



BUILDING YOUR CASE: BEST PRACTICES FOR RENEWAL

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INTRODUCTIONS

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SESSION OUTCOMES

- Understand critical renewal practices that occur throughout the renewal lifecycle
- Identify key elements of a charter school renewal
- Explore multiple perspectives related to renewal rubrics, site visits, and aligned application processes





Poll Question One What kind of authorizer are you?

a. District Authorizer
b. Board or Commission
c. College or University
d. Non-profit
e. Other



Poll Question Two

How experienced is your office when it comes to charter contract renewal?

a. Very experiencedb. Somewhat experiencedc. Not experienced



CRITICAL RENEWAL PRACTICES

- Why are strong renewal practices critical?
 - They are essential for effective oversight, communication with charter schools, and public acc النه bility and transparer
 - They help establish expectations, guide practice, assess progress, and inform decision making
 - They build a comprehensive body of evidence that support the authorizers decision





CRITICAL RENEWAL PRACTICES





Poll Question Three Has your office experienced a charter contract renewal issue?

a. Yesb. Noc. YES!



MY RENEWAL PROCESS JUST WENT SIDEWAYS

- Interactive session
 - 1. What challenges have you encountered during your renewal cycles?

2. How have you adapted your renewal processes to address those challenges?





PRE-RENEWAL

• Performance Frameworks



40	CADEMIC PERFORMANCE FRAMEWORKS
	Academic Achievement
	a. Are students achieving proficiency on state examinations in reading, math, writing, and science?
	b. Are student proficiency levels higher than in previous years?
	c. Are students performing well on state examinations in comparison to other schools in their
	geographic home district?
	Are students performing well on state examinations in comparison to other similar schools statewide?
2.	Academic Growth
	a. Are students making sufficient annual growth? b. Is the percentage of students making adequate levels of growth higher than in previous years?
_	 Is the percentage of students making adequate levels of growth righer than in previous years? Is student growth high on state examinations in comparison to other schools in their geographic
	home district?
•	d. Is student growth high on state examinations in comparison to similar schools statewide? Academic Gaps
φ.	a. Are subgroup populations outperforming the state average for the same subgroup on proficiency?
-	b. Are subgroup populations outperforming the state average on student growth?
4.	Postsecondary Readiness (required for high schools only)
_	a. Is the school's composite ACT score at or above the state average?
	b. Are students graduating high school?
_	c. Is the school's dropout rate at or below the state average?
	NANCIAL PERFORMANCE FRAMEWORKS
1.	Near Term Measures a. Current Ratio (Working Capital Ratio): Current Assets divided by Current Liabilities
_	 b. Unrestricted Days Cash: Unrestricted Cash divided by (Total Expenses/365)
-	 c. Enrollment Variance: Actual Enrollment divided by Enrollment Projection in Charter School Board-
	Approved Budget
	d. Default
	e. General Fund Balance Ratio: Total Fund Balance (including unrestricted funds and funds (or real
0	property) restricted for emergencies) divided by State Per Pupil Revenue (PPR) -meet TABOR
2.	Sustainability Measures a. Total Margin: Net Income divided by Total Revenue and Aggregated Total Margin: Total 3 Year Net
	Income divided by Total 3 Year Revenues
-	b. Debt to Asset Ratio: Total Liabilities divided by Total Assets
	c. Cash Flow
	d. Debt Service Coverage Ratio: (Net Income + Depreciation + Interest Expense)/(Principal and
_	Interest Payments)
	RGANIZATIONAL PERFORMANCE FRAMEWORKS
1.	Students and the Education Program a. Is the school implementing the essential terms of the education program as defined in the current
	a. Is the school implementing the essential terms of the education program as defined in the current charter agreement?
-	b. Is the school complying with applicable state education requirements, unless waived?
	c. Is the school protecting the rights of all students?
2.	Governance and Financial Management
_	a. Is the school complying with governance requirements?
	b. Is the school meeting financial reporting and compliance requirements, including Generally Accepte Accounting Principles?
3.	Health, Safety, and the School Environment
	a. Is the school complying with health, safety, and facilities requirements?
	b. Is the school handling information appropriately?
	c. Is the school complying with employment law and credentialing requirements?
4.	Additional Obligations
	a. Is the school complying with all other obligations?



PRE-RENEWAL

- Monitoring and Intervention
 - Annual Reports
 - Site Visits
 - Interim Reports
 - Improvement Plans



Academic Pe	rformance		
Reading Achiever	ment		
Proficiency Over Time Are students achieving pro	ficiency over time on the stat	te examinations (CSAP/TCAP & CN	M5/PARCE[7
A***	CMP/TCAP (Reading)	OWN/PARC (Real	ng Kulauang Nakaung Kulaulut Reading, TLA, Autowenent Teruk
CondepCevel N	112 2013-0018 3 Pjane N Pjane 5	2018-2014 2014-2018 1 Pjan N M/ITH	2035-2026 Schoolardie Reselling, TLA Activement Terris
	01.7% (8 18.3% C		88 255N 80.05
30 1	81.0K 28 73.9K 8	8 MAN 35 114N	98 23.7% H-IK
	76.8% 308 55.6% 33 H-36 28 87.8% 3		121 22.0N 54.0N
2	28 78.7% 2		11 12.9N 40.9K
Made School	N/A 48 52.5% 6	8 81.2% 80 26.7% 8 76.6% 85 26.9%	N RIN UN
8		+ $+$ $+$ $+$	1.04 200 200 200 200 200 200 200 200 200 2
11			II Overall
Dreal 81 1	TRANK 187 BT.MK 17	R 62.8% 181 25.4%	388 38.8K
Proficiency by Subgroup Ov	ver Time		And Desired Tandag Tan Automated Trans
Are subgroups achieving pro	oficiency over time on the sta	ate examinations (CSAP/TCAP & C	MAS PARCE[7 Linux - Li
Table Table	CMAS/PARCE	R.A.	10 M
Stated Subgroup	2018 3014 2005 20	16	200 - Contraction (1997)
Vituash 72.8N	17.8% 41.8% 34.6% 2% 96.7% 41.7% 34.6% 36		6A
82 SLSK	18.0K 18.0K 5.3K H	26	
er eran a	12.7% 40.2% 33.4% 27 30.0% 100.0% ++38 %		
CableOp 25.0%	27.0% 24.3% N/A N 17.3% 42.3% 24.0% 24.0%		300 2013 2014 2015 2015 100aral + 63 Londi + Mitority M 87 - 84 - 48
4.4	need and 25		
Maintenance of Proficiency			obility of Proficiency*
Are students who were characteristic and the students of Advanced in the st	cterized by the state as Keepi prior year) maintaining their (ing Up (being proficience?	Are students who were characterized by the state as Catching Up (being Unsatisfactory or Partially Proficient in the prior year) moving towards
Notice of Advanced Time	Nutritionary		Notify of Participant and Production and an and a prior year proving sciences. Notify of Participant New Participant New York (1997)
N 0	N 6 N		X A X A X
18 B	1% 13 12%		178 180 788 48 279
feeduarty (6235)	doof are approaching reperiations a neuro in maas in performance area		en en son fan it in ander en
vor targ will 2015-2016	rkforce readiness. Al gets should also be o be used to monitor	t a minimum, schools sh connected to prioritized progress toward the an	wn annual targets for academic achievement, academic growth, and postsecondary ould set targets for each of the performance indicators where state expectations are performance challenges. For each annual performance target, identify interim measu ual targets at least quarterly during the school year. c Achievement Focus – Math
	P	erformance Indicator:	Academic Achievement (Status)
		Measures / Metrics:	
	Annual Performance		- 25% M/E MATH Performance on PARCC for 3rd G - 25% M/E MATH Performance PARCC for 4th G - 20% M/E MATH Performance on PARCC for 5th G - 20% M/E Performance on PARCC for 6th G - 20% M/E MATH Performance on PARCC for 720% M/E MATH Performance on PARCC for 8th G
	Targets	2017-2018:	- 25% M/E MATH Performance on PARCC for 3rd G - 25% M/E MATH Performance PARCC for 4th G - 25% M/E MATH Performance on PARCC for 5th G - 25% M/E I Performance on PARCC for 6th G - 25% M/E MATH Performance on PARCC for 7 25% M/E MATH Performance on PARCC for 8th G



Interim Measures for 2016-2017: - At least one year growth on iReady interim measures from beginning of year to end of

year assessment.

ANNUAL REPORTS

- Why prepare an annual report?
 - Provides information to help a school develop and improve, provides the school the opportunity to regularly check its record with the authorizer, and provides public transparency.
- What should be in an annual report?





IMPROVEMENT PLANS

- When does a school need an improvement plan?
- Who develops the improvement plan?





INTERIM REPORTS

- Why are interim reports useful?
- When should you request/require interim reports?
- What should be included in interim reports?





SITE VISITS

- Why perform a site visit?
- When do you do a site visit?
- How are site visits incorporated into your authorizing practices?





PRE-RENEWAL

- Communication and engagement with school leaders a
 - **Board meetings** ٠
 - Check-in phone calls
 - Guidebooks and resources •





INTRODUCTION TO THE RENEWAL PROCESS The CSI Performance Frameworks (available at http://www.csi.state.co.us/ school_resources/accountability/CARS) were developed in conjunction with the National Association of Charter School Authorizers (NACSA) to evaluate school performance in the areas of Academic, Finance and Organization. The Institute has implemented this robust and comprehensive evaluation system through the use of tools that supplement these frameworks, including a CARS Report, a Performance Calculator and Performance Dashboard collectively called the CSI Annual Review of Schools, or CARS. It is the intention of the institute to build upon the evaluation iens utilized by the State

primary driver of high stakes decision-making around charter renewal and development. This document describes the supplemental evidence required to engage in the renewal process, and schools need only provide information that is new or augments the body of evidence collected through CARS throughout the charter term.

Renewal Process Components

PURPOSE OF THE RENEWAL APPLICATION

This renewal process is intended to provide schools with the opportunity to present new or supplemental evidence around school performance. This should not be duplicative of information the Charter School institute already has on file. Additionally, applicants may utilize this process to communicate school plans for the next charter term, above and beyond information provided previously to CSI. This may take the form of strategic growth plans, changes to the educational model or selected curriculum, as well as anticipated operational changes such as the search for a new facility. This information helps to augment the existing body of evidence used in the CSI Staff Recommendation Report and may serve to inform the renewal contract, identify areas of needed CSI support, or update CSI records.



RENEWAL EVALUTION

- As mentioned above, the primary driver of the renewal evaluation
- is CARS. Additional documents considered may include:
- CDE School Performance Framework Reports
- CSSI pre-nost visits and evaluation
- · Parental and community input
- · Progress with UIP performance objectives
- Previous contract milestones and goals
- Evidence provided in the renewal application

Renewal Applications must be submitted in electronic form no later than Optober 20, 2017. Schools must also submit a signed Board Resolution expressing intent to apply to CSI for renew al. Submit all materials to rvanmarks@csi.state.co.us.





- Renewal processes •
 - Timeline •
 - Guidance
 - Steps

Cha	arter School		7/10/17 Application Released 7/13/17 Webinar with Applicant to Discuss the Renewal Process	
Renewal Application Guidance			~7/15/17 Monthly Phone Call with Applicant	
			~8/15/17 Monthly Phone Call with Applicant	
		Charter Renewal Process	Monthly Phone Call with Applicant	
	Submission of Self- Assessment	The school submits a self-assessment to the Maine Charter School Commission in March.	~10/15/17	
	In June, the Maine Charter School Commission submits a Performance Report summarizing the school's performance record to date, and provides notice of any weaknesses or concerns perceived by the Maine Performance Report Charter School Commission concerning the school that may jeopardize is position in seeking renewal if no they rectified. The school will be given the opportunity to respond to this report and submit any corrections or clarifications as part of its Application.		Monthly Phone Call with Applicant 10/20/17 Application Due 11/6/17	
Maine Charter School Comm 182 State House Station Augusta, Maine 04333-0182	Submission of Application for Renewal	The school submits the completed Application to the Maine Charter School Commission no later than September 30 of the school's fifth year. The completed Application must follow the content and format guidelines set forth in the following pages and must be complete upon submission.	Applicant Presentation to CSI Board 11/17/17 Draft Staff Report and Recommendation Released to Applicants	
Phone: (207) 624-6729 Web: www.maine.gov/csc	Application review	The Maine Charter School Commission reviews the completed Application.	12/1/17	
June 30, 2017	Renewal visit	The Maine Charter School Commission will conduct a school visit. The renewal inspection team prepares a renewal inspection report summarizing the team's findings.	Final Draft Staff Report and Recommendation Released 12/4/17	
Maine Charter School Commission Renewal Application Guidance	Public Interview	The Maine Charter School Commission will hold a Public Hearing. Other interested parties, including community members, students, and teachers are given the opportunity to provide comments to the Maine Charter School Commission regarding renewal of the school's charter.	Discussion of Report and Recommendation with Staff and Applicants during Performance Management	
	Findings of Fact	The Findings of Fact, which is prepared by the Maine Charter School Commission, is a summary of the findings drawn from the schools Application, the Renewal visit, and the Public Hearing.	12/12/17 CSI Board Action	
	Renewal Decision	The Maine Charter School Commission will vote on the renewal of the school's charter contract at its business meeting in November.		
	Application for Substantive Changes to Current Program	If the School would like to make substantive changes to its program, including, but not limited to, grade span served, program delivery, or target population the MCSC will require additional data analysis and research-based evidence after the initial charter is renewed.		





- Renewal Application
 - What does the authorizer need to ki
 - What needs to be in a renewal appli







ease provide a copy of the Board Resolution expressing formal intent to apply to CSI for renewal with this completed doctent on or before October 20, 2017

Important Nation Your application Imposite determined by your peter year's accorditation level. If performance in the current year decreases, CRI staff may ask for additional Adversion of the context of the current year decreases.

SCHOOL INFORMATION		
School Name	School Leader	
Grades Served	Schuel Colle(s)	
Schoel Address		
Current Durollment	Geographic District	
DESCRIPTION		
Mission and Vislan		
ADDITIONAL INFORMATION		
Please series the Generaling Documents page (to the CSI ambridity.	
Are yes planning to make a molification to any of th ing alcentral CSI uppressi?	ie items identified on the Covernity Documents Modification Form as requir-	
Nyes, please submit the <u>Geoensing Decements</u>	<u>a Modification form</u> onflative the date you submit your reneval meterials.	
Do you anticipate requesting modification to any of t	the terms of the provinces observer constraint?	
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WAIVERS		
De you plan le request a reusant of existing mainers?		
Do you plot to request additional activery?		
If you play to request whittenal univers, pleas recieur end submission to CDE.	e attech the necessary seriese requests and replacement plans to this document for CSI	
· · · · · ·		

Applicant Printed Name	Applicate Septement
MANNAM AND COMPANY	
xado Charter School Institute 6 Logan Street, Suite 210 wer, CD 80203	www.cii.state.co.u Piowe: (303) 666-329 Fax: (303) 666-253



• Renewal report and renewal recommendation







- Renewal Outcomes
 - Renewal/non-renewal
 - Charter contract length
 - Performance contract
 - Milestones
 - Informing the Board

	BASE Contract Term	
	Considerations	Eligible Schools
5 Year	Upward trend 2+ years from medium performance Consistently high performance	Caprock CECFC CSEC
3 Year	Upward trend 2+years from low performance Upward performance 1 year from medium performance	RFMA TRCS
2 Year	Upward trend from very low performance Declining trend from high performance Stagnant medium to low performance	MSCS NAS-L TPAAK
1 Year	Consistently low performance Trend of moderate to low performance 3+ years on the clock	NAS-T
Non- Renewal*	Consistently low performance Trend of low performance 4+ years on the clock	

Renewal Actions by School Performance—Quick Reference



school fails to meet the performance milestones stated in the contract, then the school comes up for renewal prior to the end of the Base contract term.

*School will close at end of current contract term.

Other Factors to Consider When Making Renewal Decisions

- ⇒ Level of community support
- ⇒ Comparison to geographic options (performance, demographics, model, etc.)
- \Rightarrow Performance by level (EMH) over time
- \Rightarrow Progress towards closing the achievement gap (Resolution 1549)
- ⇒ Availability of other schools of choice or similar models
- ⇒ Proximity to next performance rating

This Quick Reference is provided to the CSI Board for informational purposes only. The CSI Board reserves the right to consider other factors and take additional actions outside of those described above when making renewal decisions.



Poll Question Four Does your office use a rubric to rate applications?

a. Yes, we use a rubric.b. No, we don't use a rubric.c. Sort of. We use a note-catcher.



RENEWAL PRACTICES

- Rubric or no rubric?
 - Pros
 - Cons







RENEWAL PRACTICES

• Site Visit

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Renewal Site Visit Guidebook

2017 Renewal Cycle

Evaluation and Assessment COLORADO CHARTER SCHOOL INSTITUTE | 1980 LOGAN STREET STE 210 DENVER, CO

Site Visit Protocol

Purpose and Overview

The site visit will primarily focus on corroborating and augmenting the information found in the charter renewal application and the CSI Annual Review of Schools (CARS) Report, and to verify that the school is implementing improvement strategies with fidely.

The GSI Performance Frameworks provide the basis for the GSI Annual Review of Schools. The Performance Frameworks septicity drives the measures or which GSI holds actions accountable with regards to academic, financial, and organizational performance. The three areas of performance owneed by the Interments—academic framatia, and organizational—correspond dready with the three components of a strong charter school application. The three kay areas of responsibility collision that the performance three the evaluated.

In each of these three areas, the frameworks ask a fundamental question: how did the school perform last year? Structure

The site visit structure will parallel the structure of the CARS Report and will include socialemic. organicational, and formatic components. Smith to the CARS Report, the visit flocure on academics but the visit will also include organizational and financial components as needed based on school performance or need. While the site protocol will primarily focus on assess for school improvement, the visit will also include an opportunity for the school to highlight components of their program that are unique or are assume of printed prim school.

The academic corporent of the site visit etil dreve on the major improvement strategies identified in the Unified Improvement Plan (UIP) and Improvement strategies identified by the school leader during the pre-visit call. Additionally, the organizational and financial components of the set visit will focus on areas identified for improvement in the CARS Report, the CSI Compliance Process, or through conversations with CSI suff.

The site visit is designed primarily to be informational, and facilitate access to observational and anocidal information about the school's performance. However, the roview team and the school leader will establish clear and observable outcomes for the site visit through the pre-visit questionnaire and pre-visit planning meeting.

During the site visit, the CSI team will look for evidence to support the areas identified in the pre-visit planning meeting. In addition, the CSI team may request to gather information (via observation, inforview, or document review) based on other areas of need.

After the visit, the CSI team will compile evidence gathered during the site visit and provide a summary narrative to school leaders within three weeks. The summary narrative will be included in the renewal report provided to the CSI board.

Charter renewal site visits are differentiated in length and scope based on the school's accreditation rating. The site visit is not required for schools entering the renewal process with a plan type of

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CSI Renewal Site Visit Guidebook



RENEWAL PRACTICES

• Expansion and renewal alignment

VII. Looking to the Future

This section provides the opportunity to detail the school's plans for the next charter term.

1. Adjustments to the Performance Framework, if any

Describe and state the rationale for any proposed changes in targets for the performance indicators as stated in the existing contract.

2. Describe, if applicable, plans to change the school's current model as it relates to the topics below. Include a timetable for plan implementation.

Substantive changes, including, but not limited to, grade span served, program delivery, or target population will require additional data analysis and research-based evidence <u>after the</u> <u>initial charter is renewed</u>.

a. Education Plan

- i. Mission, Vision, Identification of targeted student population and the community the school hopes to serve
- ii. Academic Program
- iii. Special Student Populations
- iv. Assessment
- v. School Climate and Discipline

For information on Sub recipient Award Calculation and Allocation Policy and Procedure for IDEA Grant see: http://www.maine.gov/csc/Allocationspolicy011017final.pdf

- b. Organizational Plan
 - i. School Calendar and Daily Schedule
 - ii. Student Recruitment and Enrollment
 - iii. Staffing and Human Resources
 - iv. Management and Operation
 - v. Parent and Community Development
- c. Governance Plan
 - i. Governing Body
 - ii. Governing Board Composition





QUESTIONS?

• Do you have any questions or comments to share?





CONTACT INFORMATION

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