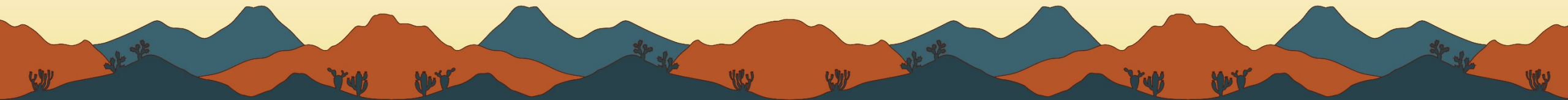


2017 NACSA LEADERSHIP CONFERENCE

OUR CHOICES MATTER



ACCOUNTABILITY PROTOCOLS AND PRACTICES: INTERVENE FOR IMPROVEMENT

DAVID GREENBERG
SHENITA JOHNSON
JOHANNA MEDINA

SESSION OUTCOMES

- Participants will
 - Clarify the purpose of an intervention.
 - Develop a deeper understanding of how and when interventions can lead to better outcomes.
 - Consider steps that can be taken as part of an intervention strategy.
 - Appreciate the relationship and/or tension between intervention and school autonomy

AUDUBON CENTER OF THE NORTH WOODS

- Non-profit authorizer in Minnesota
- 36 schools / 9000 students – Largest authorizer in MN
- Largest school: 800 students Smallest school: 25 students
- The **vision** of our Charter School Division is *to authorize a portfolio of high performing charter schools that instill a connection and commitment to the environment in their school communities, while working towards a healthy planet where all people live in balance with the Earth.*

DAVID GREENBERG

DIRECTOR OF CHARTER SCHOOL AUTHORIZING

- Licensed Secondary Social Studies Teacher
- Taught for 3 years in St. Paul Public Schools
- Founding teacher and board chair of dual language alternative charter high school in Minneapolis
- 12 years at the school: general education teacher, special education teacher, administrative director, executive director
- 6 years in authorizing
- Participated in 1st cohort of the NACSA Leaders Program

ILLINOIS STATE CHARTER SCHOOL COMMISSION

- Established in 2011, as an independent body with statewide authorizer
- Only authorizer with jurisdiction an authority to review appeals and reverse district decisions
- 9 schools* (10 campuses), more than 3,600 students – top 25% districts
- 9 Commissioners, 2 FTE, 2 PTE, 1 Fellow
- 12 – 15 Experts in areas of Academic, Organization, Financial
- The **vision** of the Commission is that all Illinois children and families have access to a high quality public education and experience high performing schools and academic experiences.

SHENITA JOHNSON

GENERAL COUNSEL/MANAGING DIRECTOR

- *ATTORNEY BY TRAINING, TEACHER AT HEART, ARDENT ADVOCATE FOR CHILDREN*
- - Charter School Authorizer in Chicago, Detroit, and New Orleans
 - Charter School Board Member
 - Participated in 3RD cohort of the NACSA Leaders Program
 - Surge institute fellow/alum
 - Kellogg Executive MBA Candidate

ARIZONA STATE BOARD FOR CHARTER SCHOOLS

- Mission: *To improve public education in Arizona by sponsoring charter schools that provide quality educational choices.*
- The ASBCS is an independent charter board (ICB) and primary authorizer of charter schools in Arizona.
- 11 member board: 10 appointed by the Governor of Arizona, plus the State Superintendent or designee serve as the final authority in the approval, monitoring, replication, revocation and renewal of charters.

JOHANNA MEDINA

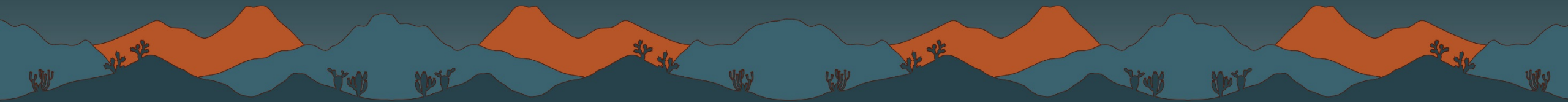
ASSISTANT DIRECTOR OF ACADEMIC AFFAIRS

- Taught elementary grades since 1998 in charter schools
- In 2006 became part of the school leadership: instructional coach, curriculum specialist, and school leader
- Have been with the ASBCS since 2011

DIRECTIONS

- Break into groups of 5-6 people
- Each group will randomly be assigned a case study
- You will have 20 minutes to review case study and answer questions
- Please select one person to summarize your findings/responses to questions

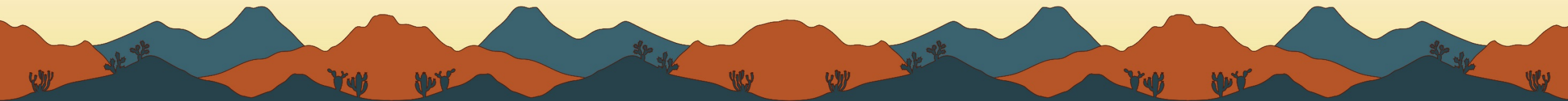
GROUP RESPONSES



WHAT OTHER INFORMATION
WOULD YOU HAVE LIKED TO
HAVE?

AUDUBON CENTER ON NORTH WOODS

INTERVENTION APPROACHES



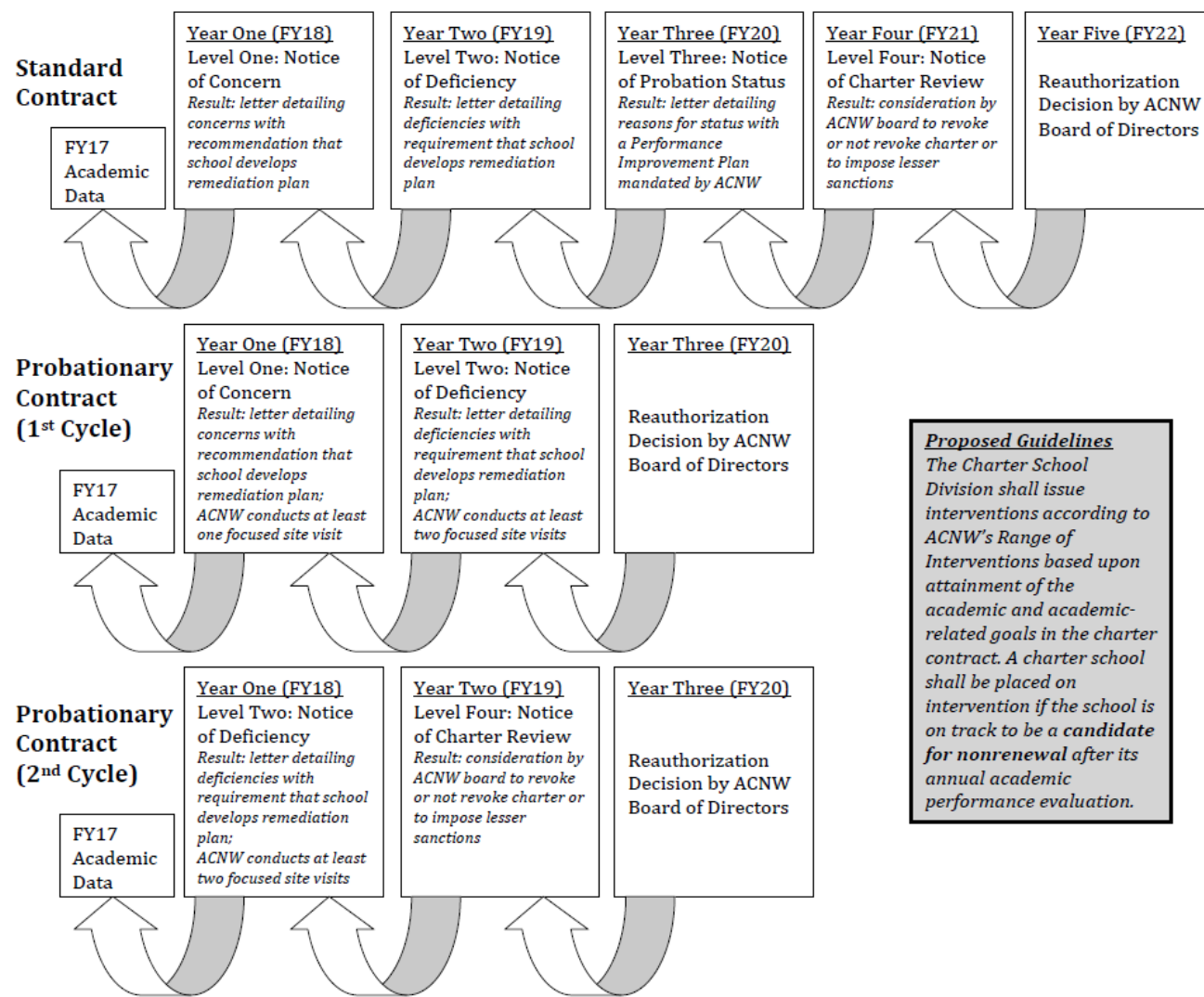
CURRENT APPROACH

Audubon Center of the North Woods Range of Possible Interventions		
If ACNW has a concern about the School, or if the School fails to make adequate progress towards achieving its academic or environmental education goals or to meet financial requirements, or to comply with Applicable Law, or other requirements of this contract, ACNW shall determine the appropriate intervention. The interventions below need not be implemented sequentially, and ACNW will implement these as it sees fit and at its sole discretion.		
Status	Caused by	Will result in
LEVEL ONE Notice of Concern	Signs of weak performance identified through routine monitoring; through implementation, compliance, or performance reviews; or by other means. Lack of progress towards meeting contractual goals. Failure to submit required documents on a timely basis. Signs of poor financial health or management.	Letter from ACNW to the charter school's board of directors detailing areas of concern and action required to address concerns. <i>and/or</i> ACNW recommendation that the school develops a remediation plan.
LEVEL TWO Notice of Deficiency	Failure to meet multiple performance targets; or glaring or repeated failure to meet a single performance target. Failure to comply with the applicable law or significant failure to comply with the conditions of the contract. Continued evidence of poor financial health or management.	Letter from ACNW to charter school Board of Directors detailing areas of deficiency and action required to address deficiency. <i>and/or</i> Requirement of a remediation plan containing specific improvement objectives, technical assistance requirements, and schedule for remedial action to be approved by ACNW.
LEVEL THREE Notice of Probationary Status	Continued failure to meet school targets and failure to meet objectives of a remediation plan. Continued failure to comply with the applicable law or the conditions of the contract. Severe concerns regarding the school's financial viability.	Letter from ACNW to charter school Board of Directors detailing reasons for probationary status and action required to address concerns. <i>and/or</i> Remediation plan imposed by ACNW. <i>and/or</i> ACNW may appoint staff or a consultant to monitor implementation of the remediation plan.
LEVEL FOUR Charter Review	Failure to address the terms of Probationary Status. Extended pattern of failure to meet contractual goals and/or to comply with applicable law or the conditions of the contract. Severe and persistent concerns regarding the school's financial viability.	Consideration by the ACNW Board to revoke or not to revoke the school's charter, or to impose lesser sanctions. <i>and/or</i> Decision to commence or not to commence revocation proceedings made by ACNW.
LEVEL FIVE Charter Revocation	Charter Review results in recommendation to revoke.	Commencement of charter revocation proceedings consistent with Minnesota Stat. 124E.10 and the terms of the charter contract.

RE-VISIONING

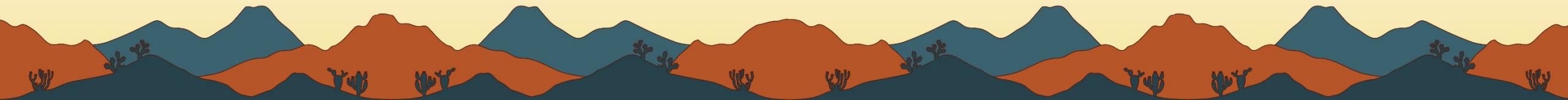
- The purpose of intervention is not to punish a school, but to assist a school in remedying a situation that may prevent it from fulfilling the promises made in the charter and its ability to serve its public function (that is, to educate students).
- Ensure transparency regarding the expectations and standards for charter school academic performance.
- Be clear on the level of performance that compels us as an authorizer to act to ensure students are achieving academic outcomes.

DRAFT OF A REVISED APPROACH



ILLINOIS STATE CHARTER SCHOOL COMMISSION

INTERVENTION APPROACHES



QUALITY AUTHORIZING: PRINCIPLE 1 - MAINTAIN HIGH STANDARDS

“Cultivate high-quality charter schools that meet identified educational needs.”

23 Ill. Admin Code 650.100 (*Principles & Standards of Quality Charter School Authorizers, National Association of Charter School Authorizers*)

SCSC ACCOUNTABILITY SYSTEM

I've got an
accountability and
responsibility to do
whatever I can to help
this team win a
ballgame.,.

Clint Hurdle

PERFORMANCE RATINGS		
Rating		Description
EXCEEDS STANDARD	E	Acknowledges performance of the most successful schools. (Used only in the Academic section.)
MEETS STANDARD	M	Communicates Commission’s expectations for performance.
BELOW STANDARD	B	Highlights schools that are not meeting performance expectations.
FAR BELOW STANDARD	F	Indicates need for high-stakes review.

SCSC - SCHOOL SUPPORT FRAMEWORK

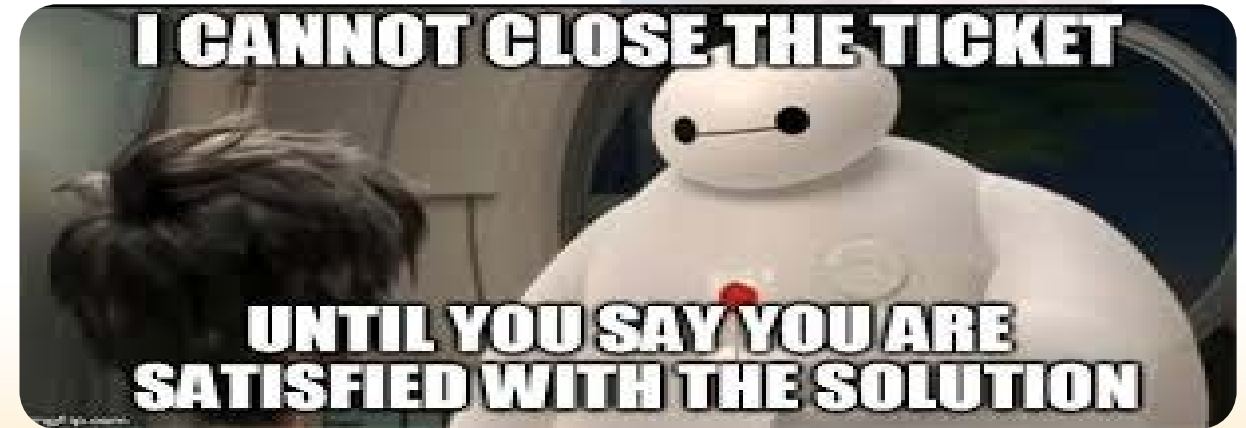
1. Annual Strategic Plan
2. School Support Team – leadership, data analysis & academic coaching
3. Five-week interval reports (*data dashboards*)
4. Bi-monthly –on-site and/or virtual check-ins
5. Resource support – Quarterly Collaborative Sessions



RESULTS ARE STILL COMING IN....

	2015-16	2016-17
CHARTER SCHOOL A	14% Met/Exceed	28 % Met/Exceed
CHARTER SCHOOL B	31% Met/Exceed	32.1 % Met Exceed

- School Support Team: 2 day Quality Site Assessment
- Strategic Goals - Expectation Leveling
- On-going Coaching and Support
(4 months)



QUALITY AUTHORIZING: STANDARD 1

AGENCY COMMITMENT AND CAPACITY

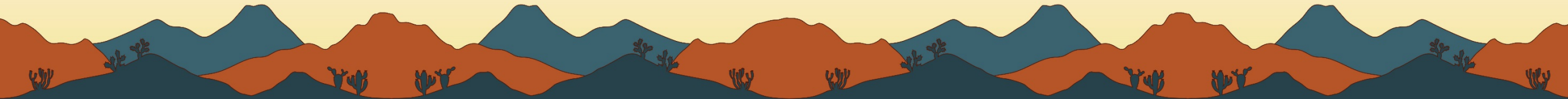
*A high-quality authorizer
creates organizational structures
and commits human and financial
resources necessary to conduct its
authorizing duties effectively and
efficiently.*



expanding
committed
bold
choice
access
integrity
collaborative
new
quality
fair
non-traditional
controversial
equality

ARIZONA STATE BOARD FOR CHARTER SCHOOLS

INTERVENTION APPROACHES



ASBCS LANDSCAPE

- Number of charter schools = 545 (424 charters)
- Initial charters have a 15 year term
- Renewal charters have a 20 year term
- Performance Frameworks
 - Academic and financial performance reviewed annually
 - Operational performance monitored periodically with a final annual review

INTERVENTION POLICIES

Purpose: Confirm that the charter holder meet's the performance expectations as set forth and, when expectations are not being met, intervene through set policies to provide the charter holder the opportunity to demonstrate it is making progress towards the Board's expectations.

- First year of operation school visit and compliance review
- Academic Systems Review school visit during five-year interval review
- Demonstration of Sufficient Progress during annual academic monitoring
- Failing School Reviews
- Compliance checks of a charter's operational performance
- Audit package review to determine a charter's financial performance

DISCUSSION/QUESTIONS



CONTACT INFORMATION

- David Greenberg: greenberg@auduboncharterschools.org
- Shenita Johnson: Shenita.Johnson@illinois.gov
- Johanna Medina: Johanna.Medina@asbcs.az.gov
- Sherry Tracewski: Sherryt@qualitycharters.org



nacsa

NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

