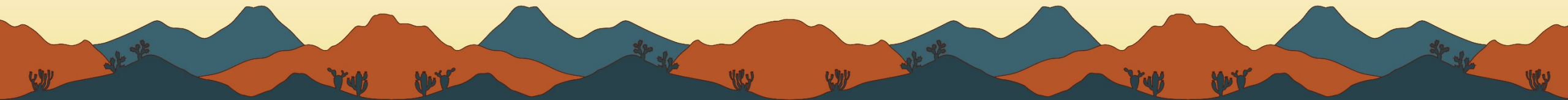


2017 NACSA LEADERSHIP CONFERENCE

OUR CHOICES MATTER





GETTING THE JOB DONE: CLOSING SCHOOLS EFFECTIVELY AND WITH EMPATHY

LENORA ROBINSON MILLS
JASMINE BURDITT
TRISH KRAJNIAK

LENORA ROBINSON MILLS

- Chief Operating Officer at DC PCSB, managing all internal finance, HR, operations, data systems and strategic initiatives, including school closures
- Previous role – COO at Harlem Village Academies, a network of five public charter schools in New York City
 - Managed all school operations, including data and technology, facilities, budgeting, HR, compliance and legal issues, student discipline, strategic planning and organizational culture
- Bachelor's degree in International Business/Finance from Howard University
- MBA and Masters in Education from Stanford University
- Prior to graduate school, worked in investment banking and private equity

JASMINE BURDITT

Jasmine Burditt earned her Bachelor's degree in Human Development and Family Sciences from The University of Texas at Austin. She later earned her Master of Public Affairs from the Indiana University School of Public and Environmental Affairs. During her studies, she worked in education policy as a Sustainable Development Intern at Masaka Primary School in Uganda, where she facilitated the implementation of policies and programs to bolster student learning, promoted positive school discipline, and increased teacher pay.

Jasmine was a 2015 Urban Leaders Fellow in Indianapolis where she worked to develop a comprehensive performance framework to capture Indianapolis stakeholder values. She currently serves as the Strategy & Engagement Manager at the Indianapolis Mayor's Office of Education Innovation focusing on citywide education initiatives, effective governance and accountability, and community engagement throughout charter application, renewal, and replication cycles.

TRISH KRAJNIAK - BIO

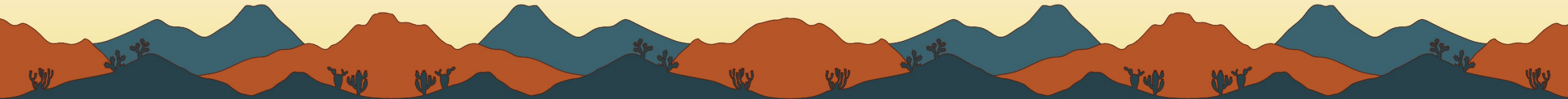
Trish Krajniak is the Director of Legal and Policy Initiatives at the Colorado Charter School Institute (CSI). A lawyer by background, Trish monitors the compliance of CSI schools, oversees the charter contract process, provides general legal support to CSI schools, and assists in developing CSI policies and procedures.

Education:

- B.A. Spanish and Portuguese Languages and Culture – University of Colorado at Boulder
- J.D. University of Denver, concentration in Constitutional Rights and Remedies
- LLM Loyola University Chicago, concentration in Education Law and Policy

DC PUBLIC CHARTER SCHOOL BOARD

LENORA ROBINSON MILLS



DC PUBLIC CHARTER SCHOOL LANDSCAPE

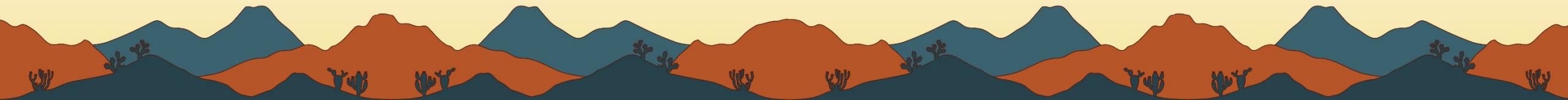
- DC PCSB - Sole authorizer in DC
- **66** independent LEAs across **120** campuses
- Approx. 43,000 PK-12, Adult and Alternative education students
- **46%** of public school students attend charter schools
- Seven member Board appointed by Mayor
- Office staff of approx. 40 people
- Created in **1996**, DC PCSB is an independent body governed by the School Reform Act.
- The first public charter school opened in **1996**

DC PCSB SCHOOL CLOSURES

Year	Closures	Students impacted
2012	1	338
2013	5	749
2014	6	2,252
2015	7	2,339
2016	1	427

INDIANAPOLIS MAYOR'S OFFICE OF EDUCATION INNOVATION

JASMINE BURDITT



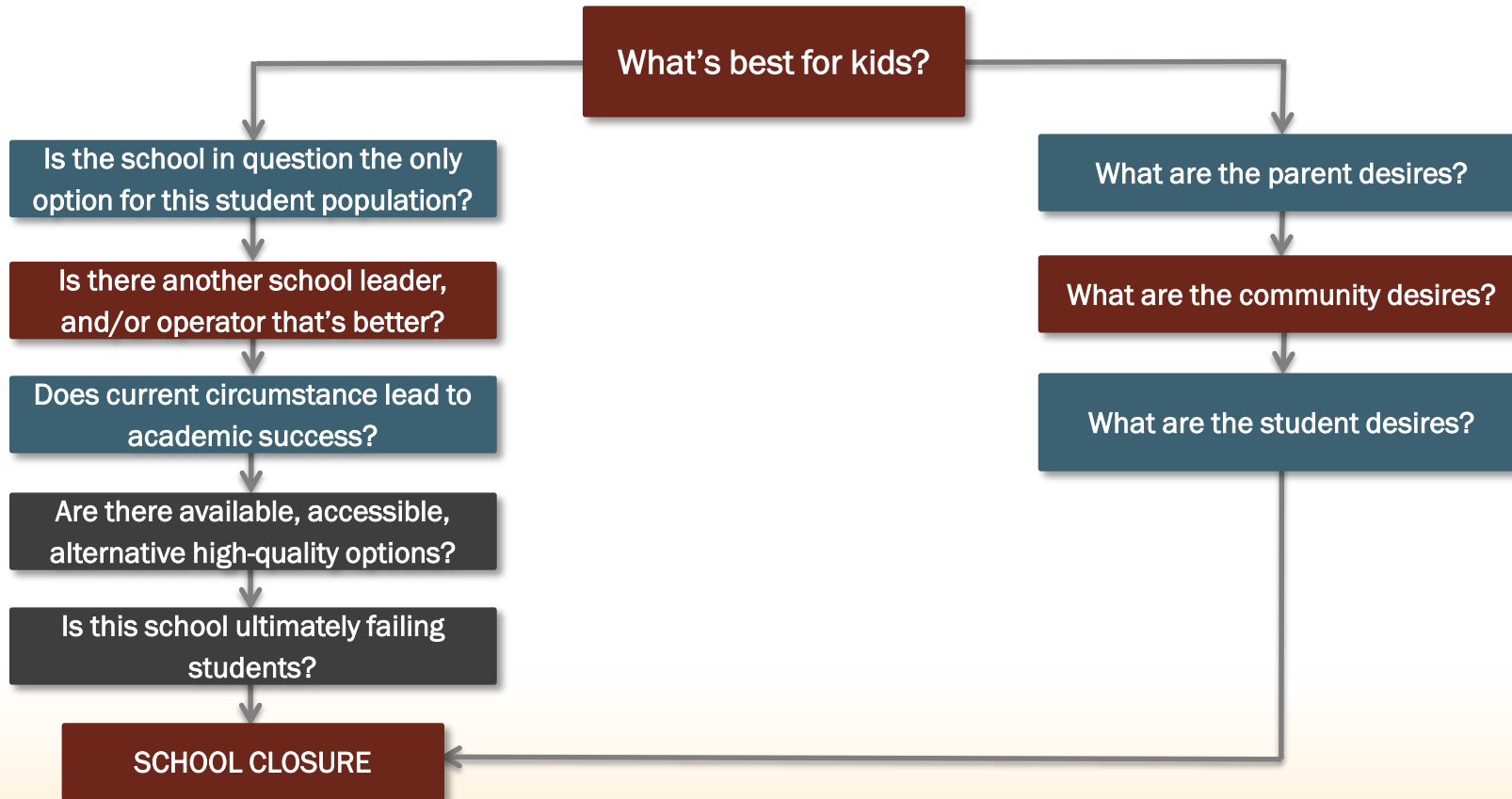
OEI MAYOR-SPONSORED CHARTER SCHOOLS (MSCS)

Our vision is to work collaboratively with the community to provide high-quality and innovative school options that meet the diverse needs of our students, our families, and our city.

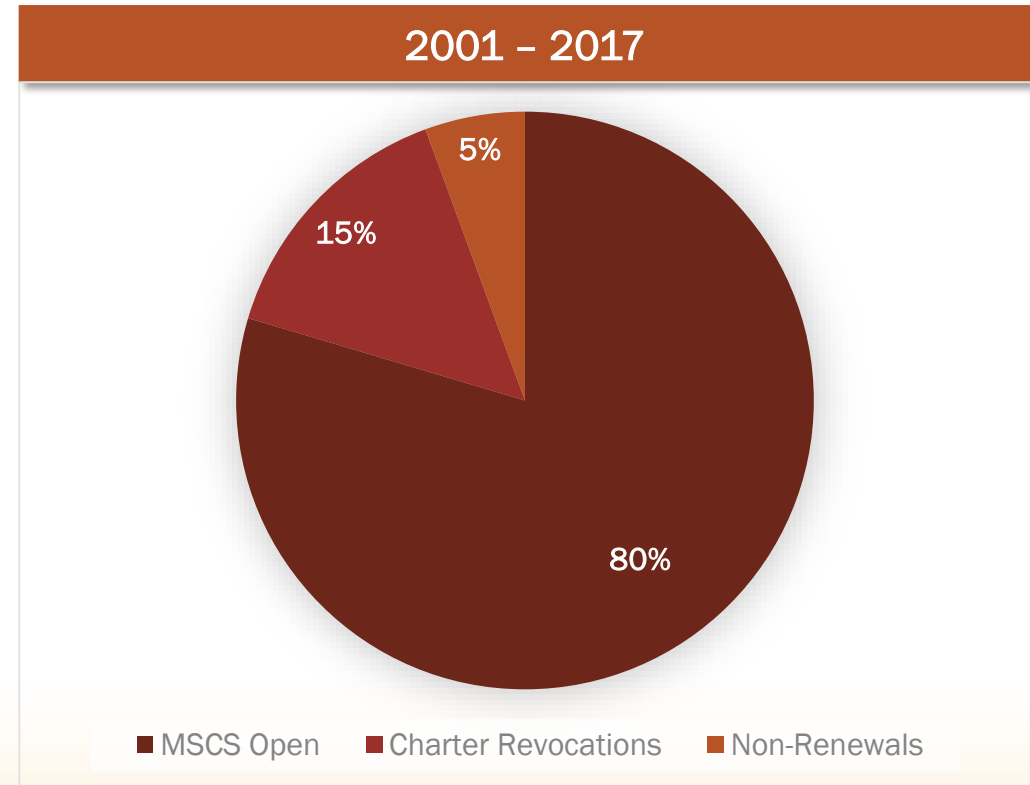
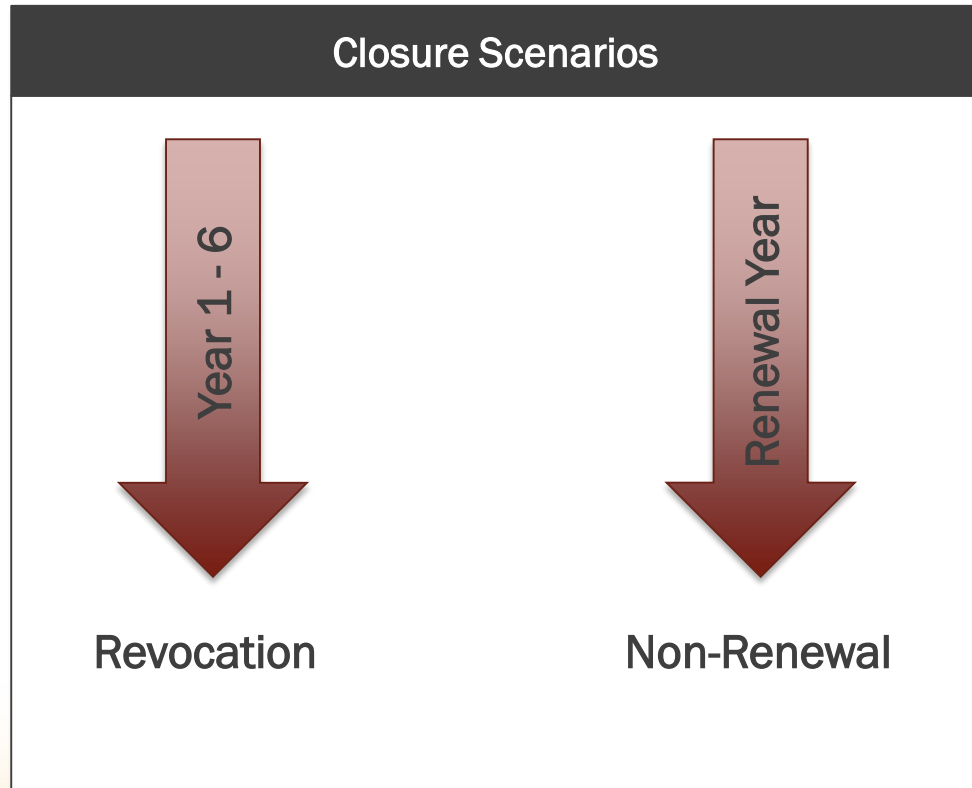


OFFICE of EDUCATION INNOVATION

GUIDING QUESTIONS



HISTORY OF MSCS CLOSURES



REVOCATION INTERVENTIONS

OEI employs several interventions prior to charter school revocation, the first being a formal Notice of Deficiency to the school.

Examples of Notice of Deficiency Triggers

Academics

- “F” on State report card
- “DNMS” on Core Question 1 of Performance Framework
- Repeated failure to meet academic standards

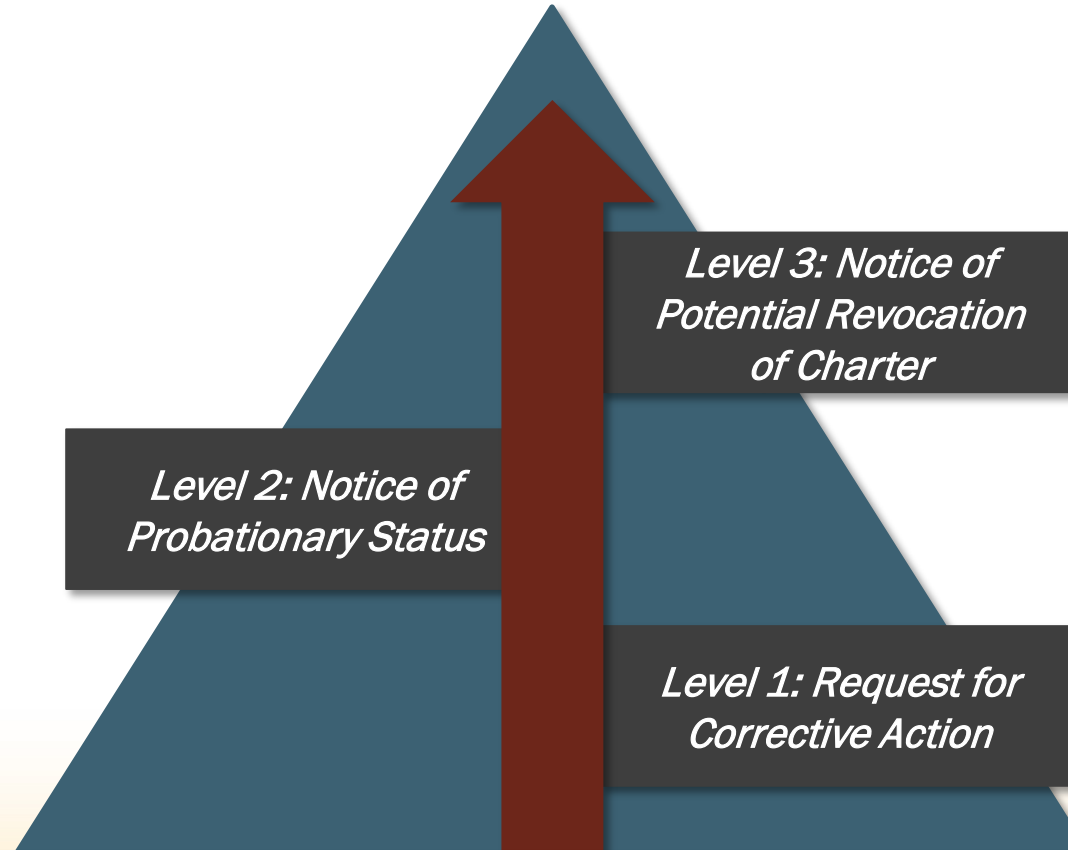
Finance

- Failure to make payments to creditors
- Missing enrollment targets
- Significant SBOA audit findings
- “DNMS” on Core Question 2 of Performance Framework

Governance

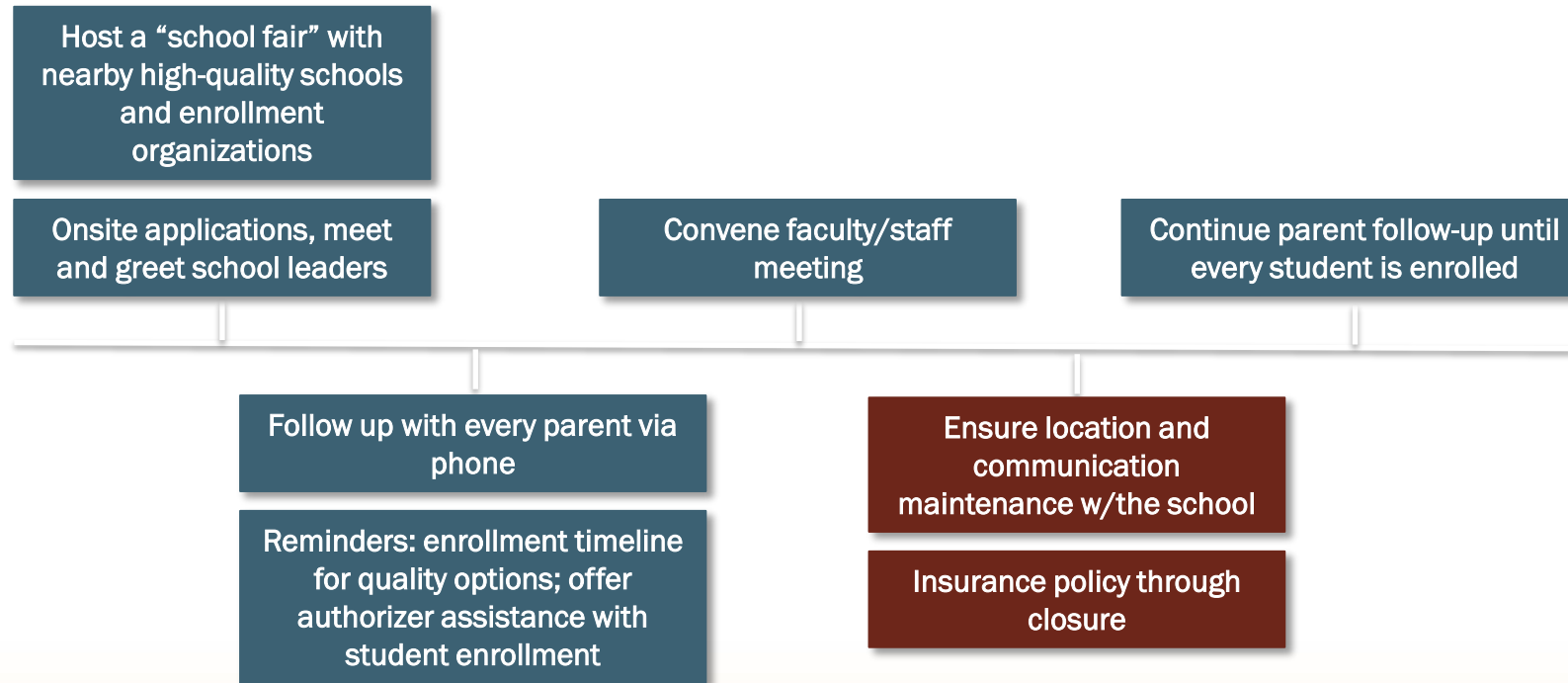
- Schools and/or board is out of compliance with its charter or applicable laws
- Significant concerns with school and/or board leadership
- “DNMS” on Core Question 3 of Performance Framework

PERFORMANCE IMPROVEMENT PLAN (PIP)



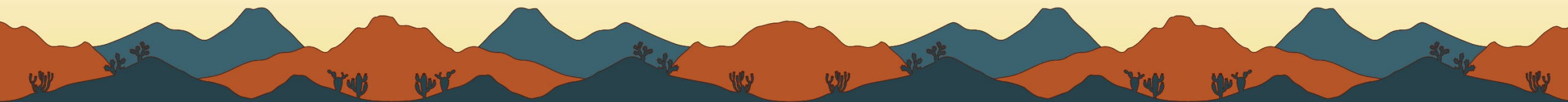
Levels and number of required actions increase with the severity of the concern or the lack of progress on action items.

CLOSURE PROCESS



COLORADO CHARTER SCHOOLS INSTITUTE

TRISH KRAJNIAK



COLORADO CHARTER SCHOOL INSTITUTE

- Statewide charter school authorizer
- Created in 2004 as independent state agency
 - Purposes: Alternative mode of authorizing; assist districts in best practices
 - Started with 2 schools in 2005-06
- Schools can apply to CSI in districts without “Exclusive Chartering Authority” (ECA), or who have waived it
 - 169 out of 178 of districts have ECA
- Governance: 9-member board; 7 appointed by Governor, 2 by Commissioner
 - No more than 5 members of same political party + additional relevant experience

Charter School Institute	State Total
41 Charter Schools in 21 Towns and Cities	238 Charter Schools across 48 Districts and CSI
17,000+ Students	115,000 Total Charter Students (12.7% of all public school students)

CSI CLOSURES

Year	Closures	Students Impacted
2010	1	451
2014	1	244
2015	1	345
2017	1	118

DIRECTIONS

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

GROUP RESPONSES

QUESTIONS

