



# State of the School

May 2, 2023 | The Museum School of Avondale Estates



# Agenda

Welcome

Introductions

Housekeeping

A Look Back

Looking Ahead

Q & A

Closing

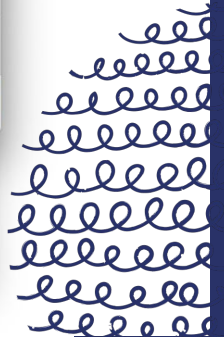
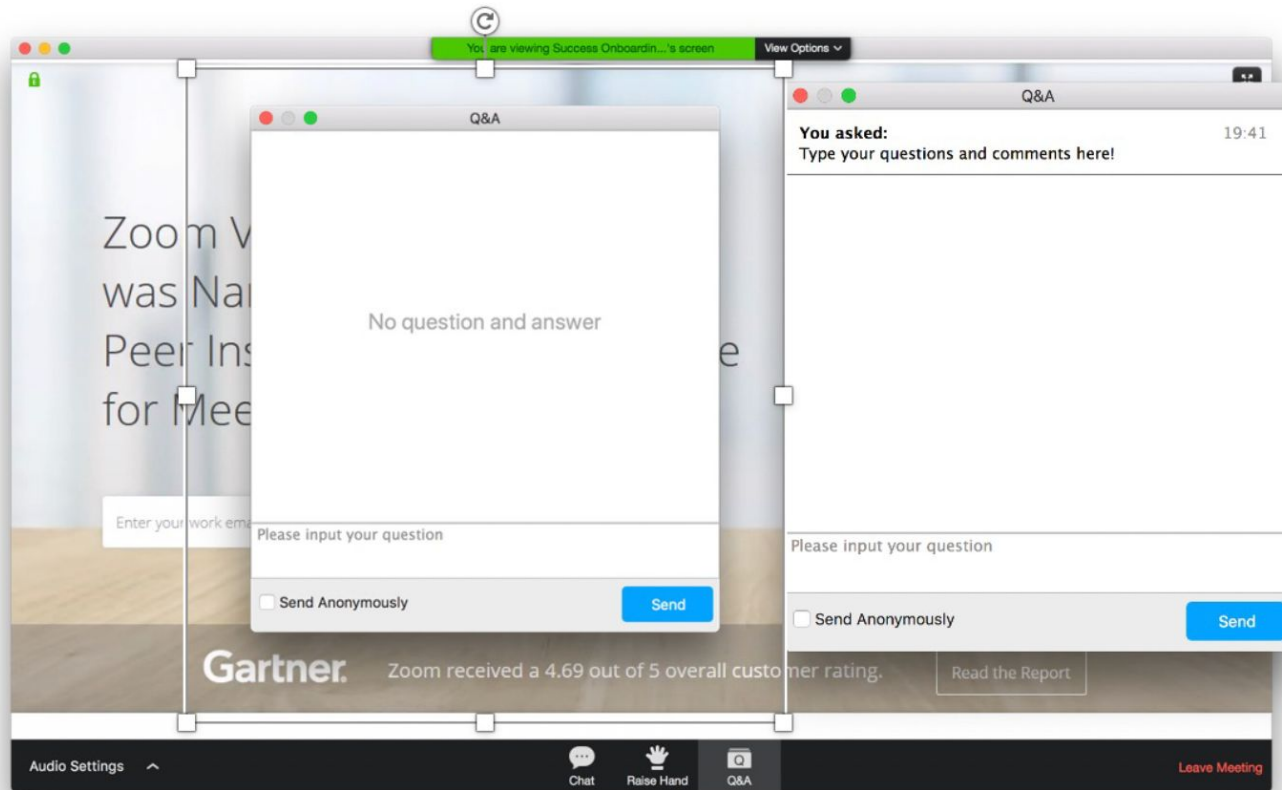




# Housekeeping

- All participants are muted and without video capabilities.
- The chat feature is disabled. Participants can ask questions using the Q and A feature on the bottom of your screen.
- Museum school staff members and board members will be monitoring the Q & A panel throughout the presentation. Questions will be answered either through the
- Q & A platform or at the end of the session.
- The webinar is being recorded and will be available tomorrow.







# Welcome

Board Chair Kelly Swinks



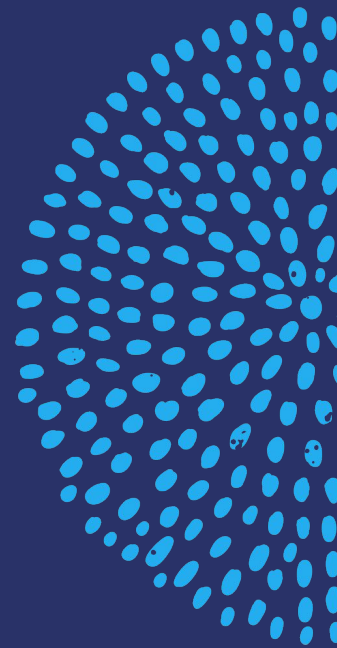


# A Look Back

Demographics

Highlights

Performance





# DEMOGRAPHICS

2022-2023

Demographic	Students Enrolled
Hispanic	7.5%
American Indian	0.2%
Asian	3.6%
Black	31.1%
Pacific Islander	0.5%
White	50.4%
2 or more races	6.7%
Male	52.8%
Female	47.2%



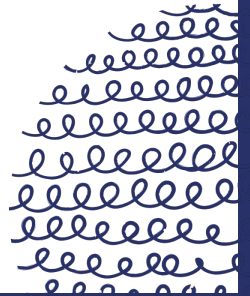
# DEMOGRAPHICS 2022-2023

Free and Reduced Lunch	25%
Exceptional Student Education	17%
Early Intervention Services	6%
Remedial Education Program	3%
Gifted Services	20%
504 Plans	9%
Multi-Tiered Support Services	12%
English Language Learners	3%



# 2022-2023 Highlights

- Introduced Reading shifts in K-3 with implementation of Heggerty & UFLI
- Launched Formative assessment program
- Engaged in 129 Expeditions during the school year
- Offered differentiated Restorative Practices training to all staff members
- Earned Superior scores from orchestra and chorus performances
- Awarded League champions for track and field
- Completed the outdoor basketball court renovations
- Creation of equity goals by each staff member
- Completed a redesign of the recruiting and hiring process



# Our Work with Equity

## 2022-2023 Goals:

- All TMS staff members will establish professional learning instructional goals based on Elena Aguilar's Equity Rubric.
- TMS administrators and instructional coaches will conduct regular, ongoing observations of lessons with the equity based instructional goals.
- All instructional staff members will be trained in Restorative Practices.
- Create a student based Diversity, Equity, and Inclusion team.



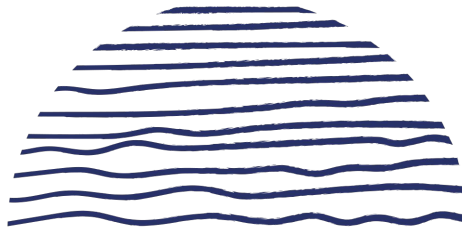
## 2022-2023 Progress:

- All staff set goals at the beginning of the year in the Classroom Environment, Rigor & Expectations, and Access & Participation categories.
- All staff received observations with questions and feedback relative to their goals during the course of the school year.
- Differentiated Restorative Practices training was offered during Explorer Days.
- Jr. DEI team was created, which consisted of a team of middle school students.



# Hiring Statistics from Spring 2022

<b>6 of 11</b> New hires were candidates of color	<b>3 of 7</b> New full-time teachers were candidates of color	<b>3 of 11</b> New hires were male
<b>3 of 5</b> Elementary candidates were candidates of color - 2 were hired	<b>5 of 8</b> Assistant candidates were candidates of color - 2 were hired	<b>1 of 4</b> ESE candidates were candidates of color - 1 was hired



# Academic Results

- Milestones scores are still being processed. Initial results will likely be available in a couple of weeks with full reports coming late summer.
- Spring MAP started this week. Those results will be available by the end of the school year.
- Winter MAP
  - Nationally, 44% of students score at or above grade level RIT
  - TMS consistently outperforms the national level
    - Reading - 69.7% of TMS students score at or above grade level RIT
    - Language Usage - 61.8% of TMS students score at or above grade level RIT
    - Math - 58.2% of TMS students score at or above grade level RIT
  - Highlight - Reading progress of our black students





# Challenges

- Still feeling the impacts of the pandemic
  - Academics
  - Absences
  - Behavior
  - Student Services
  - Staffing
- Math performance continues to be a focus of opportunity/priority
- Expedition buses





# A Look Back continued

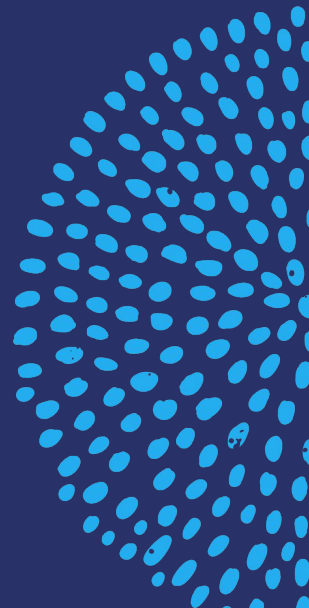
Finance



Litigation

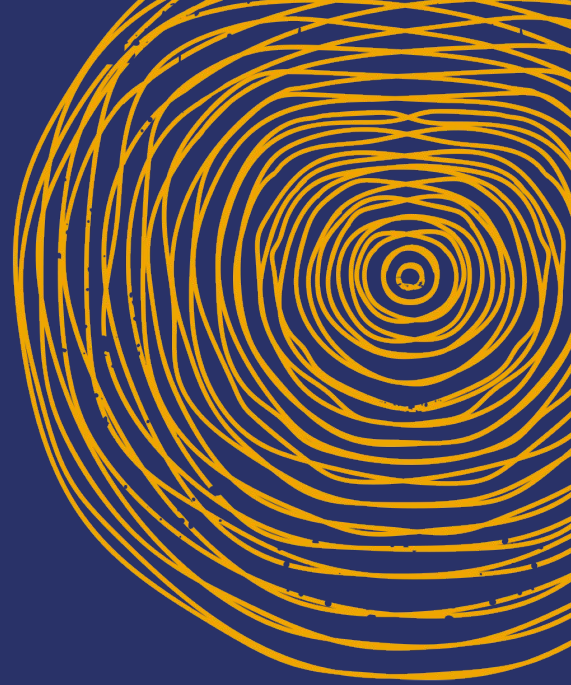


Foundation Updates



# Finance

Financial Accountability





# Financial Snapshot

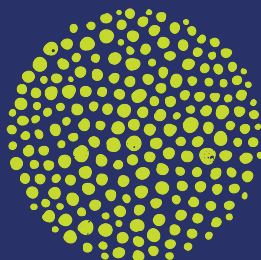
2022-2023 Revenue	
Total Revenue	\$8.7 Million
From QBE Funding	92%

2022-2023 Expenses	
Total Operating Expenses	\$8.3 Million
Expenses Directly Related to Classroom Instruction	90%

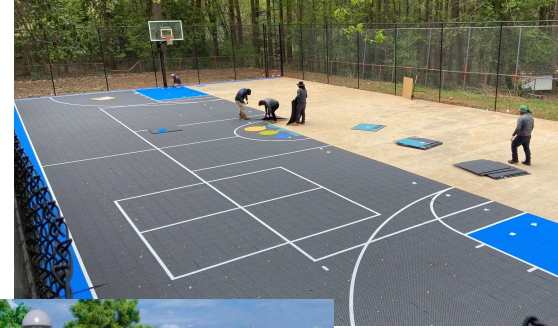


# Litigation Updates

- In August 2020, seven of the districts' eight start-up charter schools filed suit against the DeKalb County School District for underfunding its charter schools.
- On Thursday, Oct. 20, Fulton County Superior Court Judge Jerry Baxter issued a summary judgment ruling in favor of all but one of the claims.
- DeKalb appealed the decision and the Court of Appeals heard the case this morning.
- We will keep you updated on next steps.



- Capital Improvements
- Operations Support
- Special Projects





# What We Funded This Year

Over \$183,000  
Funded!



## **\$47,000 for a Basketball Court Refresh**

Funded during our Boosterthon Fun Run and included custom Sportcourt flooring, new fencing, and new permanently installed bike racks



## **\$50,000 for Year 1 of a 3-year DEI Grant**

TMSF received a 3-year \$150,000 grant from the SNAVE Foundation to directly support TMS students-in-need, DEI-geared professional development, and replication of our DEI practices through our Museum-in-a-Box program and the National Association of Museum Schools



## **\$71,000 for Roof Work**

Awarded funding from the TMSF reserves to pay for necessary roof work on the lower building



## **\$10,700 for our Arts Programs**

Raised to supplement year-end trips for our Orchestra and Chorus students and through Fund-the-Need at Arts in the Park



**\$4,700 for Teacher Mini-Grants**, including 2nd grade math manipulatives, culinary arts supplies, and field day t-shirts



+



+

YOU =



This year The Museum School Foundation fully funded  
The Museum School PTO...

- No PTO Dues - everyone is a member!
- Streamlined all donations through the Foundation
- Over \$13,000 raised for the Staff Appreciation Fund
- FREE Fall Fest this year
- Over 300 runners for the Explorer Dash in March
- Together we raised \$25,750 in business sponsorships





the museum school  
FOUNDATION



[themuseumschool.org/contribute](https://themuseumschool.org/contribute)



the museum school  

---

**FOUNDATION**

## Foundation Board Members

Anne Huff

Tina Younger

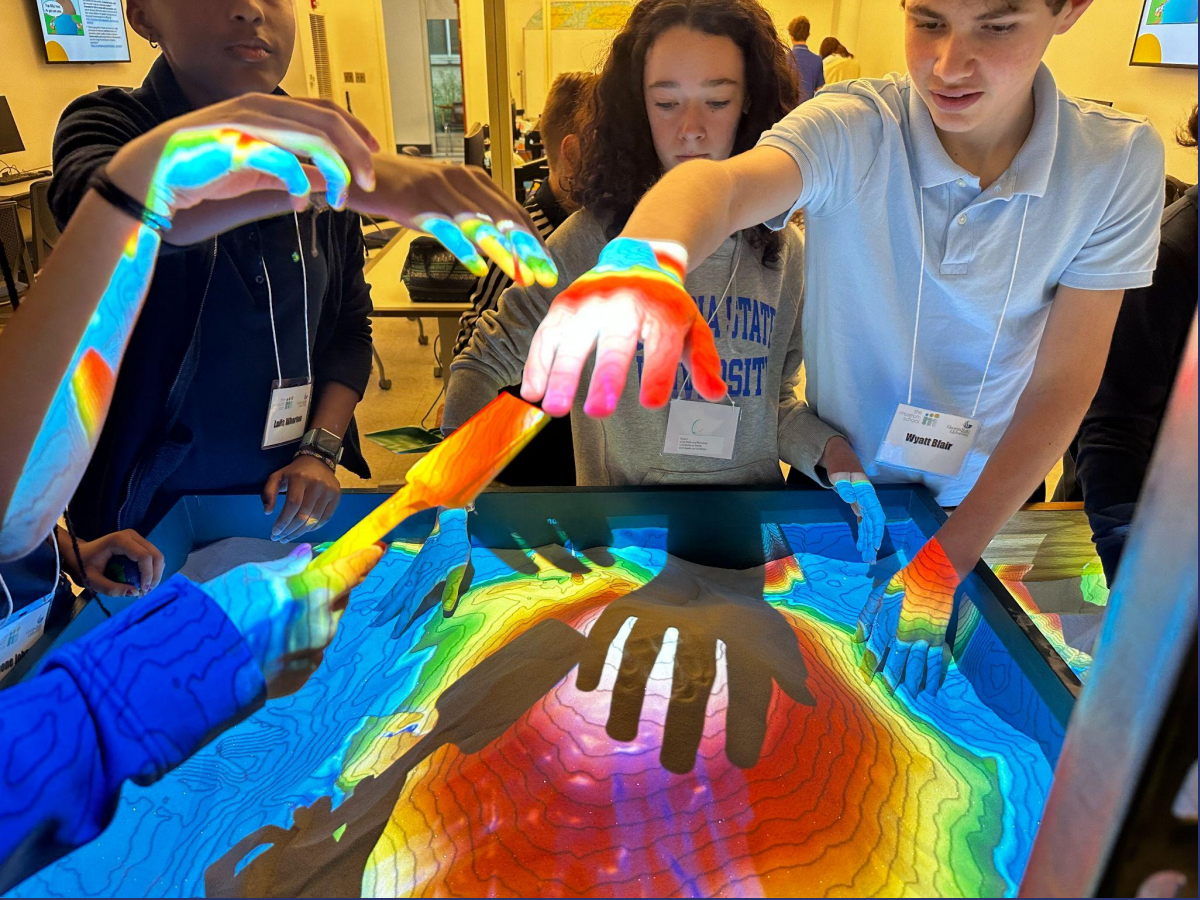
Tristin Albertsman

Kimberly Pashel

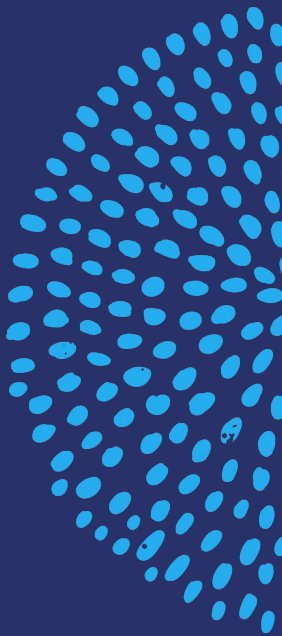
Nicole Kautter

Edwin Link

**[tmsfoundation@themuseumschool.org](mailto:tmsfoundation@themuseumschool.org)**



# Looking Ahead



Strategic Plan



Alumni Reception



New Principal

The Museum School of Avondale Estates  
Strategic Plan | 2023-2025

ACADEMIC EXCELLENCE

GOVERNANCE

FINANCIAL SUSTAINABILITY

DIVERSITY, INCLUSION, AND EQUITY

FACILITIES

EDUCATIONAL LEADERSHIP

Mission:

The mission of The Museum School of Avondale Estates is to inspire students, teachers and the community to collaborate to develop strong critical thinking, interpersonal and academic skills in our students, which will prepare them for real-world success.

Core Values:

Responsibility | Respect | Sustainability | Cooperation | Creativity | Kindness



## The Museum School of Avondale Estates Strategic Plan Notes | 2023-2025



- ★ The Museum School's Board of Directors created a sub-committee to facilitate the process of creating this strategic plan.
  - The sub-committee solicited input from TMS families and staff members to help develop the plan.
- ★ As a reminder, the Museum School's Board of Directors and school leaders maintain a separation of duties and responsibilities, based on the school's charter and general charter school guidance. The Board is responsible for school governance, providing oversight, and school leaders are responsible for operation and management of the school. The Strategic Plan reflects these distinct roles and responsibilities.
- ★ On the following pages you will find a global view of the strategic plan (p. 3), followed by each of the strategic pillars, including the specific activities to be implemented and the expected deliverables (p. 4-9).

Academic  
Excellence

Governance

Finance

Diversity,  
Equity,  
and  
Inclusion

Facilities

Educational  
Leadership

## Goals

- We will improve academic outcomes for all Museum School students and achieve and sustain top tier academic results by strengthening our instructional practices and advancing our use of data.

- We commit to recruiting, training, and supporting high quality, diverse board candidates and members.
- We commit to developing and regularly reviewing policies and processes to ensure compliance with local and federal law and alignment with best practices.

- We commit to ensuring long-term financial sustainability through proper budgeting, compliance with governmental accounting standards, and promoting strong internal controls
- We commit to establishing and implementing policies and processes to responsibly leverage our cash reserves to further the school's strategic priorities

- We commit to building and nurturing a school community (students, staff, and board) that reflects the diverse neighborhoods in which The Museum School serves.
- We commit to equitable outcomes for all students to ensure that every student is college and career ready.
- We commit to fostering a culture of belonging in which students, staff, and families are represented and recognized.

- We will regularly and comprehensively assess building maintenance, property maintenance, and improvement needs of the current physical facility and campus located at 923 Forrest Blvd.
- We will engage in long-term campus planning with experts in the field to explore long-term facility options.
- We will respond to physical security and IT security needs and challenges to ensure safe and sustainable systems.

- We will impact students and teachers at the local, state and national levels by disseminating best practices.
- We will expand our impact by growing our Museum in a Box program, increasing our involvement with the National Association of Museum Schools (NAMS), and hosting school leaders on our campus to learn more about our work.



# ACADEMIC EXCELLENCE

Improve academic outcomes for all Museum School students

Achieve and sustain top tier academic results.

Activities	School Deliverables
Improve academic outcomes by increasing the rigor and consistency of our programming.	<ul style="list-style-type: none"><li>• MAP scores (Reading, Math, Language) and Milestones scores (ELA, Math, Social Studies, Science)</li><li>• Monthly Principal and ED Board Reports</li><li>• GA DOE Annual Report</li></ul>
Strengthen instruction by <ul style="list-style-type: none"><li>• defining must-do practices</li><li>• advancing the use of data</li><li>• supporting all teachers in consistent implementation of the must-do practices</li></ul>	<ul style="list-style-type: none"><li>• MAP scores (Reading, Math, Language) and Milestones scores (ELA, Math, Social Studies, Science)</li><li>• TMS Guidebook</li><li>• TMS Data Spreadsheets</li><li>• TKES Observation Scores</li><li>• Explorer Walks (classroom visits) data</li></ul>
Revamp the math approach by identifying root causes of math challenges, leading a multi-year effort to improve, and evaluating new approaches	<ul style="list-style-type: none"><li>• Project Plan for Math Revamp</li><li>• MAP and Milestone Math data</li></ul>
Fulfill the museum model by articulating and communicating our core model elements and supporting staff to implement consistently.	<ul style="list-style-type: none"><li>• TMS Guidebook</li><li>• Museum Model Handbook</li><li>• Explorer Walks (classroom visits) data</li></ul>
Double down on reading by completing Reading Shifts implementation and increasing staff's knowledge base of the science of reading.	<ul style="list-style-type: none"><li>• MAP and Milestones Reading and ELA scores</li><li>• TMS Guidebook</li><li>• TKES Observation Scores</li><li>• Explorer Walks (classroom visits) data</li></ul>

Led by School Leaders and Staff with Board Oversight

Core Values Demonstrated: Responsibility, Respect, Cooperation

# GOVERNANCE

## Maximize the effectiveness and sustainability of the Board of Directors

Activities	Board Deliverables
Continually recruit a diverse group of skilled and talented community members and develop them into future board leaders by: <ul style="list-style-type: none"><li>▪ Initiating outreach and increasing participation with diversity-focused board development organizations.</li><li>▪ Hosting Regular Open Houses for prospective board members and consistently following up to develop interested individuals.</li></ul>	<ul style="list-style-type: none"><li>• Open House Log</li><li>• Contact Info log of Partners</li></ul>
Define accountability for individual board members' performance and anticipate qualifications necessary to sustain overall board performance by: <ul style="list-style-type: none"><li>▪ Formalizing consistent performance rubrics/metrics for existing board members.</li><li>▪ Formally communicating and monitoring board member performance expectations, including training and continued development.</li><li>▪ Maintaining and expanding our Board talent survey and matrix to assess, monitor, and better plan for current and future needs on the board.</li><li>▪ Extending expectations to committee members and board prospects.</li><li>▪ Increasing engagement with the advisory council, specifically identifying key council members to collaborate on talent-specific projects.</li></ul>	<ul style="list-style-type: none"><li>• Board member Performance Rubric/Metric</li><li>• Member Expectations</li><li>• Succession Plan</li><li>• Board and Governance Committee Agendas</li></ul>
Encourage and eliminate obstacles to board and committee members' sustained commitment to the school by: <ul style="list-style-type: none"><li>▪ Continuing to follow and communicate a transparent nomination cycle and expectations for prospective candidates.</li><li>▪ Routinizing recruitment, nomination, onboarding, and development cycles.</li><li>▪ Finalizing Committee Governing Agreement and implementing it across committees.</li><li>▪ Reviewing current retention and organizational strategies and implement improvements.</li><li>▪ Developing and communicating clear roles and responsibilities for board members and leadership.</li><li>▪ Celebrating sustained commitments and investment.</li><li>▪ Creating an exit interview questionnaire for matriculating members.</li></ul>	<ul style="list-style-type: none"><li>• Recruitment Manual</li><li>• Board Member Handbook</li><li>• Committee Governing Agreement</li><li>• Exit interview questionnaire</li></ul>
Maintain and develop consistent and transparent policies in order to comply with state and federal laws and regulations, as well as those rules specific to the governance of charter schools by: <ul style="list-style-type: none"><li>▪ Partnering with charter support organizations (e.g., GCSA, UGA Carl Vinson, etc.) to stay current on policy requirements, applicable to traditional school and charter school governance.</li><li>▪ Notifying the TMS Board immediately upon notification of upcoming requirements and changes in law/regulations and soliciting public and board member input prior to policy enactment.</li><li>▪ Engaging members of other locally approved charter school boards and GCSA to exchange guidance and wisdom as well as to pool resources in the creation of new policies.</li><li>▪ Supporting the development of administrative policies and provide the required and/or needed guidance and oversight.</li><li>▪ Conducting an annual audit on board policy compliances and review the school's audit on policy compliance.</li></ul>	<ul style="list-style-type: none"><li>• Audit report: Board Policy Compliance</li><li>• Audit report: School Policy Compliance</li></ul>
Comprehensively retain and organize documents for access to internal stakeholders and at the request of public inquiry. Ensure documents are easily accessible to relevant stakeholders.	<ul style="list-style-type: none"><li>• Document storage and retrieval system</li></ul>

Led by Board Members

Core Values Demonstrated: Responsibility, Sustainability, Cooperation, Respect

# FINANCIAL SUSTAINABILITY

Maintain strong financial health

Activities	Board Deliverables
Ensure compliance with the financial provisions of our Charter <ul style="list-style-type: none"><li>▪ Exercise sound budgeting practices that align to strategic goals and financial provisions</li><li>▪ Present a dashboard quarterly that reflects the school's status on the charter financial goals</li></ul>	<ul style="list-style-type: none"><li>• Annual budget</li><li>• Dashboard reflecting quarterly status on charter financial goals</li></ul>
Receive an unqualified opinion annually from an independent auditor <ul style="list-style-type: none"><li>▪ Update Financial policies on an annual cadence, including the procurement policy</li><li>▪ Provide oversight and report out on financial performance monthly to the governing board</li><li>▪ Ensure compliance with governmental accounting standards</li></ul>	<ul style="list-style-type: none"><li>• Updated Financial Policies Book</li><li>• Monthly Financial Report to the Board</li><li>• Annual audit</li></ul>
Establish and implement policies for cash reserves <ul style="list-style-type: none"><li>▪ Seek GA DOE approval of policy</li><li>▪ Develop investment policies</li></ul>	<ul style="list-style-type: none"><li>• Approved Policy for handling cash reserves<ul style="list-style-type: none"><li>• Investment Policy</li></ul></li></ul>
Establish a clear process for funding initiatives that outlines: <ul style="list-style-type: none"><li>▪ A process for financial asks among school, board, and Foundation</li><li>▪ Roles and Responsibilities of School Administrators, Finance Committee members, and Foundation Board</li></ul>	<ul style="list-style-type: none"><li>• Written process for funding initiatives</li></ul>

Led by Finance Committee and Board Members, with the support of school leaders and staff

Core Values Demonstrated: Responsibility, Sustainability, Cooperation, Respect

# DIVERSITY, EQUITY, AND INCLUSION

Create and sustain a community in which all members feel belonging, respect, and value

Activities	School Deliverables
<p><b>Inclusive Community</b></p> <p>We are committed to building a diverse student body that is reflective of our community by:</p> <ul style="list-style-type: none"><li>• Supporting targeted outreach to the diverse neighborhoods closest to the school and utilizing a weighted lottery that increases chances of admission to families that identify as economically disadvantaged</li></ul> <p>We are committed to supporting school leaders in building an instructional staff and leadership team that is reflective of our student body by:</p> <ul style="list-style-type: none"><li>• Providing oversight to the hiring process to ensure it is free of bias and encourages a diverse candidate pool.</li><li>• Supporting partnerships to increase the diverse teacher pipeline (including with HBCUs/MSIs and other local colleges and universities).</li><li>• Supporting and promoting staff belonging, retention, and professional development.</li></ul> <p>We are committed to developing a community, centered on the school's core values, where everyone can be themselves and are offered opportunities to grow, by:</p> <ul style="list-style-type: none"><li>• Ensuring that all areas of the TMS Governing board and operations are promoting diversity, equity, and inclusion in their operations.</li><li>• Encouraging the recognition and celebration of the school's diverse community through programs, events, and ongoing communications.</li></ul>	<ul style="list-style-type: none"><li>• Enrollment data and trends – March &amp; August (annually)</li><li>• Student Recruitment Plan – October (annually)</li><li>• Hiring and recruitment data – September (annually)</li><li>• Hiring Policies &amp; Processes (annually)</li><li>• College and University Recruitment Log – July (annually)</li><li>• Professional Learning Log –</li><li>• Staff Surveys – December &amp; July (annually)</li></ul>
<p><b>Equitable Outcomes</b></p> <p>We are committed to closing growth and achievement gaps by ensuring all students have access to critical resources and opportunities by:</p> <ul style="list-style-type: none"><li>• Ensuring adequate funds are dedicated in the annual operating budget to families in need of assistance</li><li>• Supporting school leaders in facilitating Culturally Responsive Pedagogy and practices training to all staff</li><li>• Supporting continuous data analysis, including subgroup data and perception data, and implementing data-based interventions</li><li>• Securing funding for tutorials and afterschool programming</li><li>• Exploring options for home to school transportation</li></ul>	<ul style="list-style-type: none"><li>• Survey results</li><li>• Operating Budget</li><li>• Phased Transportation Options</li><li>• MAP Subgroup Data</li><li>• Plan for tutorial, academic assistance</li></ul>
<p><b>Diverse Leadership</b></p> <p>We are committed to building a Governing Board that is reflective of our student body by supporting the Governance Committee in:</p> <ul style="list-style-type: none"><li>• Growing the pipeline of diverse board members and recruiting high quality board candidates</li><li>• Seeking high quality training, equity-based training for board members</li><li>• Eliminating barriers to attracting diverse board candidates (i.e. offering virtual board and committee meetings)</li></ul>	

Led by School Leaders and Staff with Board Oversight and Support

Core Values Demonstrated: Respect, Responsibility, Cooperation, Kindness

# FACILITIES

Support students and staff by providing a safe, healthy, and enjoyable learning environment

Activities	Board Deliverables
<p>Create and implement a capital improvement and maintenance schedule for the building and property. The schedule will:</p> <ul style="list-style-type: none"><li>▪ Include a comprehensive budget that identifies improvement/maintenance priorities</li><li>▪ Reflect strong property stewardship and fiduciary responsibility</li><li>▪ Address campus beautification</li><li>▪ Reflect the school's core value of sustainability</li><li>▪ Be shared with the TMS Foundation</li></ul>	<ul style="list-style-type: none"><li>• Improvement and Maintenance Schedule with budget</li></ul>
<p>Engage in long-term campus planning by:</p> <ul style="list-style-type: none"><li>▪ Mapping out options for long-term campus, including next steps, resources, and people<ul style="list-style-type: none"><li>▪ Investigate purchase options, lease extension, new building, etc.</li></ul></li><li>▪ Continuously aligning planning with evolving circumstances and goals</li></ul>	<ul style="list-style-type: none"><li>• Outline of long-term campus options and paths of exploration</li></ul>
<p>Review the current Security Master Plan and:</p> <ul style="list-style-type: none"><li>▪ Assess remaining/unfinished items of Security Master Plan and determine current relevance</li><li>▪ Finalize a timetable for completion and persons responsible for completion</li><li>▪ Address new items of need and current items needing additional consideration</li></ul> <p>Determine a schedule for security auditing, review, and improvement.</p> <p>Support school leaders in:</p> <ul style="list-style-type: none"><li>▪ Executing and enforcing these facility-based policies among school community members</li><li>▪ Engage staff and administration to identify and evaluate any remaining security under-performances or gaps</li><li>▪ Developing and implementing a redundancy plan (back-up plan/process) in human and system IT infrastructure</li><li>▪ Identifying opportunities to streamline IT services, providers and existing infrastructure</li><li>▪ Finalizing IT elements of the Security Master Plan</li></ul>	<ul style="list-style-type: none"><li>• Updated Security Master Plan (capturing both physical and IT security elements), including priorities, people, and dates</li><li>• Security Audit schedule</li></ul>

Led by the Facilities Committee and Board Members, with the support of School Leaders and Staff

Core Values Demonstrated: Responsibility, Sustainability, Creativity



# EDUCATIONAL LEADERSHIP

Increase K-12 student growth and development by advancing, accelerating, and advocating for the museum school model  
Impact students and teachers at the local, state, and national levels by disseminating best practices

Activities	School Deliverables
Grow the Museum in a Box trunk program by developing new, standards-aligned trunks and increasing statewide rentals of current trunks through collaboration with partners.	<ul style="list-style-type: none"><li>• Data tracking # of new trunks created</li><li>• Data tracking % of trunks rented at least one time per semester</li></ul>
Increase involvement with the National Association of Museum Schools by engaging TMS staff in NAMS programming (both leading and learning) and compensating them for their time.	<ul style="list-style-type: none"><li>• Log of of TMS staff engaged in NAMS</li><li>• Track compensation for NAMS engagement</li></ul>
Deepen school visits and tours by shifting from reactive, ad hoc visits to paid visits with structure that can be tailored to fit the needs of visitors.	<ul style="list-style-type: none"><li>• Log the number of school visits conducted per year</li><li>• Log fees collected for visits</li></ul>
Explore Museum School replication and/or expansion opportunities.	

Led by School Leaders and Staff with Board Oversight

Core Values Demonstrated: Responsibility, Sustainability, Cooperation, Creativity

TMS CLASS OF 2019 / SENIOR CLASS OF 2023



## **TMS LOVES ITS ALUMNI!**

The Museum School is honored to invite the Senior Class of 2023  
TMS Explorers to The Museum School on

**Friday, May 19th at 12:00 pm**

Seniors will parade through the hallways and then join staff  
for an alumni reception. Lunch will be provided.



# Welcome

Incoming Principal Hope Black



# A little introduction...





# Our Focus...





# Students, Staff, Families & Community

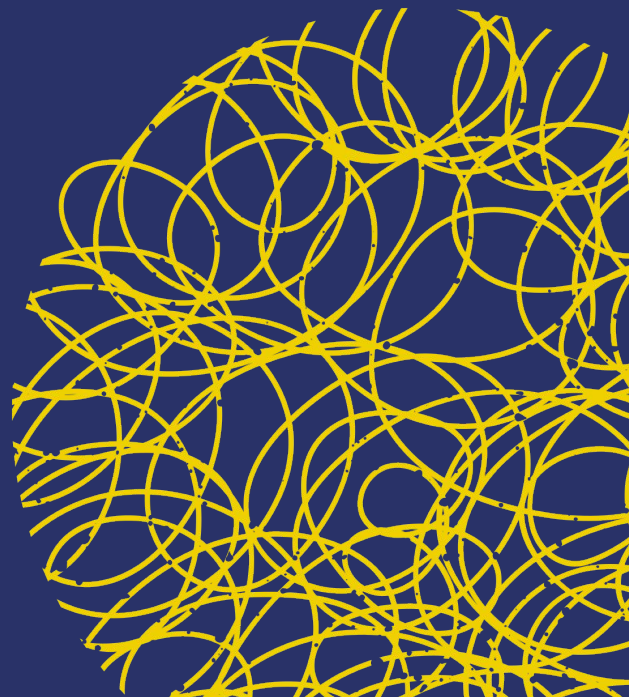


# Parent and Caregiver Meet and Greet: Incoming Principal Hope Black

The Museum School

Thursday, May 11

8:00 am - 9:00 am or 7:00 pm - 8:00 pm



# Q&A



# Thank you for your engagement, trust, and support!



Hope Black, Incoming Principal (July 1, 2023)

[hope.black@themuseumschool.org](mailto:hope.black@themuseumschool.org)

Anne Huff, TMS Foundation Chair

[anne.huff@themuseumschool.org](mailto:anne.huff@themuseumschool.org)

Janaun Ivy, Vice Chair, Incoming Chair (July 1, 2023)

[janaun.ivy@themuseumschool.org](mailto:janaun.ivy@themuseumschool.org)

Katherine Kelbaugh, Ph.D., Executive Director

[katherine.kelbaugh@themuseumschool.org](mailto:katherine.kelbaugh@themuseumschool.org)

Mike Stewart, Principal

[mike.stewart@themuseumschool.org](mailto:mike.stewart@themuseumschool.org)

Kelly Swinks, DVM, Board Chair

[kelly.swinks@themuseumschool.org](mailto:kelly.swinks@themuseumschool.org)

## Reach out with questions, comments, celebrations!



