Charter Renewal

How to submit a successful renewal petition (on the first try)

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- David Wiggins: Financial Specialist
- Kerry Pritchard: Accountability Manager
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How does the Department determine whether a charter should be renewed?

Looking Backward
- Have you met the terms of your contract?

Looking Forward
- What is your plan for increasing student achievement in the next 5 years?
Overview

How do you ensure a successful renewal petition?
Academic Goals and Objectives Outline

Types of Goals

Must-Haves Goals

Goals Best Practices
### Types of Academic Goals

<table>
<thead>
<tr>
<th>Absolute</th>
<th>Comparative</th>
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</thead>
<tbody>
<tr>
<td>CRCT</td>
<td>Growth/Cohort</td>
</tr>
<tr>
<td>AYP</td>
<td>District</td>
</tr>
<tr>
<td>EOCT</td>
<td>State</td>
</tr>
<tr>
<td>Graduation Rate</td>
<td></td>
</tr>
</tbody>
</table>
Must-Have Goals

Academic- AYP

- CRCT- including Science (Elementary/Middle)
- ECOT (High School)
- Graduation Rates as measured by the GaDOE (High School)
- 1 growth/cohort-based

Organizational (Must have some of the following)

- Fiscal Responsibility
- Stakeholder Satisfaction
- Attendance and Retention
- Professional Development
- Integration of Technology
Goals Best Practices

Use a National Norm- Referenced Test
- ITBS
- SAT

Goals should be SMART
- Specific
- Measurable
- Attainable
- Rigorous
- Time-Bound

Qualitative and Quantitative

Cohort-based
• SPECIFIC

• MEASURABLE

• ATTAINABLE

• RIGOROUS

• TIME-BOUND
### SMART Goals: Specific

<table>
<thead>
<tr>
<th>Specific</th>
<th>Not Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>All teachers at Achievement Charter School will complete a 2-week summer workshop in Achievement’s educational philosophy, school culture and instructional methodology</td>
<td>Teachers at Achievement Charter School will receive staff development training</td>
</tr>
</tbody>
</table>
**SMART Goals: Measurable**

### Measurable
- On average, students will improve their scores on the Stanford-9 Reading Assessment by 4% each year

### Not Measurable
- Students will become excellent readers and writers
SMART Goals: Attainable

<table>
<thead>
<tr>
<th>Attainable</th>
<th>Not Attainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 75% of students at Achievement Charter School will exceed Stat averages on Math and Reading on the CRCT</td>
<td>• 100% of students at Achievement Charter School will score in the “exceeds” category on the CRCT Reading in the first year of the charter</td>
</tr>
</tbody>
</table>
SMART Goals: Rigorous

**Rigorous**
- Achievement Charter School will have an exceeds rate 5% above the state average by year 3.

**Not Rigorous**
- Students at Achievement Charter School will improve upon their annual CRCT scores by 2% each year.
SMART Goals: Time-Bound

Time-Bound

• Achievement Charter School will close the achievement gap between subgroups by 50%, by the end of year 2. By an additional 10% each year thereafter

Not Time-Bound

• Achievement Charter School will close the achievement gap between subgroups by 50%.
Goals

Questions?
Governance Outline

- Governance Basics
  - What should our board be doing at a minimum?
- Indicators of Autonomy
- Governance with an EMO
- Governance Best Practices
Governance Basics

- Setting Policy
- Recruit, select, and evaluate the principal
- Monthly meetings with minutes
- Receive monthly academic progress reports
- Internal Controls
- Quarterly or Annual Review of Contract
Continuum of Governing Board Autonomy

Reliance on authorizer or EMO

Indicators of Autonomy

- Makes major policy decisions
- Ability to set own budget
- Ability to make personnel decisions
- Contracts for services provided by the district
- Creates outcome standards and makes curriculum decisions
- Members selected/recruited without EMO assistance
- Independent audit firm and attorney

Independence from authorizer or EMO
Governance with an EMO

Signs that a school has limited autonomy from the EMO

The EMO drives school development and selects governing board members

- EMO can remove board members
- EMO staff members are voting member of the governing board

EMO Contract Terms

- Decision making authority is turned over to the EMO
- Remaining revenue is turned over to the EMO
- EMO/CMO fees are excessive

The EMO owns the building and rents it to the school

- The school must maintain its relationship with the EMO to continue to occupy the building
- Facility lease agreement is above market value
Governance Best Practices Areas

- Oversight
- Monitoring student achievement
- Adhering to the charter
- Strong board governance

Oversight Best Practice

- Sound Internal controls policy
- Select an independent auditor
- Monthly review of bank statements
- Outsource the books to a reputable firm experienced with charter schools
- Bonded personnel
Monitoring Student Achievement Best Practice

Evaluate academic performance at every meeting
Adhering to the Charter Best Practices

Every board member has a copy of the charter and has read it.

Periodically review the charter to ensure compliance with terms.

Require the executive to demonstrate how well academic goals are being achieved.

Adopt a policy requiring the executive not to deviate from any parameters contained in the charter.
Strong Board Governance Best Practice

- Avoid conflicts of interest
- Regular board training and self-assessment
- Periodically review the EMO’s contract to ensure it is being fulfilled

- Know how much is being paid to the EMO and make sure it is a reasonable use of taxpayer money
- Adopt policies that direct the conduct of the board, its members, and its committees
## Governance vs. Management

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Board</th>
<th>Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>Ensure</td>
<td>Execute</td>
</tr>
<tr>
<td>Nature of Authority</td>
<td>Oversight</td>
<td>Operational</td>
</tr>
<tr>
<td>Pertinent Question</td>
<td>How Well?</td>
<td>How Will?</td>
</tr>
</tbody>
</table>
Governance

Questions?
Accountability

Looking Backward
- Did you meet goals and fulfill charter obligations?

Looking forward
- Identify deficiencies and set a remediation plan
Past Performance

How many years (and in which years) did you make AYP?

Did you meet the academic and non-academic goals of your charter?

Did you fulfill your other charter obligations?

- Submit an annual report before October 1 each year
- Complete and submit an annual audit
- Remedial plan executed when goals were not met
What if we did not meet the terms of our charter?

You must make a strong case for renewal that begins with taking the following steps:

1. Be prepared to explain why you did not meet your charter terms.
2. Identify those targets that were not met.
3. Describe immediate steps taken to address deficiencies.
4. Map out and put in place a Remediation plan (which should already be in progress).
5. Demonstrate growth toward the targets that were not met.
Accountability

Questions?
Recap

Focus Areas

Governance

Academic Goals and Objectives

Accountability