

CHARTER FOR MARIETTA CITY SCHOOLS

This Charter for Marietta City Schools ("Charter") is entered into by the Marietta City Schools Board of Education ("Local Board") and the State Board of Education ("State Board") (collectively referred to as "the parties").

WHEREAS, the Local Board approved the petition proposing to renew a charter system pursuant to O.C.G.A. § 20-2-2060 *et seq.*, the Charter Schools Act of 1998 ("Charter Schools Act");

WHEREAS, the State Board finds that the petition complies with the provisions of the Charter Schools Act, and the rules, regulations, policies and procedures promulgated in accordance with O.C.G.A. § 20-2-2063 and further finds that the petition is in the public interest and promotes school level governance; and,

WHEREAS, pursuant to O.C.G.A. § 20-2-2063.2, the State Board grants this Charter to permit the Local Board to renew a charter system as defined in O.C.G.A. § 20-2-2062 ("Charter System") in accordance with the terms and conditions of this Charter.

NOW THEREFORE, in consideration of the promises, mutual agreements, and covenants contained herein and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Charter Term. The State Board grants this Charter to the Local Board to operate a Charter System for a 10-year term beginning on July 1, 2013, and expiring on June 30, 2023.
2. Responsibility. The Local Board shall ultimately be responsible for all duties to be performed by the Charter System and the schools within the Charter System ("System Charter Schools") under this Charter.
3. System Charter Schools.
 - a. Except as expressly indicated herein, all schools with a CCRPI designation, including new schools opening during the term of this charter, within the approved Charter System shall be System Charter Schools.
 - b. The Charter System shall notify the Department of any new System Charter Schools prior to obtaining a School Code.
 - c. Locally-approved start-up charter schools, conversion charter schools with separate charters and schools with admissions criteria, including but not limited to alternative education centers and magnet schools, shall be excluded from the Charter System.
 - d. The following schools are not part of the Charter System:
 - i. Marietta Center for Advanced Academics
4. Mission Statement. The Charter System mission is to "prepare each student, through academic achievement, for college, career and life success".

5. Essential Innovative Features. The Charter System shall implement, but is not limited to, the following innovations:
 - a. Alternatives to retention for students who have not mastered the grade-level standards by the end of the traditional grading period. This would include remediation sessions after school or during the summer. This may also involve additional courses or class work during the school year;
 - b. Implementing alternative schedules and calendars for students with differing needs or those students who are not on-track;
 - c. Utilizing a class size waiver to creatively group students in ways that serve a larger group of students in innovative instructional approaches;
 - d. Greater use of online learning for acceleration or remediation; and
 - e. Creating additional courses in middle school and high school, incorporating curriculum standards while integrating real-world relevance.
6. Broad Flexibility Allowed by Law. In exchange for the Charter System's agreement to meet or exceed the performance-based goals and measurable objectives set forth in Section 8 below, the State Board shall grant the broad flexibility allowed by law to the Charter System. Pursuant to O.C.G.A. § 20-2-2065(a), the Charter System shall be entitled to the broad flexibility allowed by state law from the provisions of Title 20 of the Official Code of Georgia Annotated and from any state or local rule, regulation, policy, or procedure established by the Local Board, State Board or the Georgia Department of Education ("Department"). Notwithstanding this broad flexibility, the Charter System and each System Charter School shall comply with the terms of this Charter, the Charter Schools Act, including the provisions set forth in Section 17 below, and any rules, regulations, policies, or procedures established by the State Board consistent with the Charter Schools Act.
7. Accreditation. The district's accreditation pursuant to O.C.G.A. Section 20-3-519(6.1)(A), shall be maintained for the duration of the charter term.
8. Performance-Based Goals and Measurable Objectives. In exchange for the flexibility granted in Section 6 above, the Charter System agrees to meet or exceed the performance-based goals and measurable objectives that are designed to result in improvement of student achievement as set forth in Appendix A attached to this Charter.
9. Organizational Goals and Measurable Objectives. In exchange for the flexibility granted in Section 6 above, the Charter System agrees to meet or exceed the organizational goals and measurable objectives that are designed to result in improvement of organizational efficiency and school-level governance as set forth in Appendix A attached to this Charter.
10. Assessment and Accountability. Notwithstanding Sections 6 and 8 above, each System Charter School is subject to all accountability and assessment requirements set forth within Title 20 of the Official Code of Georgia Annotated and any corresponding State Board Rules, including but not limited to the accountability provisions of O.C.G.A. § 20-14-30 through § 20-14-41. The System Charter Schools are also subject to all federal accountability requirements under the Elementary and Secondary Education Act, as amended.

11. Annual Report. The Charter System shall submit an annual report by October 1 of each year following the first year of operation that complies with all requirements set forth in O.C.G.A. § 20-2-2067.1(c), including but not limited to an indication of the Charter System's progress towards the goals and objectives stated in Section 8 above and all state-mandated assessment and accountability scores from the previous year.
12. Open Enrollment and Admissions. The Charter System shall enroll students in its System Charter Schools per the terms of this Charter and in accordance with State Board rules. Each System Charter School shall comply with the open enrollment and admissions provisions set forth in O.C.G.A. § 20-2-2066. Enrollment shall be open to any student in accordance with the following criteria:
 - a. Attendance Zone. Enrollment shall be open to any student who resides within the attendance zone for the Marietta City School System. The attendance zone for each System Charter School shall be determined by the Marietta City School System.
 - b. Admissions. System Charter Schools may not use admissions criteria or applications that would not otherwise be used at a traditional public school. System Charter Schools may use applications for the purpose of verifying students' residence within the System Charter School's attendance zone. System Charter Schools may gather supplemental information from students after enrollment is determined.
 - c. Random Lottery. If the number of timely applicants who reside in the attendance zone does not exceed the capacity of the System Charter School, the System Charter School shall allow students from outside the attendance zone an equal opportunity to enroll through the use of a random lottery process. System Charter Schools shall not conduct more than one lottery per grade per admissions cycle.
13. Withdrawal Without Penalty. The Charter System and each System Charter School shall comply with the provisions of O.C.G.A. § 20-2-2066(d).
14. State and Federally Mandated Educational Services.
 - a. Students with Disabilities. The Charter System and each System Charter School shall comply with all federal special education laws and regulations, including Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act, and the Individuals with Disabilities Education Act.
 - b. English Language Learners. The Charter System and each System Charter School shall comply with all applicable state and federal laws and regulations relating to the provision of educational services to English Language Learners.
 - c. Supplemental Education. The Charter System and each System Charter School shall provide supplemental education services in required cases pursuant to State Board of

Education Rule 160-4-5-.03 and No Child Left Behind, subject to any amendment, waiver or reauthorization thereof.

- d. Remediation. The Charter System and each System Charter School shall provide remediation in required cases pursuant to State Board of Education Rule 160-4-5-.01 and No Child Left Behind, subject to any amendment, waiver or reauthorization thereof.

15. Governance Structure.

- a. Governing Body. Each System Charter School shall utilize a Governing Council as its governing body, which shall operate with the intent and purpose of maximizing school-level decision making. The Governing Councils shall be responsible for complying with and carrying out the provisions of this Charter, including compliance with all applicable law. For the purposes of the Appendix attached to this charter, the Governing Councils shall be designated as the School Governance Teams (SGTs).
- b. School-Level Governance. The Governing Councils shall maximize school-level governance, which is defined as decision-making authority in personnel decisions, financial decisions, curriculum and instruction, resource allocation, establishing and monitoring the achievement of school improvement goals, and school operations.
- c. Control and Management by Local Board. The Governing Council at each System Charter School shall be subject to the control and management of the Local Board.
- d. Function. It shall be the function of the Governing Councils to maximize school-level governance, uphold the Charter System's mission and vision, set policy for each System Charter School, ensure effective organizational planning, and ensure that Performance-based Goals and Measurable Objectives set forth in Sections 8 and 9 are met.
- e. Decision-Making Authority. The decision-making authority of the principal of each System Charter School, the School Governing Council of each System Charter School, and the Local Board in personnel decisions, including hiring school principals and teachers; financial decisions; curriculum and instruction; resource allocation; establishing and monitoring the achievement of school improvement goals; and school operations shall be implemented.
- f. Public Meetings. The Governing Councils are subject to and shall comply with the Open and Public Meetings Act, O.C.G.A. § 50-14-1 *et seq.* The Governing Councils shall conduct regular meetings consistent with principles of transparency and avoidance of actual or apparent conflicts of interest in the governance of each System Charter School.
- g. Public Records. The Governing Councils are subject to and shall comply with the Georgia Open Records Act, O.C.G.A. § 50-18-70 *et seq.* The Governing Councils

shall maintain their adopted policies, budgets, meeting agendas and minutes and shall make such documents available for public inspection.

- h. Conflicts of Interest. The Charter System shall establish a formal policy to prevent and disclose conflicts of interest. Members of the Governing Councils and System Charter School employees shall abide by such conflicts of interest policy.
- i. Public Status. The Local Board assures that each System Charter School shall be a public, nonsectarian, nonreligious, nonprofit school organized and operated under the laws of the State of Georgia. The Local Board further assures that the System Charter Schools shall not be home based.
- j. Governance Council Compensation. The Charter System shall not compensate Governance Council members in excess of reasonable expenses incurred in connection with actual attendance at council meetings or with performance of duties associated therewith.

16. Fiscal Control.

- a. Annual Audit. The Charter System shall be subject to an independent annual financial audit conducted by the Georgia Department of Audits and Accounts or an independent CPA licensed in Georgia as required by law.
- b. Federal Monitoring Requirements. Each System Charter School shall comply with all federal monitoring requirements related to the receipt of federal funds.
- c. Charter School Program Grant Funds Eligibility. In the event the Charter System seeks grant funds under the federal Charter School Program, the Charter System must satisfy all federal eligibility requirements as a prerequisite to applying for and receiving such funds.
- d. Insurance. Prior to opening, the Charter System shall secure adequate insurance coverage, and the Charter System shall maintain such coverage throughout the Charter term in accordance with the laws of the State of Georgia. Prior to execution of this Charter, the Charter System shall secure adequate insurance coverage and the Charter System shall maintain such coverage throughout the Charter term in accordance with the laws of the State of Georgia.
- e. Responsibility for Debts. The Charter System is solely responsible for all debts incurred by the Charter System and its governing body. Except as agreed hereto, the State Board shall not be contractually bound to the Charter System or to any third party with whom the Charter System has a contract or from whom the Charter System has purchased goods or services.

17. Compliance with Other Laws, Rules, and Regulations. The Charter System and each System Charter School shall operate in accordance with the United States Constitution, the

Constitution of the State of Georgia and all applicable federal, state and local laws that may not be waived pursuant to O.C.G.A. § 20-2-2065, including the following, which are listed by way of example and not by way of limitation.

- a. Civil Rights, Insurance, Health and Safety and Conflicting Interests. The Charter System and each System Charter School shall operate in accordance with all applicable federal, state, and local rules, regulations, court orders and statutes relating to civil rights; insurance; the protection of the physical health and safety of students, employees, and visitors; conflicting interest transactions and the prevention of unlawful conduct.
- b. Asbestos Remediation. The Charter System and each System Charter School shall comply with the terms of any applicable asbestos remediation plan.
- c. Unlawful Conduct. The Charter System and each System Charter School shall be subject to all laws relating to unlawful conduct in or near a public school.
- d. Student Conduct and Discipline. The Charter System and each System Charter School shall maintain and implement a written policy regarding student discipline, which policy shall be consistent with due process.
- e. State Board Rules. The Charter System and each System Charter School shall operate in accordance with all State Board Rules promulgated in accordance with O.C.G.A. § 20-2-240 during the term herein that are not subject to any waiver granted in Section 6 above.
- f. Prohibition on Discrimination. The Charter System and each System Charter School shall not discriminate against students on the basis of disability, race, creed, color, gender, national origin, religion, ancestry, marital status, the need for special educational services or any other characteristic protected by local, state or federal law.
- g. Reporting Requirements. The Charter System and each System Charter School shall be subject to all reporting requirements of O.C.G.A. §§ 20-2-160, 20-2-161(e), 20-2-320 and 20-2-740.
- h. Tuition. The Charter System and each System Charter School shall not charge tuition or fees to its students except as may be authorized for local boards pursuant to O.C.G.A. § 20-2-133.
- i. Brief Period of Quiet Reflection. The Charter System and each System Charter School shall comply with O.C.G.A. § 20-2-1050, which requires a brief period of quiet reflection.
- j. Family Educational Rights and Privacy Act. The Charter System and each System Charter School are subject to all provisions of the federal Family Educational Rights

and Privacy Act, 20 U.S.C. § 1232g. In the event a System Charter School closes, it shall transmit all official student records in the manner prescribed by the State Board.

- k. QBE Formula Earnings. The Charter System acknowledges that criteria used to calculate Quality Basic Education (QBE) funding may not be waived.
18. Compliance with Rules, Practices, Policies, and Procedures of the Department. The Charter System shall operate in accordance with the rules, practices, policies, and procedures established by the Department under the authority granted by O.C.G.A. § 20-2-2063 *et seq.*
19. Employment Matters. The Local Board shall be the employer of all employees of the Charter System and each System Charter School. Employees at each System Charter School shall not be considered employees of the State Board or the Department.
- a. Background Checks. Each System Charter School shall adopt background check procedures and shall ensure that all prospective staff members undergo a fingerprinting and background check prior to beginning employment at the System Charter School.
 - b. Teachers Retirement System. All teachers at each System Charter School shall be members of the Georgia Teachers Retirement System (TRS) and subject to its requirements unless otherwise provided by law.
20. Record Inspection. Subject to state and federal laws, the Local Board, the State Board, its agents, and the state auditor's office shall have the right to examine and copy all records, reports, documents, and files relating to any activity, program, or student at each System Charter School.
21. Facilities.
- a. Should the Charter System choose to participate in capital outlay pursuant to O.C.G.A. §§ 20-2-260 through 20-2-262, the Charter System shall meet with all applicable Law, Rules, and Regulations.
 - b. Should the Charter System choose to not participate in capital outlay pursuant to O.C.G.A. §§ 20-2-260 through 20-2-262, the Charter System shall meet the following requirements:
 - i. Approval of Site and/or Facility. The Charter System shall obtain proper approval for all sites and/or facilities prior to committing to any certificate of lease or ownership, prior to commencing any construction and prior to student occupation. The Charter System shall contact the Georgia Department of Education's Facilities Services Division regarding the following:

1. Site Approval. No less than nine (9) months prior to proposed occupation, the Charter System shall contact the Facilities Services Division and obtain site approval. Once site approval has been granted, the Charter System will be issued a site code. The Charter System shall not commit to any certificate of lease or ownership, allow any construction to commence, nor allow student occupation prior to site approval.
 2. Architectural Review. The Charter System shall submit and have approved by the Facilities Services Division all architectural plans for any facility that will house the Charter System during the charter term. The Charter System shall not commit to any certificate of lease or ownership, allow any construction to commence nor allow student occupation prior to architectural review.
 3. School Code Approval. After securing both site approval and architectural review approval a school code shall be obtained. The Charter System shall properly obtain a school code prior to occupancy of the site and/or facility.
- ii. Prior to the beginning of the charter term, the Charter System shall obtain documentation from the Facilities Services Unit that the Department is in possession of the following documents for each System Charter School:
1. Documentation of Ownership or Lease Agreement. The Charter System shall obtain documentation of ownership or the lease agreement for each System Charter School.
 2. Certificate of Occupancy. The Charter System shall obtain a Certificate of Occupancy for each System Charter School.
 3. Emergency Safety Plan. The Charter System shall prepare a safety plan in accordance with O.C.G.A. § 20-2-1185, which plan shall be submitted to the Georgia Emergency Management Agency for each System Charter School.
- c. The Charter System further agrees that the list of requirements with regard to Facilities contained herein may not be exhaustive to the extent that they impact student health and safety and therefore the Charter System should approach the Facilities Services Unit prior to committing to any certificate of lease or

ownership, allowing any construction to commence or allowing student occupation of a facility.

22. Grant Programs. To the extent that the Charter System wishes to participate in a state or federal grant program, the Charter System hereby acknowledges that the requirements of the grant program may not be waivable.
23. Transportation. The Charter System and each System Charter School shall comply with all applicable laws governing transportation of students.
24. Food Services. The Charter System and each System Charter School shall comply with all applicable laws governing food service for students.
25. Agreements with Local Board. This Charter shall not preclude any System Charter School from entering into an agreement with the Local Board, provided no such agreement supersedes, overrides or conflicts with any provision of this Charter.
26. Termination of Charter.
 - a. Termination Procedures. The parties acknowledge and agree that this Charter may be terminated following the procedures set forth in O.C.G.A. § 20-2-2068 and the accompanying State Board Rule.
 - b. Requests for Termination. The termination of this Charter may be requested by any School Governing Council following the procedures set forth in O.C.G.A. § 20-2-2068 (b) and the accompanying State Board Rule.
 - c. Termination Grounds. In accordance with Sections 26(a) and (b), the State Board may terminate this Charter based on any of the following grounds:
 - i. The Charter System's failure to comply with any recommendation or direction of the State Board with respect to O.C.G.A. § 20-14-41;
 - ii. The Charter System's failure to adhere to any material term of this Charter, including but not limited to the performance goals set forth in Section 8 above;
 - iii. The Charter System's failure to meet generally accepted standards of fiscal management;
 - iv. The Charter System's violation of applicable federal, state, or local laws, or court orders;
 - v. The Charter System's failure to comply with any provision of O.C.G.A. § 20-2-2065;

- vi. The existence of conditions that place the health, safety or welfare of students or staff of the Charter System in danger; or
- vii. Other sufficient grounds the State Board finds appropriate to terminate the Charter as a result of evidence presented at the hearing on a request for termination.

27. Suspension.

- a. Pre-Opening Suspension. In the event the Charter System fails to comply with any provision set forth in this Charter that requires compliance prior to the opening of any System Charter School, the conversion to a Charter System may be suspended until a time after all requirements have been fulfilled by the Charter System and as determined by the Department. Suspension shall not result in an extension of the Charter term set forth above in Section 1.
- b. Emergency Suspension. In the event of an emergency, as solely determined by the State Board, the State Board, through a regular or special-called meeting, may suspend the operations of the Charter System until a termination hearing can be conducted, as set forth in O.C.G.A. § 20-2-2068 and the accompanying State Board Rule.

28. Renewal, Non-Renewal and Probationary Status.

- a. Renewal. The Charter may be renewed by agreement of the parties following the procedures set forth in the Charter Schools Act and accompanying State Board Rule.
- b. Non-Renewal. Any grounds for termination stated in Section 26(c) above may also be grounds for non-renewal. In addition, the State Board may elect not to renew the Charter if the petition for renewal does not comply with the Charter Schools Act and the rules, regulations, policies and procedures promulgated in accordance with the Charter Schools Act or if the State Board deems that the Charter System or a System Charter School has not sufficiently increased student achievement or is no longer in the public interest.
- c. Probationary Term. In the event the State Board determines that the Charter System has failed to comply with any provision of this Charter, the State Board may elect to grant a renewal for a probationary term, within which term the Charter School must come into compliance satisfactory to the Department.

29. Temporary Extension. At the discretion of the Department and the local Superintendent, a Charter System may be extended for a grace period not exceeding sixty (60) days.

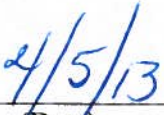
30. Amendments to Charter. Any material term of this Charter, to be determined by the Department, may be amended in writing upon the approval of the Local Board and the State

Board. Any proposed amendment shall be made in accordance with O.C.G.A. § 20-2-2067.1 and the accompanying State Board Rule.

31. Administrative Clarifications. Any request for a clarification to a non-material term of this Charter, to be determined by the Department, shall be submitted in writing to the Department for review. Any non-material term of this Charter may be clarified upon written approval of the Department.
32. Non-Agency. Nothing in the Charter shall be construed as creating or constituting the relationship of a partnership, joint venture, (or other association of any kind or agent and principal relationship) between the parties thereto. No party to the Charter has the authority to enter into any contract or create an obligation or liability on behalf of, in the name of, or binding upon another party to the Charter.
33. Delegation. The parties agree and acknowledge that the functions and powers of each party may be exercised only by each party and may not be delegated to a third party without written agreement by the Local Board and the State Board.
34. Application of Amended Law. This Charter is subject to applicable state and federal laws and shall be deemed amended to reflect applicable changes to those laws upon the effective date of any such change.
35. Non-Waiver. No waiver of any breach of this Charter shall be held as a waiver of any other or subsequent breach.
36. Severability. If any provision of the Charter is determined to be unenforceable or invalid for any reason, the remainder of the Charter shall remain in full force and effect.
37. Governing Law and Venue. This Charter shall be governed by, subject to, and construed under the laws of the State of Georgia. This Charter shall be interpreted in accordance with O.C.G.A. § 20-2-2060 *et seq.*, as amended within the term of this Charter. Any action brought by one party to this Charter against another party shall be brought in the Superior Court of Fulton.
38. Contradicting or Conflicting Provisions. If any provision of the Charter is determined to contradict or conflict with any other provision of the Charter, the contradiction or conflict shall be resolved in favor of the broad flexibility guaranteed pursuant to O.C.G.A. § 20-2-2065 *et seq.*
39. Entire Agreement. This Charter sets forth the entire agreement between the Local Board and the State Board with respect to the subject matter of this Charter. All prior contracts, representations, statements, negotiations, understandings, and undertakings between the Local Board and the State Board are superseded by this Charter. The petition submitted to and approved by the Local Board serves only as the formal application for a Charter System and does not constitute a contract between the State Board and the Local Board. This Charter supersedes any conflicting provision contained in the petition.



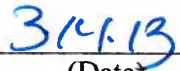
Chairperson, STATE BOARD OF EDUCATION



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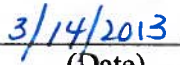
Chairperson, MARIETTA CITY SCHOOLS
BOARD OF EDUCATION



(Date)



Superintendent, MARIETTA CITY SCHOOLS



(Date)

Appendix to Charter for Marietta City Schools

Appendix A

The State Board shall hold the Charter System accountable for the full performance of each of the academic goals listed below.

Goal 1: The Charter System will demonstrate improvement as defined by Georgia requirements and the Elementary and Secondary Education Act, as amended.

Measure 1: In each year of the charter term, the Charter System will meet or exceed the State Performance Targets for all subjects on all Criterion-Referenced Competency Tests (CRCTs), all End Of Course Tests (EOCTs) and all other minimum requirements as set by the Department.

Measure 2: In each year of the charter term, the Charter System shall exceed the state averages on the CRCT and EOCT by subject and grade.

Measure 3: If in any year of the charter term less than 100% of Marietta City Schools fail to meet or exceed a State Performance Target in any subject, each year thereafter, the Charter System shall increase by 10% each year the scores on those subjects in those schools until 100% of schools meet and exceed State Performance Targets.

Goal 2: The Charter System will demonstrate that all students are college and career ready.

Measure 1: In each year of the charter term, the Charter System will meet or exceed the State Performance Targets for graduation rate using the Department's cohort-based calculation.

Measure 2: If in any year of the charter term, the Charter System fails to meet or exceed the State Performance Target for graduation rate, each year thereafter, the Charter System shall reduce the percentage of students not graduating by an amount equal to 10% the difference between the current graduation rate and 100%. The Charter System shall use the Department's cohort-based calculation to establish the current graduation rate.

Measure 3: From a baseline established in Year 1 of the charter term (2013-2014), the Charter System will increase the percentage of graduates earning high school credit(s) for accelerated enrollment via at least one of the following options Accel, Dual HOPE Grant, Move On When Ready, Early College, Gateway to College, Articulated Credit, Advanced Placement or International Baccalaureate courses by 5% each of the first five years of the charter term and then maintain or exceed thereafter as measured by the CCRPI.

Measure 4: From a baseline established in Year 1 of the charter term (2013-2014), the Charter System will decrease the number of graduates requiring remediation or learning

support courses that enter colleges and technical schools by 3% each of the first five years of the charter term and then maintain or exceed thereafter as measured by the CCRPI.

Goal 3: The Charter System will increase student performance of all students so that all students are high performing.

Measure 1: From a baseline established in Year 1 of the charter term (2013-2014), the Charter System will increase the percentage of students scoring in the Meets and Exceeds categories in each subject and grade level on the CRCT and EOCT. If the baseline percentage is below 90%, the Charter System will increase by 2% each year up to 90%. If the baseline is 90% or above, the Charter System will increase by 1% each year up to 95%. Once 95% of students are Meeting or Exceeding by subject and grade, the Charter System will maintain that performance.

Measure 2: From a baseline established in Year 1 of the charter term (2013-2014), the Charter System will increase the percentage of students scoring in the Exceeds category in each subject and grade level on the CRCT and EOCT. If the baseline percentage is below 40%, the Charter System will increase by 2% each year up to 50%. If the baseline is 50% or above, or once 50% of students are Exceeding by subject and grade, the Charter System will increase by 1% each year thereafter.

Measure 3: From a baseline established in Year 1 of the charter term (2013-2014), the Charter System will increase the percentage of students scoring in the Meets and Exceeds categories on the 5th, 8th and 11th grade Writing Tests. If the baseline percentage is below 90%, the Charter System will increase by 2% each year up to 90%. If the baseline is 90% or above, the Charter System will increase by 1% each year up to 95%. Once 95% of students are Meeting or Exceeding by grade, the Charter System will maintain that performance.

Measure 4: From a baseline established in Year 1 of the charter term (2013-2014), the Charter System will increase the percentage of students scoring in the Exceeds category on the 5th, 8th and 11th grade Writing Tests. If the baseline percentage is below 40%, the Charter System will increase by 2% each year up to 50%. If the baseline is 50% or above, or once 50% of students are Exceeding by grade, the Charter System will increase by 1% each year thereafter.

Goal 4: The Charter System will exceed national averages on national assessments.

Measure 1: Throughout the charter term, the Charter System's performance on the SAT of Black and White students will exceed the national average composite score per demographic group.

Measure 2: Throughout the charter term, the Charter System's performance on the ACT of Black, White, and Hispanic students will exceed the national average composite score.

Measure 3: At the end of the charter term, the Charter System's performance on the IOWA assessment in grades 1 through 8 will exceed the national norm – 50th percentile.

Goal 5: The Charter System will reduce the achievement gap between White students and their Black/Hispanic peers.

Measure 1: At the end of the charter term, the Charter System's achievement gap will be less than the state's achievement gap for the percent of Black and Hispanic students in grades 3 through 8 meeting and exceeding standards on the Reading and Mathematics CRCT.

Measure 2: At the end of the charter term, the Charter System's achievement gap will be less than the state's achievement gap for the percentage of Black and Hispanic students meeting and exceeding standards on the Coordinate Algebra EOCT and the Ninth Grade Literature EOCT.

Measure 3: At the end of the charter term, the Charter System's achievement gap on the SAT for Black students will be less than the nation's achievement gap.

Measure 4: At the end of the charter term, the Charter System's achievement gap on the ACT for Black and Hispanic students will be less than the nation's achievement gap.

The State Board shall hold the Charter System accountable for the full performance of each of the operational goals listed below.

Goal 1: Promote a positive school experience by providing a safe school environment.

Measure 1: According to data reported by the Governor's Office of Student Achievement Report Card, from a baseline established in Year 1 of the charter term, the Charter System shall decrease the percentage of students absent 15 days or more by at least 1%.

Measure 2: From a baseline established in Year 1 of the charter term (2013-2014), the charter system will increase parent satisfaction annually by 5% as measured on the annual parent perception survey until parent satisfaction measures 90% at which time the Charter System shall maintain the 90% satisfaction rate.

Measure 3: From a baseline established in Year 1 (2013-2014) the Charter System will increase parent participation annually by 5% up to 90%.

Goal 2: The Charter School will be economically sustainable.

Measure 1: Each year, the charter system will operate in a fiscally sound manner as measured by an external audit.

Measure 2: Actual and proposed budgets for each school year will demonstrate effective allocation of resources.

Measure 3: Yearly balance sheets will demonstrate that the charter system maintains adequate cash reserves.

Measure 4: The charter system will meet all Generally Accepted Accounting Practices (GAAP) as demonstrated by external, annual audit reports.

Goal 3: The Charter System will foster individual school-level governance.

Measure 1: All School Governance Teams will undergo annual governance training.

Measure 2: All School Governance Teams will meet monthly during the school year.

Measure 3: All School Governance Teams will have representation from a variety of stakeholders, such as teachers, parents and community leaders.