School System has 4 main goals:
1. Engage and empower the learner through high quality K-12 aligned College and Career Ready standards, instruction, and assessment for all core content areas.
2. Provide professional development to prepare and support teachers to graduate College and Career Ready students.
3. Provide the infrastructure and digital devices for all educators and students.
4. Collaboratively prepare students to meet proficiency in math.

PE Requirement Waiver Request for Middle School Students:
Our plan provides flexibility within our middle school schedules that will allow us to incorporate for the first time a Science, Technology, Engineering, and Mathematics (STEM) Program at our junior high schools beginning with the 2015-2016 school year. The STEM program aligns directly the Alabama State Board of Education in that the STEM Program will help ensure our students are provided the foundation in grades 7 and 8 to possess the ability to apply core academic skills to real-world situations through collaboration with peers in problem solving, precision, and punctuality in delivery of a product, and have a desire to be a life-long learner.

The implementation of a STEM program at our junior high schools requires flexibility in the scheduling of physical education classes. Currently, the time requirement for daily physical education instruction is 30 minutes a day. Over the course of a 180 instructional day school calendar, that totals 5400 minutes of instruction per school year. Under the proposed plan, Coppinville and Dauphin Junior High School students will exceed the total required minutes of physical education instruction as outlined in the 2009 Alabama Physical Education Course of Study by receiving 6408 minutes of physical education instruction in one semester.

180 Instructional Day Calendar Waiver Request:
Enterprise City Schools request a slight adjustment to the required 180 instructional day calendar for the 2015-2016 school year in order to provide professional development activities during the school year to prepare and support teachers to graduate College and Career Ready students as outlined in our system’s goals. This plan is also directly aligned to the objectives set forth in Alabama’s 2020 Professional’s Plan.

Based on the required 1,080 instructional hours during the school year, our school day will not need to be modified due to the fact that our students will be receiving approximately 1,118 instructional hours with our proposed 178 instructional day calendar. With this plan, our teachers will have six (6) full professional development days embedded throughout the school year. These days will greatly decrease the amount of time teachers are pulled for various professional development trainings which, in the past, would cause a great reduction of instructional time for students. In addition, these days also provide students with periodic breaks throughout the school year and a reduction in transportation, food, and utility costs for the school system.
PE Requirement Waiver Request for High School Students:
Enterprise City Schools understands the importance of promoting healthy lifestyles for our students through rigorous physical activity. We believe that this can be achieved in part through the Enterprise High School choral music and band programs. Our JROTC, Show Choir and Marching Band are renowned across the state and offers daily aerobic performance activities for our students.

Two years ago, we requested and were granted a waiver for the Life Physical Education Course requirement for those students at Enterprise High School that participated in our JROTC, show choir and marching band programs. Based on the success of our previously approved proposal, we are seeking an extension for the 2015-2016 and 2016-2017 school years.

Section 4 - Goals, Evaluation, and Sustainability

Aspirations, Expectations, and Communicating Outcomes
Please specify measureable goals, objectives, activities, and a timeline for meeting the identified outcomes of the plan. Please specify any alternative accountability measures/benchmarks to be put in place as a result of the flexibility requested. Share how the Innovation Plan will be monitored and evaluated, and how results will be reported. Indicate how the impact on increasing student success and/or other stated goals and objectives will be shared within your school system and beyond (e.g., students, teachers, parents, community, MEGA, CLAS). Share how implementation of this Innovation Plan will be sustained by current leadership.

PE Requirement Waiver Request for Middle School Students:
The purpose of our plan is to provide flexibility within our middle school schedules that will allow us to incorporate for the first time a Science, Technology, Engineering, and Mathematics (STEM) Program at our junior high schools beginning with the 2015-2016 school year. The STEM program will help ensure our students are provided the foundation in grades 7 and 8 to possess the ability to apply core academic skills to real-world situations through collaboration with peers in problem solving, precision, and punctuality in delivery of a product, and have a desire to be a life-long learner.

While Enterprise City Junior High School students have maintained a high level of academic achievement on the ARMT assessments, student growth and achievement on the ACT EXPLORE and ACT ASPIRE assessments have been somewhat stagnant. Our goal is to provide students with the mathematical foundation and critical thinking skills to apply their knowledge to real-world situations which will in turn increase student growth and achievement in the area of mathematics.

Flexibility in scheduling will allow our junior high schools and our school system to be innovative and create 21st century learning environments to meet the individual and collective needs of our students (Alabama’s 2020 Schools and Systems). This proposed plan is directly aligned with our schools’ and district’s strategic plan to engage and empower learners through high quality aligned College and Career Ready standards, instruction, and assessment for core content areas, but specifically to collaboratively prepare students to meet proficiency in mathematics.

Flexibility in scheduling will allow us to offer STEM Programs in each of our junior high schools which will:
- Provide engineering and biomedical science curriculum
- Provide rigorous and relevant experiences through activities, projects, and problem-based learning
• Provide students with industry-leading technology to solve problems while gaining skills in communication, collaboration, critical-thinking, and creativity.

Implementation will be supported and monitored through the following ways:
• Project Lead the Way (PLTW) Gateway Curriculum
• Professional development for all STEM instructors provided by PLTW staff
• Monitoring of student data
• Instructional Rounds

180 Instructional Day Calendar Waiver Request:
The purpose of our plan is to request flexibility with the required 180 instructional day calendar. Our students will far exceed the minimum required instructional hours, 1080, with a 178 day instructional calendar based on our current class schedule of 1,118 hours. This proposal will also help reduce the amount of instructional time lost due to teachers being pulled to attend professional development trainings throughout the school year. The school system should also save needed funds due to not having to pay for as many substitutes, transportation, food, and utility costs. Most importantly, we expect our teachers to be better prepared and equipped to ensure our students graduate from Enterprise City Schools College and Career Ready.

After reviewing our attendance data, we found that teacher and student absenteeism are higher when our system’s calendar has fewer scheduled holidays/breaks throughout the school year. In addition, it became apparent that a high percentage of teacher absences were due to professional development days that teachers were required to attend. This proposal dedicates six (6) full professional development days throughout the school year which will reduce the amount of instructional time being lost.

Our proposal is aligned to PLAN 2020 in which professionals are well prepared, resourced, supported, and effective. In conjunction with PLAN 2020, our system’s goal is to provide professional development to prepare and support teachers to graduate College and Career Ready students.

Implementation will be supported and monitored through the following ways:
• Frequent progress monitoring of student achievement data on system-wide benchmark assessments.
• Surveying school climates to ensure all teachers are making the most of the allotted professional development days.
• Monitoring teacher/student attendance data

PE Requirement Waiver Request for High School Students:
The purpose of our plan is to request flexibility in the required physical education course credit for graduation by substituting JROTC, Show Choir, and Marching Band programs for the Physical Education course in Grades 9-12 at EHS. This waiver supports and recognizes the hard work and physical activities required to participate in the programs listed above. In addition, approving for those students to receive a PE credit will open their schedules up to take additional courses that will help them become College and Career Ready graduates from EHS.

Two years ago, we requested and were granted a waiver for the Life Physical Education Course requirement for those students at Enterprise High School that participated in our JROTC, Show Choir and Marching Band programs. Based on the success of our previously approved proposal, we are seeking an extension for the 2015-2016 and 2016-2017 school years.
Flexibility and Innovation Plan Submission Requirements

In order to assure that the application is complete, verify that:

- All assurances, documents, resolutions, and certifying signatures, or any other requirement as specified in the Alabama Accountability Act 2013-64, and any outlined within the application, are included (pages 2 and 3, An Innovative School System).
- Specific waiver requests for relief from rules, policies, code, etc., have been included (page 5, Specific Waiver Requests).
- The innovation plan reflects the vision and goals of Alabama PLAN 2020 and/or the school system strategic plan (page 5, Waiver Summary).
- Any data collected or disseminated does not violate the privacy rights of any student or employee.

Submitting the Innovation Plan:

- It is requested that the Innovation Plan/Flexibility Contract be submitted electronically. The superintendent will receive a letter confirming the date of receipt of the Innovation Plan. Within 60 days, the approval or non-approval status will be communicated to the local superintendent.
- Communication and collaboration during the process is welcomed and encouraged. All questions regarding the Innovation Plan/Flexibility Waiver should be directed to Mrs. Karen Porter (kporter@alsde.edu or 334-242-8154).
March 24, 2015

Dr. Thomas R. Bice  
State Superintendent of Education  
50 N. Ripley Street  
PO Box 302101  
Montgomery, AL 36104

RE: Innovation Zone/Flexibility Contract

Dr. Bice:

This letter is to inform you that we are intending to pursue an Innovation Zone/Flexibility Contract between the Enterprise City School System and the Alabama State Department of Education beginning with the start of the 2015-2016 school year.

Thank you in advance for your consideration.

Sincerely,

Dr. Camille H. Wright  
Superintendent, Enterprise City Schools
RESOLUTION

The Enterprise City Board of Education is in support of Enterprise City Schools pursuing an Innovation Zone/Flexibility contract with the Alabama State Department of Education regarding a waiver for the daily time requirement for physical education activity for middle school age students at Coppinville and Dauphin Junior High Schools; a flexibility waiver for the required 180 school day instructional calendar for the 2015-2016 school year; and a waiver to support physical education course substitution at Enterprise High School for JROTC, Show Choir, and Marching Band programs. The implementation of the Innovation Zone/Flexibility contract will take place at the beginning of the 2015-2016 school year.

Our proposed Innovation Zone/Flexibility plan has been fully discussed and allowed for stakeholder and public input. This includes an open forum to allow the public to express support and/or concerns regarding the items listed above at our regularly scheduled board meetings.

Dr. Camille H. Wright
Superintendent, Enterprise City Schools

Mrs. Gloria Jones
President of the Board

3/25/16
Date

3-25-16
Date
March 24, 2015

Dr. Thomas R. Bice  
State Superintendent of Education  
50 N. Ripley Street  
PO Box 302101  
Montgomery, AL 36104

RE: Innovation Zone/Flexibility Assurance Contract

Dr. Bice:

This document serves as a letter of assurance and commitment that the Enterprise City School Board of Education is in full support of the Enterprise City Schools Innovation Zone/Flexibility Application. Enterprise City Schools is committed to upholding state standards, assessments, and academic rigor.

The Enterprise City School System does not foresee any changes in leadership for the upcoming school year.

Sincerely,

[Signature]

Dr. Camille H. Wright  
Superintendent, Enterprise City Schools