

Charter Renewal



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

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How does the Department determine whether a charter should be renewed?



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Looking Backward

- Have you met the terms of your contract?

Looking Forward

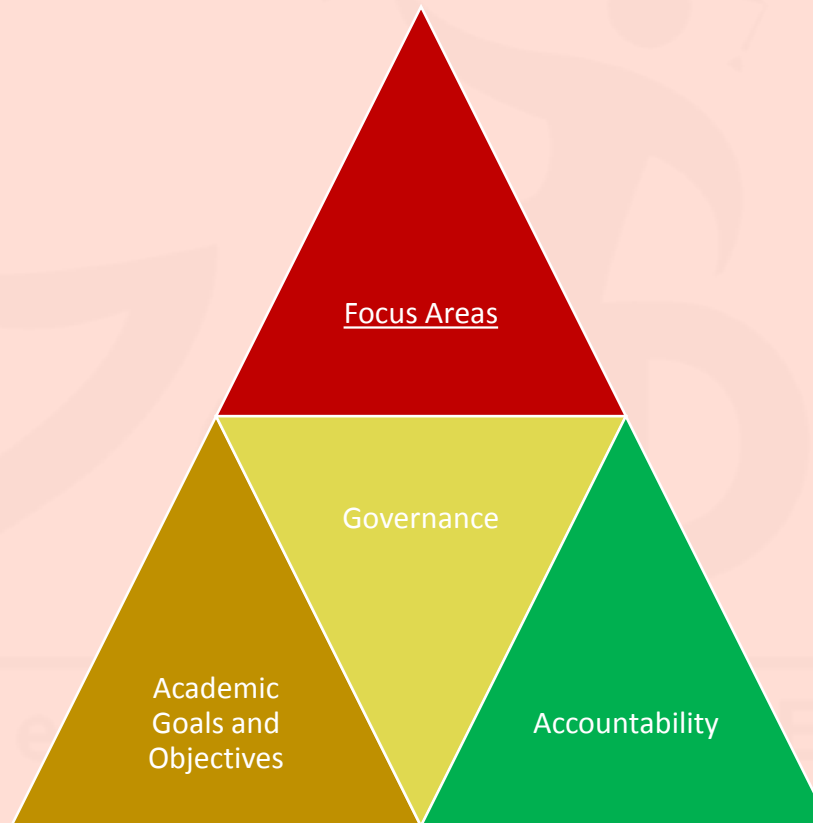
- What is your plan for increasing student achievement in the next 5 years?

Overview



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How do you ensure a successful renewal petition?



Academic Goals and Objectives Outline



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Types of Goals

Must-Haves Goals

Goals Best Practices

Types of Academic Goals



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Absolute

CRCT

AYP

EOCT

Graduation Rate

Comparative

Growth/Cohort

District

State

Must-Have Goals



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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

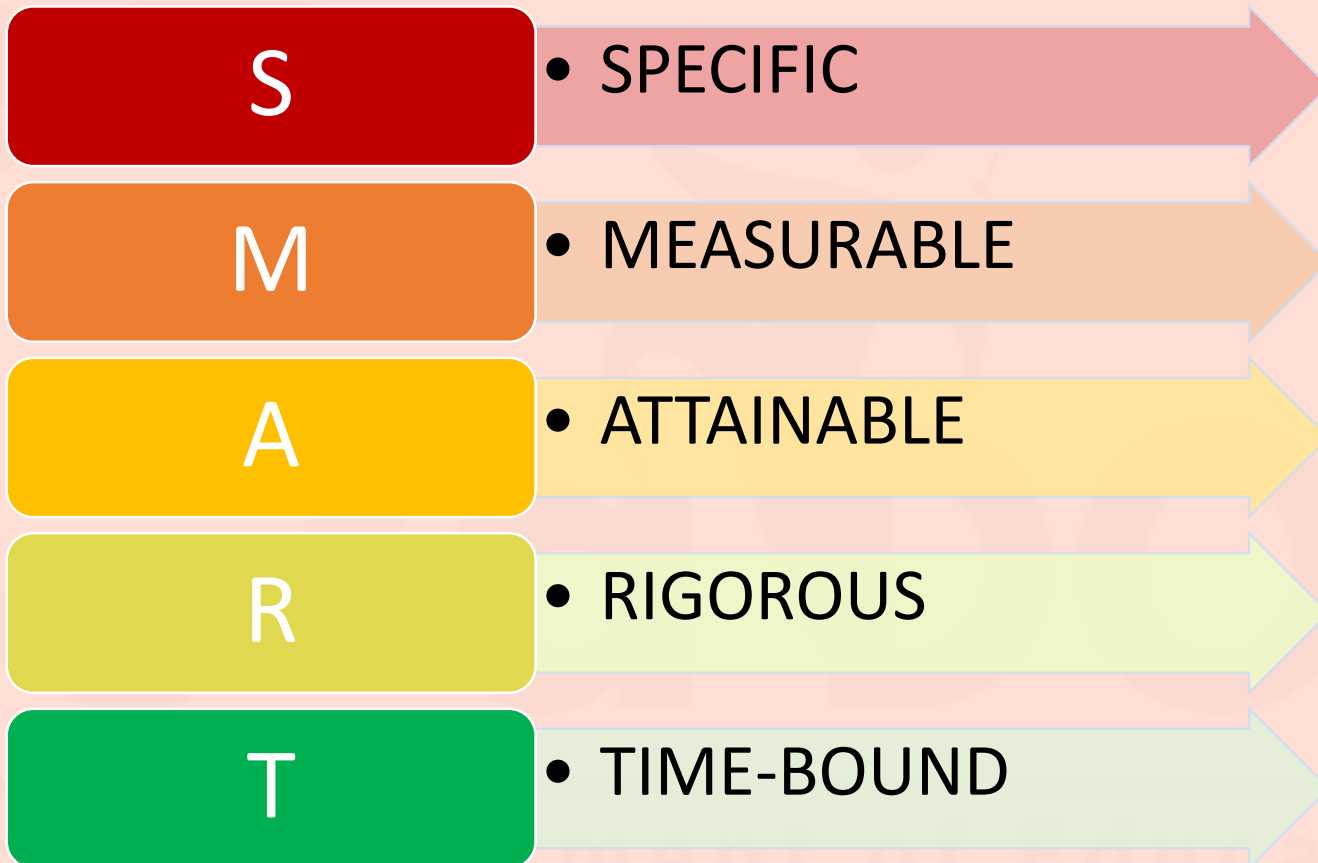
- ITBS
- SAT

Goals should be SMART

- Specific
- Measurable
- Attainable
- Rigorous
- Time-Bound

Qualitative and Quantitative

Cohort-based



SMART Goals: Specific

Specific

- All teachers at Achievement Charter School will complete a 2-week summer workshop in Achievement's educational philosophy, school culture and instructional methodology

Not Specific

- Teachers at Achievement Charter School will receive staff development training

SMART Goals: Measurable



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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



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Attainable

- 75% of students at Achievement Charter School will exceed Stat averages on Math and Reading on the CRCT

Not Attainable

- 100% of students at Achievement Charter School will score in the "exceeds" category on the CRCT Reading in the first year of the charter

SMART Goals: Rigorous



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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



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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



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Questions?



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Governance Outline



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Governance Basics

- What should our board be doing at a minimum?

Indicators of Autonomy

Governance with an EMO

Governance Best Practices

Governance Basics



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Setting Policy

Recruit, select,
and evaluate
thee principle

Monthly
meetings with
minutes

Receive monthly
academic
progress reports

Internal Controls

Quarterly or
Annual Review
of Contract

Georgia Department of Education

Continuum of Governing Board Autonomy

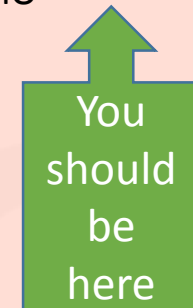
Reliance on authorizer or EMO



Independence from 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



Governance with an EMO



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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



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Oversight

Monitoring
student
achievement

Adhering to
the charter

Strong board
governance

Source: Brain L. Carpenter, Ph.D. (2011) Preventing Charter School Train Wrecks: How Boards and Executives Can Strengthen Performance and Ensure Accountability.

Oversight Best Practice



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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



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Evaluate
academic
performance at
every meeting



Adhering to the Charter Best Practices



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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



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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

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Governance vs. Management



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Dimension	Board	Executive
Purpose	Ensure	Execute
Nature of Authority	Oversight	Operational
Pertinent Question	How Well?	How Will?

Governance



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Questions?



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Accountability



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Looking Backward

- Did you meet goals and fulfill charter obligations?

Looking forward

- Identify deficiencies and set a remediation plan

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Past Performance



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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?



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

Be prepared to explain why you did not meet your charter terms

Identify those targets that were not met

Describe immediate steps taken to address deficiencies

Map out and put in place a remediation plan (which should already be in progress)

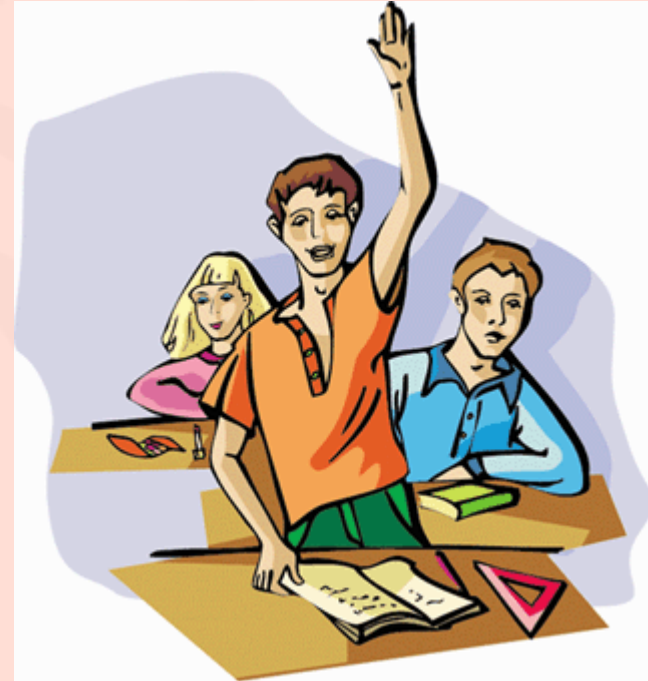
Demonstrate growth toward the targets that were not met

Accountability



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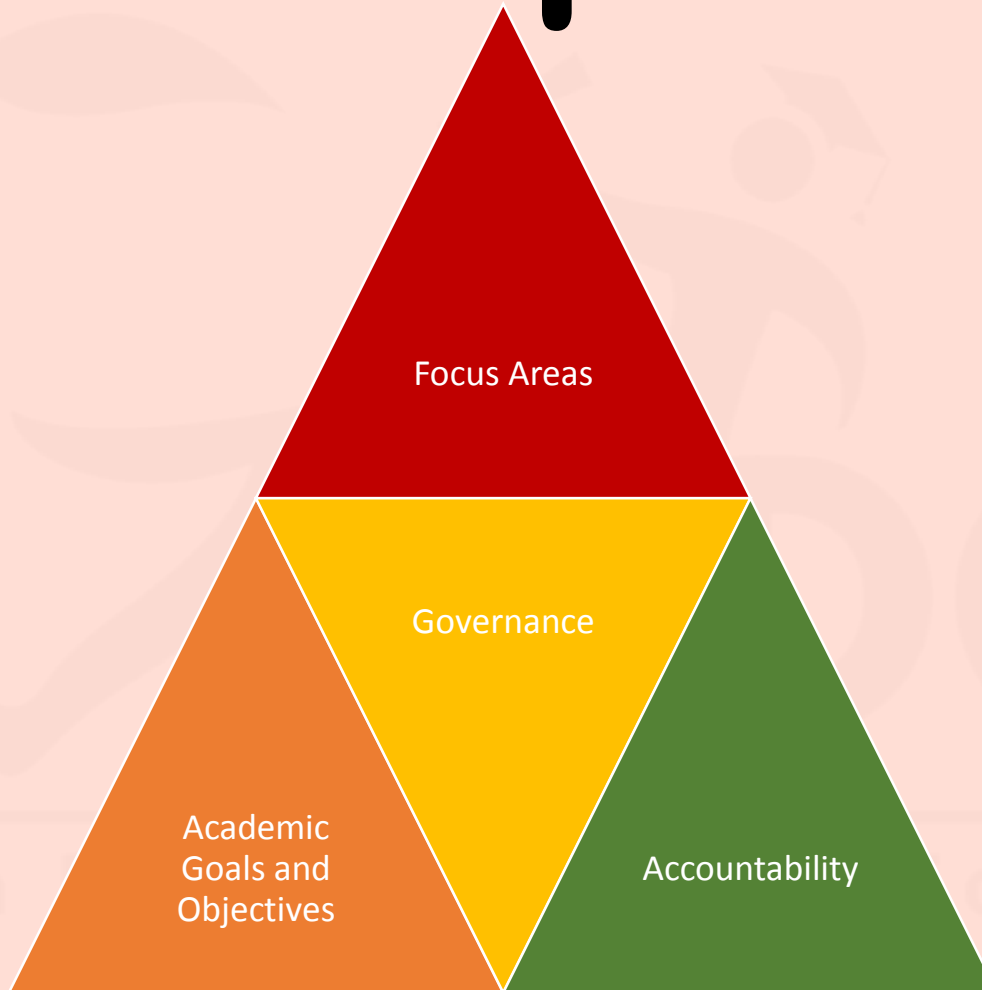


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Recap



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District Flexibility and Charter Division



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