



**U.S. Department of Education
National Leadership Activities Grantees
2012 Meeting of Project Directors**

Friday, February 10, 2012

**U.S. Department of Education
LBJ Building, Room 1W126
400 Maryland Ave, SW
Washington, DC 20202**

Agenda

8:45–9:00 a.m.

Welcome

- Patricia Kilby-Robb, U.S. Department of Education, Office of Innovation and Improvement, Charter Schools Program, National Leadership Grantees Project Lead

FIRST SESSION: INDIVIDUAL GRANT PRESENTATIONS

9:00–9:15 a.m.

Arizona Charter Starter Program

- Andrew Collins, Arizona Charter Schools Association
- Eileen Sigmund, Arizona Charter Schools Association

9:15–9:30 a.m.

Building Better Charter Schools Project

- Frank San Felice, Center for Educational Innovation–Public Education Association

9:30–9:45 a.m.

Paving a New Path: Support for Charter Development in Illinois

- Eric Johnson, Illinois Network of Charter Schools

9:45–10:00 a.m.

Break



ED.gov

The National Charter School Resource Center is funded by the U.S. Department of Education's Office of Innovation and Improvement and administered by Learning Point Associates, an affiliate of American Institutes for Research, under contract number ED-04-CO-0109/0004.

LEARNING POINT Associates®
An Affiliate of American Institutes for Research

- 10:00–10:15 a.m. **Creating Quality Charter Schools through the Performance Management, Replication and Closure Project**
- Alex Medler, National Association of Charter School Authorizers
 - Kathryn Kelly, National Association of Charter School Authorizers
 - Whitney Spalding, National Association of Charter School Authorizers
- 10:15–10:30 a.m. **State Leadership for High-Quality Charter Schools**
- Joe Nathan, Center for School Change
 - Stephanie Shipton, National Governors Association, Center for Best Practices
- 10:30–10:45 a.m. **Online Learning for Charter School Teachers**
- Sarah Feldman, WestEd
- 10:45–11:30 a.m. ***Lunch***
- *National Leadership Grantees will have lunch together.*

SECOND SESSION: GROUP DISCUSSION

- 11:30a.m.–12:20 p.m. **Charter Schools 3.0: Moving Charter Schools to the Next Level**
- Stefan Huh, Director, Charter Schools Program, Office of Innovation and Improvement, U.S. Department of Education
 - *The Director of the Charter Schools Program will lead a discussion about what charter schools will have to face in the 3rd decade—Charter Schools 3.0.*
- 12:20–1:10 p.m. **Perspectives from National Leadership Grantee Representatives**
- *Facilitators:*
 - Patricia Kilby-Robb, Charter Schools Program
 - Sarah Feldman, WestEd
 - *Round table discussion about the most critical issues facing the charter school movement.*
- 1:10–2:00 p.m. **Leveraging National Leadership Grant Projects to Promote High-Quality Charter Schools**
- *Facilitators:*
 - Patricia Kilby-Robb, Charter Schools Program
 - Sarah Feldman, WestEd
 - *Partner discussion about strategies to maximize project achievements and better inform the charter school community.*

2:00–2:15 p.m. *Break*

THIRD SESSION: SPECIAL PRESENTATIONS

- 2:15–3:00 p.m. **Charter Starter Projects**
- *Arizona Charter Starter Program: School Development Support*
 - Andrew Collins, Arizona Charter Schools Association
 - *Charter Starter Consulting Program, Passage of IL Senate Bill 79, and the Creation of the Illinois State Charter School Commission*
 - Eric Johnson, Illinois Network of Charter Schools

- 3:00–3:45 p.m. **District and Charter Educators Working Together to Grow Best Practices to Reach Students and Improve Schools**
- Joe Nathan, Center for School Change
 - Frank San Felice, Center for Educational Innovation–Public Education Association

3:45–4:00 p.m. *Transition*

GENERAL SESSION FOR ALL GRANTEEES

- 4:00–5:00 p.m. **Charter school authorizing matters: promoting quality, leveraging investments, and protecting the public interest (*LBJ Auditorium*)**
- Alex Medler, National Association of Charter School Authorizers
 - Kathryn Kelly, National Association of Charter School Authorizers
 - Whitney Spalding, National Association of Charter School Authorizers

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Eric Johnson, Illinois Network of Charter Schools

**Paving a New Path: Support for Charter
Development in Illinois**

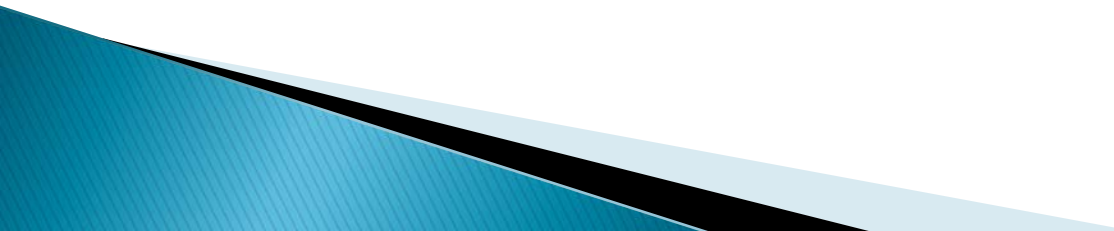
Paving a New Path: Support for Charter Development in Illinois

Illinois Network of Charter Schools (INCS)


February 10, 2012



Illinois Network of Charter Schools

- Eric Johnson, Director of Development and Capacity
 - **Mission:** to improve the quality of public education by promoting and strengthening charter schools throughout the State of Illinois
 - Illinois' charter support organization; the first and only membership organization for charters across Illinois
- 

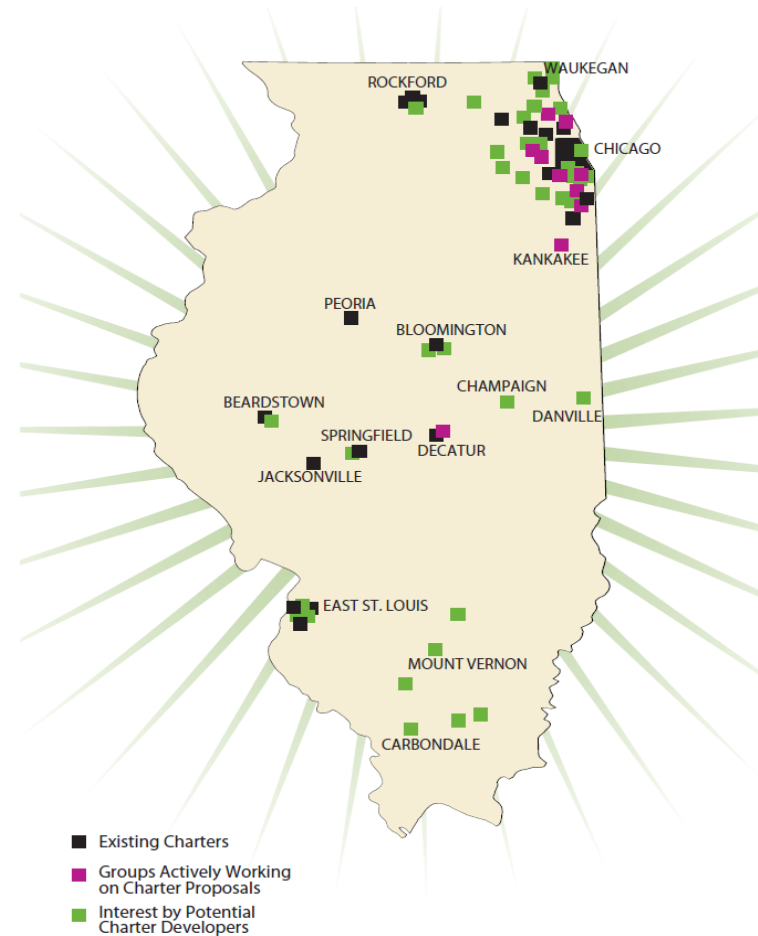
Illinois Charter Landscape

- 53 charters and 124 campuses statewide (110 in Chicago)
 - Charter cap of 120 in place for entire state; shift from multiple campuses per charter to 1:1 campus-to-charter ratio in 2003 (Chicago only)
 - Historically, authorization of charters maintained at district level (879 Illinois districts; limited state board capacity)
 - Illinois State Charter School Commission launched in 2011 – the state’s first alternative authorizer
- 

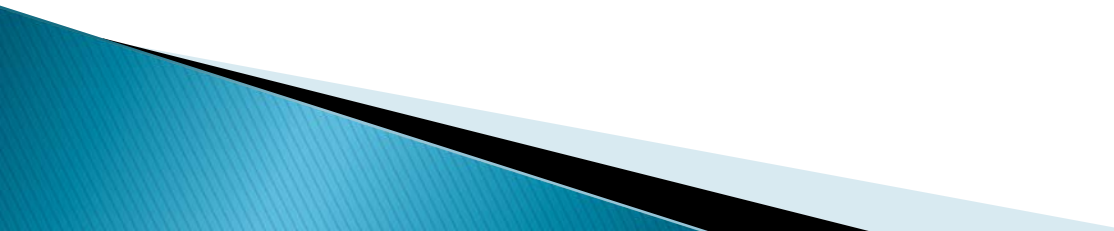
Paving a New Path

Goal

To expand the charter “footprint” in Illinois by growing the number of high-quality charter school options for the state’s children, families, and communities



Paving a New Path

- Increase knowledge of charter planning
 - Enhance understanding of charter public school model and authorization
 - Increase support among community members (community organizing)
 - Provide counsel, technical assistance, and coaching to charter design teams
- 

Illinois Communities

Grant Period 2010-2011

- Chicago
- Jacksonville (central Illinois)
- North Chicago (northeastern Illinois)
- Matteson (Chicago suburbs)
- Decatur (central Illinois)
- Waukegan (northeastern Illinois)
- Berwyn (Chicago suburbs)
- East St. Louis (southwestern Illinois)
- Many others

Paving a New Path

Charter Starter Consulting Program

Charter School Design Institute

Charter Design Webinars

Illinois Communities


Achievements

- **Chicago**
 - Montessori School of Englewood Charter
 - Legal Prep Charter Academy
- **Jacksonville (central Illinois)**
 - 8 Points Charter School
- **North Chicago (northeastern Illinois)**
 - LEARN
- **Decatur (central Illinois)**
 - Early College Charter School

Authorization in Illinois



Southland
College Prep
(Matteson)



Illinois State
Charter School
Commission

Questions?

Eric B. Johnson

Director of Development and Capacity

Illinois Network of Charter Schools (INCS)

(312) 629-2063 x29

ejohnson@incschools.org

Thank You!



**U.S. Department of Education
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Andrew Collins, Arizona Charter Schools Association

-Arizona Charter Starter Program: School Development Support

Eric Johnson, Illinois Network of Charter Schools

*-Charter Starter Consulting Program, Passage of IL Senate Bill 79, and
the Creation of the Illinois State Charter School Commission*

Charter Starter Projects

Supporting Quality School Development



Today's Objectives

1. Explain the rationale and theory for supporting quality new school development
2. Distinguish the phases of school development
3. Identify resources and programs for supporting school development
 - Examples from Arizona and Illinois

Theory of Change in Public Education

Current Environment:

- 74% of 4th graders are below proficient in reading
- 69% of 8th graders are below proficient in math
- 30% of high school students don't graduate
- 50% of graduates don't qualify to enroll public universities
- 30% of graduates require remediation upon entry into college

Challenges:

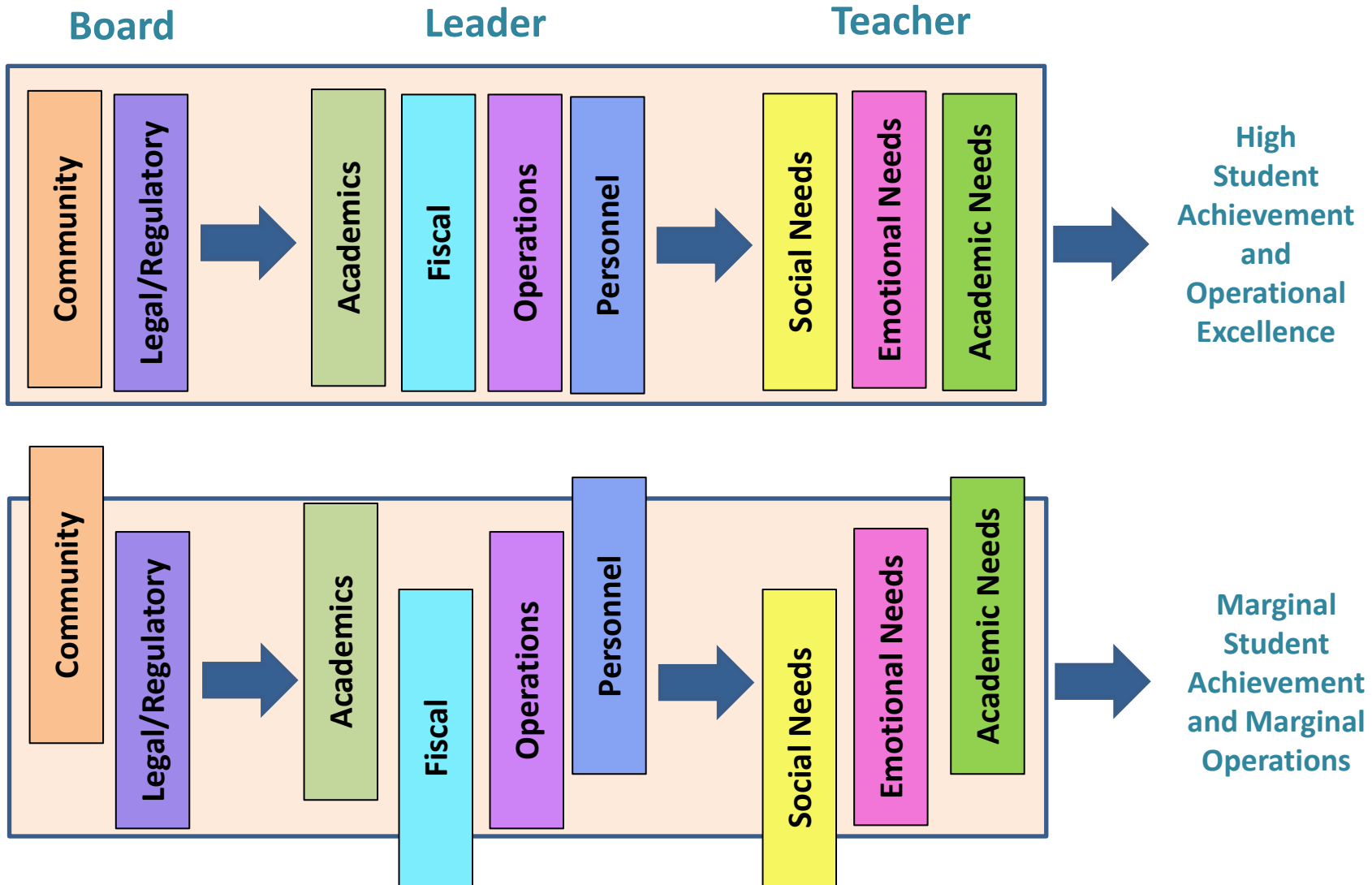
- Low expectations
- Lack of autonomy at the school level
- Weak leadership
- Outdated delivery models
- Persistently low achieving schools

Theory of Change in Public Education

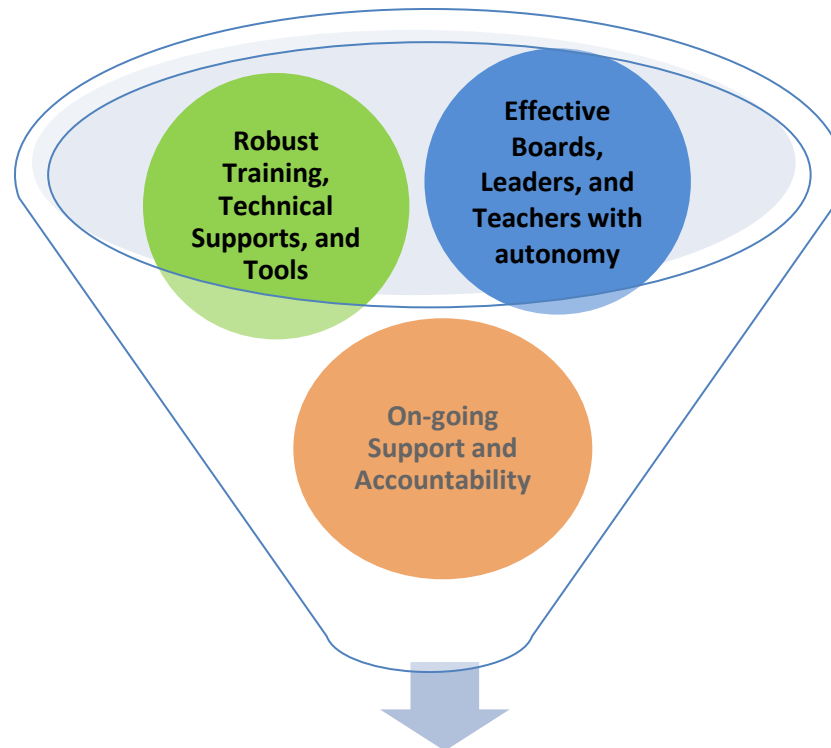
Solution:

Recruit and train high quality leaders to design and implement schools based on both proven and innovative academic and organizational practices with the highest level of expectation for student performance.

Theory of Change in the Charter Sector



Theory of Change in the Charter Sector



High Quality Schools and Improved Student Achievement



Phases of the School Development Process



Goals

1. Increase the number of *high quality* charter schools
2. Participants will complete a model charter application
3. Participant school's will outperform similar schools in academic achievement and graduation rate
4. Schools will implement exemplary operational practices
5. Schools will fulfill mission to improve student achievement and provide a quality choice for families

Arizona Charter Schools Association



Phase 0 – Recruitment/ Cultivation	Phase 1 – Development	Phase 2 – Start-Up	Phase 3 – Implementation & Ongoing Support
<ul style="list-style-type: none"> • Email blasts • Networking with other education organizations • Newspaper ad • Website • Social Media • Free Monthly webinar • Free Charter Starter 101 • Strategic Partnerships: TFA and Department of Education • Aspiring Leaders Fellowship 	<p>School Development Membership:</p> <ul style="list-style-type: none"> • Technical Assistance • Online videos, templates, sample applications, guides • Bi-weekly email updates <p>Charter Starter Program:</p> <ul style="list-style-type: none"> • Cohort Model • Selective Admission • Online resources • 7 full-day workshops • Direct Consulting • School visits • Application review • Grant support • Quality Schools Program – Phase 1 	<ul style="list-style-type: none"> • Post Authorization workshops and consulting • Joint Purchasing Programs • Facility Support • Robust Set of Online Resources • Service provider list • Board governance training • Quality Schools Program – phase 2 	<ul style="list-style-type: none"> • Quality Standards self-assessment • School visit in year 1-2 • Free monthly workshops • Resource library • Facility Support • Governance Retreat • Joint Purchasing Programs • Compliance Calendar • Weekly email updates • Advocacy/PR • Quality Schools Program – phase 3
Year -2	Year -1	Year 0	Year 1-3

Recruitment/Cultivation

- Email blasts to education organizations
- Newspaper ads
- Free monthly webinars
- One-on-one networking
- Partnerships
 - Teach For America
 - Department of Education
 - State Authorizer

Charter Starter Program

- Selective cohort
 - Application and interview based on core competencies
- 12 months of intensive support
 - Recorded videos
 - Full day training workshops
 - Individualized consulting
 - School visits
 - Application and Grant writing support

Center for Student Achievement

- The mission and vision reflects the Association's strategic goals to support schools and increase student achievement.
 - **Mission:**
Support schools with comprehensive professional development, coaching and resources to improve student achievement.
 - **Vision:**
Use performance management strategies to help schools continuously improve.

Quality Schools Program

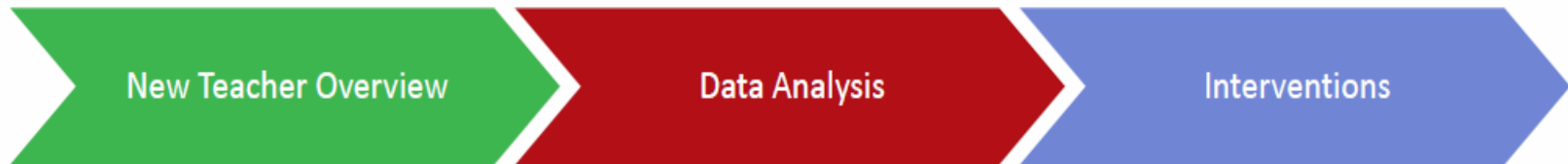
- Designed to provide schools with a three-year program of support.
- Equips schools with the necessary knowledge and skills to positively affect student learning and increase student achievement.
 - Year 1: Intensive on-site training
 - Years 2-3: Schools continue to implement their knowledge and skills through guided practice and coaching.

Quality Schools Program: Sample Training Map

Year 1: Content



Year 2: Coaching

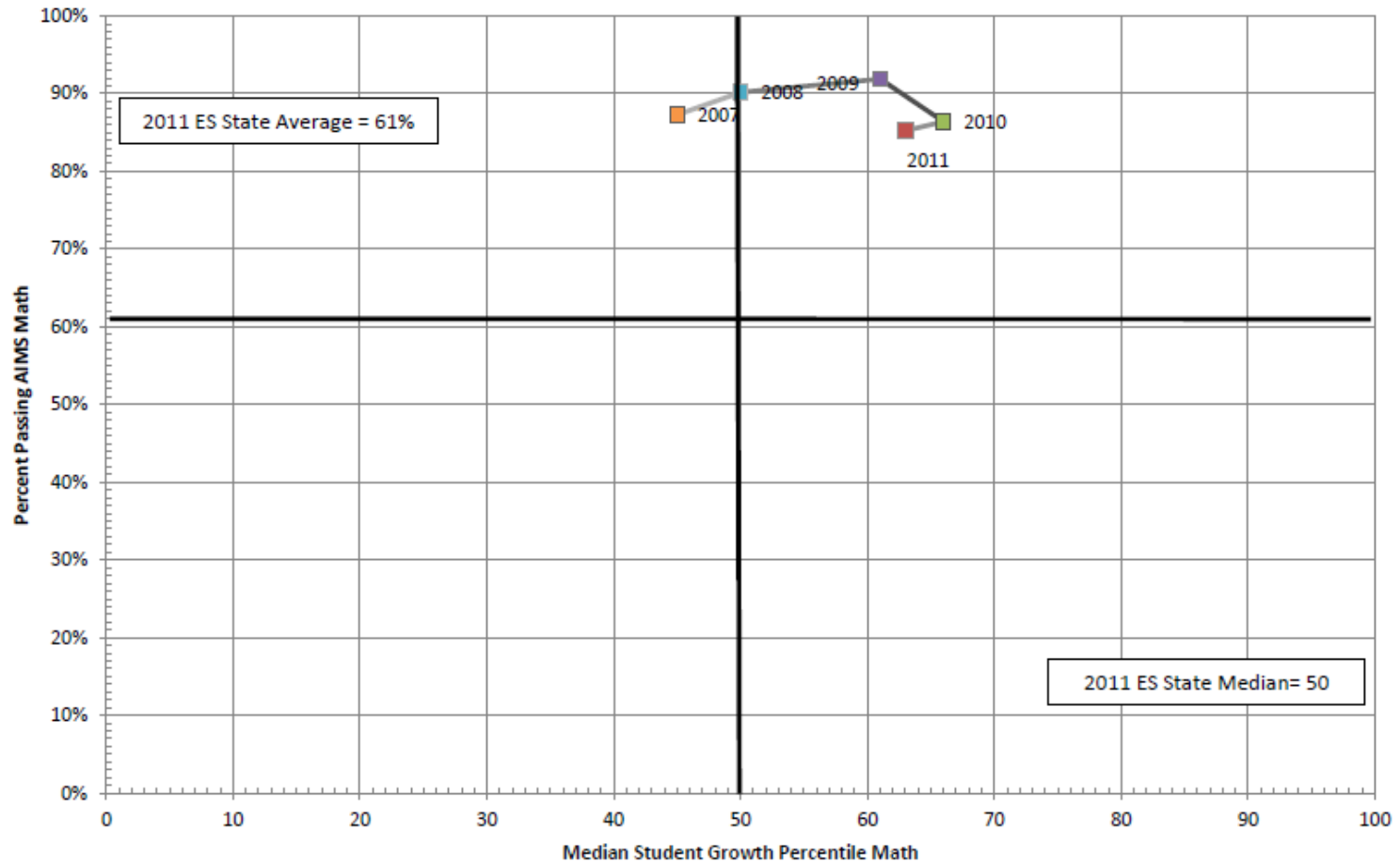


Year 3: Continuing



Data Analysis Reports

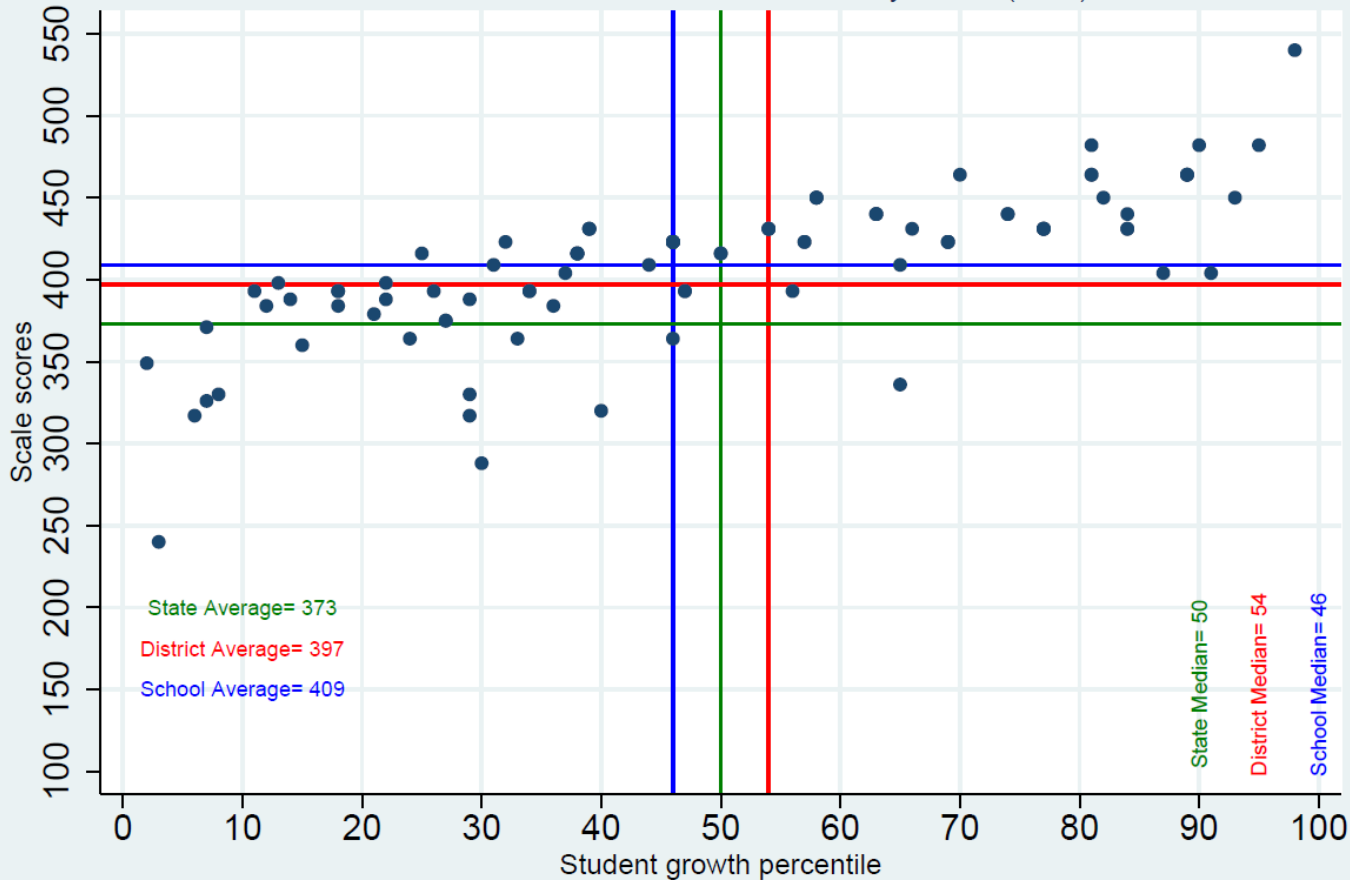
Benjamin Franklin Charter School - Benjamin Franklin Charter School _
Gilbert(5538)
ES Math Academic Achievement



Data Analysis Reports

- School Academic Reports by grade, subject, class...

Academic Achievement of Students in Cochise Elementary School (5043)- Grade 3 Math



Source: Arizona Charter Schools Association (medians and averages by grade level) January 19 2012

Post-Authorization Workshops

- Use of Assessments
- Common Core Standards
- Professional Learning Communities
- Finance Topics
- Compliance
- Teacher Evaluation
- Recruitment and Enrollment
- Human Resources
- Fall Conference – academic and operations

Compliance/Legal

- 1-day legal summit in the spring
- Sample staff handbook
- Repeat key memos from the Department of Education
- Summary of every charter board meeting
- Legal handbook
- Sample policies

Facility Support

- Facility Marketplace (online listings)
- All About Facilities Training
- Facility Lender and Developer Pool

Current Listings

Phoenix Area (West, Central, and East):

What: Highly visible office/retail/educational building located 22721 South Ellsworth Road, Queen Creek, AZ. available 7/1/12 for charter schools/educational institutions. Opportunities for 1300-7800 sf users. Prominent building signage. Space currently occupied by American Leadership Academy charter school (7800 sf).

Where: 22721 South Ellsworth Road, Queen Creek, AZ 85242

Who: Jay Tobias 480-699-2728 Email jtobias685@aioi.com

[View Flyer](#)

Service Provider/Partners

- Joint Purchasing
 - Insurance
 - Office Supplies
 - Furniture
 - Technology
 - P.E. Equipment
- Lists of service providers by category

Governing Board Support

- Individual Consulting
- Spring Governance Retreat
- Online resources
 - Roles and Responsibilities Documents
 - Board Member Matrix
 - Quality Standards

Advocacy/PR

- Weekly Legislative Updates
 - email blast
 - open conference call
- CEO, VP of Advocacy, and Lobbyist
- Strategic Board of Directors
 - Secretary of State
 - Consultant to the Governor
 - Former Superintendent of Public Instruction

Quality Standards Self-Assessment

- Annual self-analysis of processes based on established quality standards
 - Academic Achievement
 - Governance
 - Effective and Ethical Leadership
 - Culture and Community Relationship Building
 - Finance and Business Practices
 - Safety and Risk Management

The Education Evaluator



Simply put,
a charter is a contract
to improve
student achievement.

SKIP INTRO

EDUCATION EVALUATOR



NEW to our Website!

Education Evaluator is a map that allows comparison for all of Arizona's public schools — charter or district. Check it out!

[Find and compare schools here](#)

SPOTLIGHT




Technical Information


The website is best viewed using the most recent version of your browser. The Associa...



The Association's **mission** is to **support** student achievement through high-quality charter schools, **advocate** for student equity and charter school **autonomy**, and **lead** Arizona charter schools as a sustainable, strong credible organization.

The screenshot shows the homepage of the Arizona Charter Schools Association. At the top left is the logo with three horizontal bars in blue, green, and orange. The navigation menu includes: About Us | Membership | Resources | Calendar of Events | Political Action Center | Contact Us. A user is logged in, with a 'Log Out' link. A search bar contains the text 'Try searching by terms' and a 'SEARCH OUR SITE' button. Social media icons for Facebook, Twitter, YouTube, and LinkedIn are present, along with an 'INVEST IN US' button. The main content area is divided into three columns: 'SUPPORT' (Student Achievement Through High-Quality Charter Schools) with a photo of students in a science lab; 'ADVOCATE' (For Student Equity and Charter School Autonomy) with a photo of hands writing on a tablet; and 'LEAD' (As a Sustainable, Strong, Credible Organization) with a photo of a microphone in a meeting. Below this is a 'NEW to our Website!' section featuring the 'EDUCATION EVALUATOR' (a map tool) and a 'SPOTLIGHT' section with 'News Alerts' about a national study. The footer contains copyright information for 2011 and links for Terms and Site Map.




EDUCATION EVALUATOR 

NEW to our Website!

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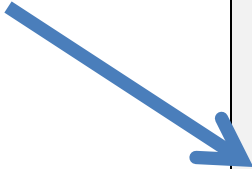
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SPOTLIGHT 


Technical Information

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Education Evaluator



[About Us](#) | [Membership](#) | [Resources](#) | [Calendar of Events](#) | [Political Action Center](#) | [Contact Us](#)

We welcome you, you are logged in. [Dashboard](#) | [Log Out](#)

 [SEARCH OUR SITE](#) [INVEST IN US](#)

Find a School

[Search](#)

Filter Results

School Info

Select County

Select Legislative District

Grades Served

Number of Students

School Types

Test Results

Math Proficiency on AIMS

Reading Proficiency on AIMS

Math Growth Level

Reading Growth Level

Accountability

AZ LEARNS A-F Rating

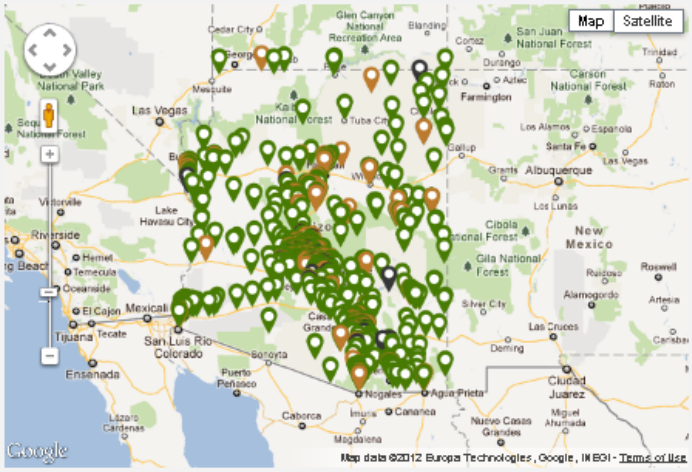
AZ LEARNS Legacy Rating

[Filter](#) [Clear All](#)

Welcome to the Education Evaluator


Welcome to the Arizona Charter Schools Association's new Education Evaluator. This map is an easy, transparent way to view and compare enrollment information, state accountability standards and funding data for Arizona's 2000+ public schools. The Education Evaluator is a useful tool that illustrates the abundance of school choice in Arizona.

Select Map Overlay: Legislative Districts Congressional Districts Counties [Full Screen View](#)



[How to use this map](#) [How is data calculated?](#) [Feedback?](#)

Education Evaluator



Arizona
Charter Schools
Association

[About Us](#) |
 [Membership](#) |
 [Resources](#) |
 [Calendar of Events](#) |
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 [Contact Us](#)

Welcome, you are logged in. [Dashboard](#) | [Log Out](#)

[SEARCH OUR SITE](#)

[f](#) [t](#) [v](#) [+](#)

[INVEST IN US](#)

Find a School

Type school name, zipcode, or city

[Search](#)

Filter Results

Total Schools: 1953

Based on Filtering Criteria & map bounds
Map pins limited to 300.
Try narrowing your search.

Select Legend

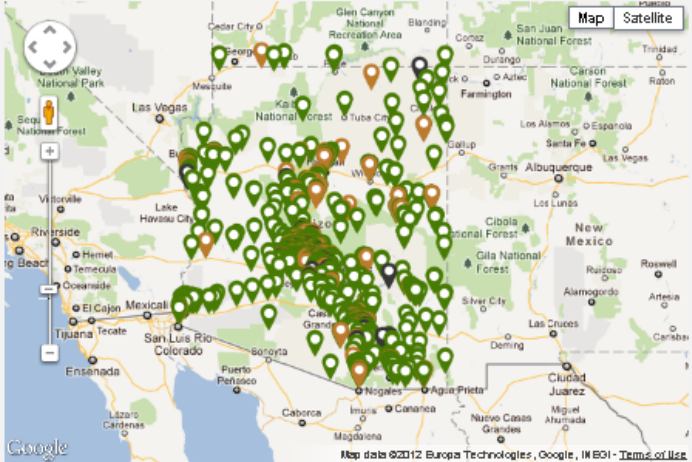
- School Type
- District
- Charter Association Member
- Charter (Non-Member)
- AZ LEARNS A-F Rating
- AZ LEARNS Legacy Rating

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Select Map Overlay: Legislative Districts Congressional Districts Counties

[Full Screen View](#)



[How to use this map](#) |
 [How is data calculated?](#) |
 [Feedback?](#)

Find a School

Type school name, zipcode, or city

Search

Filter Results

School Info

Select County

Select Legislative District

Grades Served

Number of Students

School Types

Test Results

Math Proficiency on AIMS

Reading Proficiency on AIMS

Math Growth Level

Reading Growth Level

Accountability

AZ LEARNS A-F Rating

AZ LEARNS Legacy Rating

Filter Clear All

The Education Evaluator has several filtering options including:

- City, state or zip code
- Legislative district
- AZ LEARNS Legacy or A-F label
- District or Charter
- Student Growth
- Grade Levels served

Total Schools: 1953

Based on Filtering Criteria & map bounds
Map pins limited to 300.
Try narrowing your search.

Select Legend

School Type

District

Charter Association Member

Charter (Non-Member)

AZ LEARNS A-F Rating

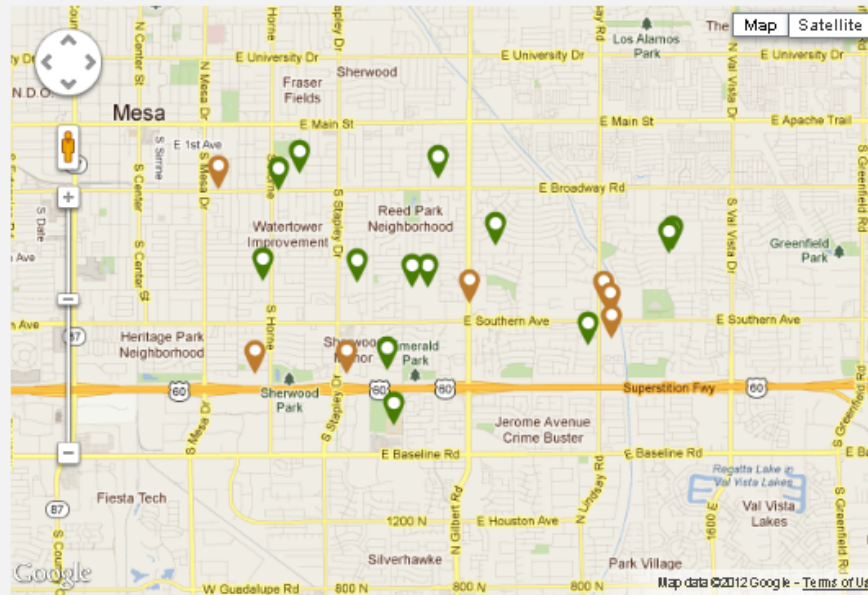
AZ LEARNS Legacy Rating

Compare Schools

Welcome to the Education Evaluator

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Select Map Overlay Legislative Districts Congressional Districts Counties [Full Screen View](#)



[How to use this map](#)

[How is data calculated?](#)

[Feedback?](#)

Find a School

Search

Filter Results

School Info

Select County

Select Legislative District

Grades Served

Number of Students

School Types

Test Results

Math Proficiency on AIMS

Reading Proficiency on AIMS

Math Growth Level

Reading Growth Level

Accountability

AZ LEARNS A-F Rating

AZ LEARNS Legacy Rating

Filter Clear All

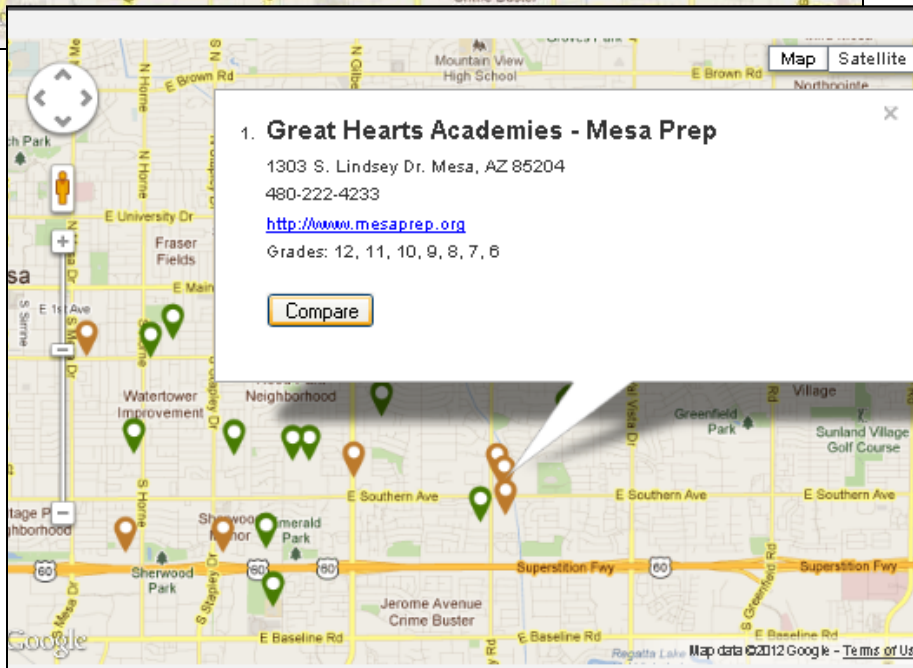
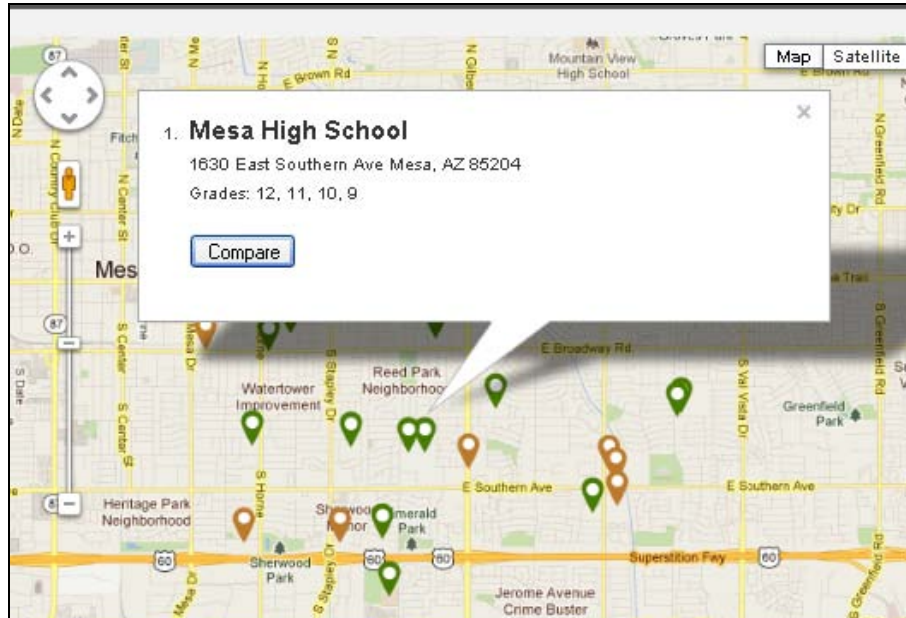
Total Schools: 26

Based on Filtering Criteria & map bounds

There are 26 public schools in the zip code, 85204, located in Mesa.

Click on an icon for general school information and select “compare” to get detailed results about:

- School Type
- Free Lunch
- Legislative District
- AZ LEARNS Legacy & A-F Label
- AIMS Reading & Math Proficiency
- Reading & Math Median Growth Percentiles
- Number of Students
- Per Pupil Funding
- Grades Served



Export the data for your records by using the Export CSV tool, or print off the comparison.

School Comparison Chart

Click on schools above to compare data, then export and print the data below.

School Name	Great Hearts Academies - Mesa Prep	Mesa High School
School Name	1303 S. Lindsey Dr. Mesa, AZ 85204 480-222-4233	1630 East Southern Ave Mesa, AZ 85204
School Type	Charter Current Member	District Not a Member
Free Lunch	N/A	47%
Legislative District	18	18
AZ LEARNS Legacy Label	Excelling	Performing
AZ LEARNS Label	A	C
Reading Proficiency (AIMS)	98.7	80.4
Reading Median Growth Perc.	46.0 Typical	40.5 Typical
Number of Students	319	N/A
Per Pupil Funding	\$8,160.00	\$9,396.00
Grades Served	12, 11, 10, 9, 8, 7, 6	12, 11, 10, 9
Math Proficiency (AIMS)	84.8	68.5
Math Median Growth Perc.	43.0 Typical	45.0 Typical
	Remove School	Remove School

Export Comparison Chart

Click on schools above to compare data, then export and print the data below.

Export CSV

Print



Arizona
Charter Schools
Association

SUPPORT. ADVOCATE. LEAD.

Search by AZ LEARNS label instead of by School Type

Select County

Select Legislative District

20

Grades Served

Number of Students

School Types

Test Results

Math Proficiency on AIMS

Reading Proficiency on AIMS

Math Growth Level

Reading Growth Level

Accountability

AZ LEARNS A-F Rating

AZ LEARNS Legacy Rating

Filter Clear All

Total Schools: 41

Based on Filtering Criteria & map bounds

Select Legend

School Type

AZ LEARNS A-F Rating

A

B

C

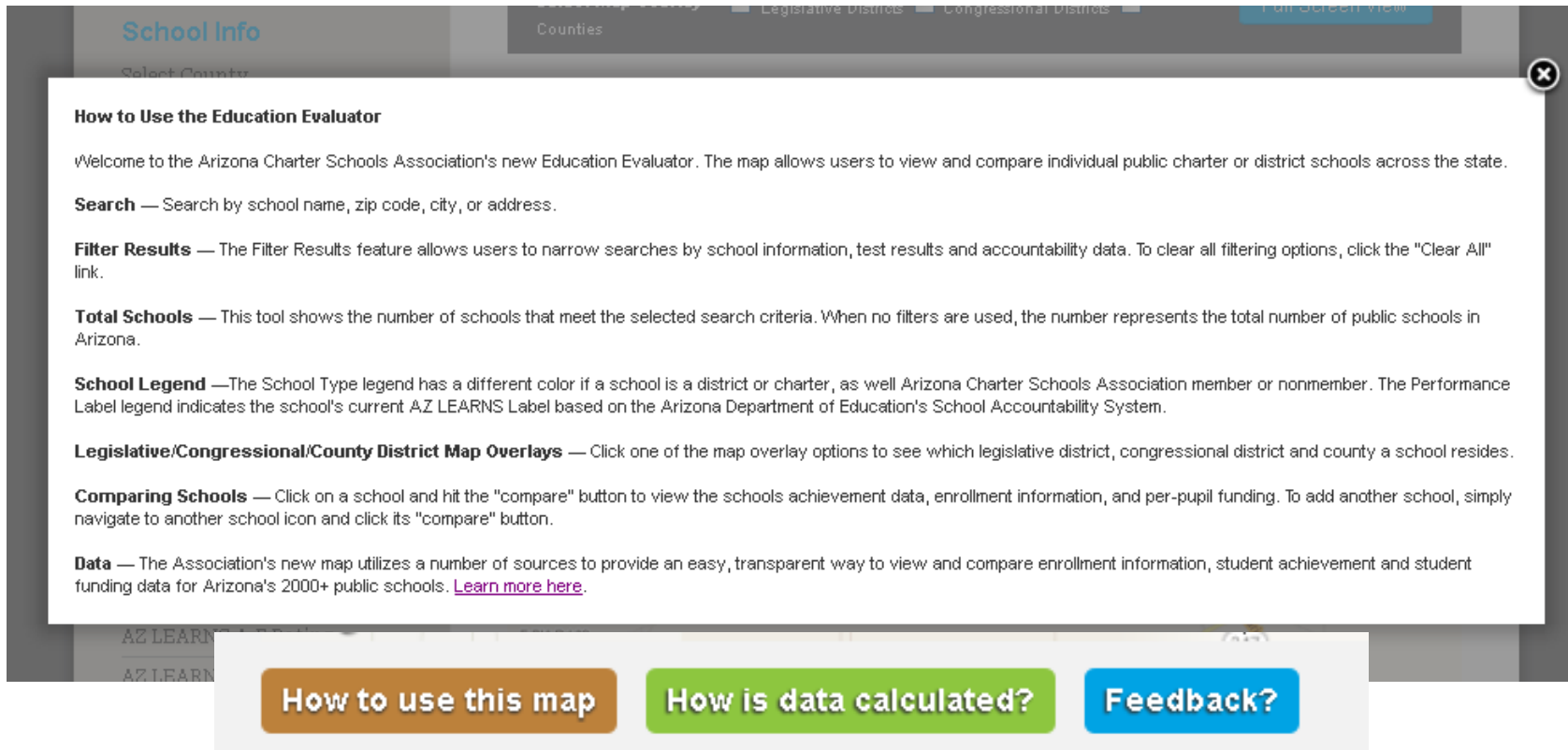
How to use this map How is data calculated? Feedback?

School Comparison Chart

Click on schools above to compare data, then export and print the data below.

There are 41 public schools in Legislative District 20, and the majority have A & B ratings.

Questions or Feedback??



The screenshot shows a web interface for the Education Evaluator. At the top, there are navigation tabs for "School Info", "Counties", "Legislative Districts", "Congressional Districts", and "Full Screen View". A "Select County" dropdown is visible. A white popup window is open, titled "How to Use the Education Evaluator". It contains the following text:

How to Use the Education Evaluator

Welcome to the Arizona Charter Schools Association's new Education Evaluator. The map allows users to view and compare individual public charter or district schools across the state.

Search — Search by school name, zip code, city, or address.

Filter Results — The Filter Results feature allows users to narrow searches by school information, test results and accountability data. To clear all filtering options, click the "Clear All" link.

Total Schools — This tool shows the number of schools that meet the selected search criteria. When no filters are used, the number represents the total number of public schools in Arizona.

School Legend — The School Type legend has a different color if a school is a district or charter, as well Arizona Charter Schools Association member or nonmember. The Performance Label legend indicates the school's current AZ LEARNS Label based on the Arizona Department of Education's School Accountability System.

Legislative/Congressional/County District Map Overlays — Click one of the map overlay options to see which legislative district, congressional district and county a school resides.

Comparing Schools — Click on a school and hit the "compare" button to view the schools achievement data, enrollment information, and per-pupil funding. To add another school, simply navigate to another school icon and click its "compare" button.

Data — The Association's new map utilizes a number of sources to provide an easy, transparent way to view and compare enrollment information, student achievement and student funding data for Arizona's 2000+ public schools. [Learn more here.](#)

Below the popup, there are three buttons: "How to use this map" (orange), "How is data calculated?" (green), and "Feedback?" (blue).

Click on “how to use this map” and “how is data calculated.”

Contact Information

Andrew Collins

Director of School Development

Arizona Charter Schools Association

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Phoenix, AZ 85020

Office: (602) 944-0644 ext. 302

andrew@azcharters.org



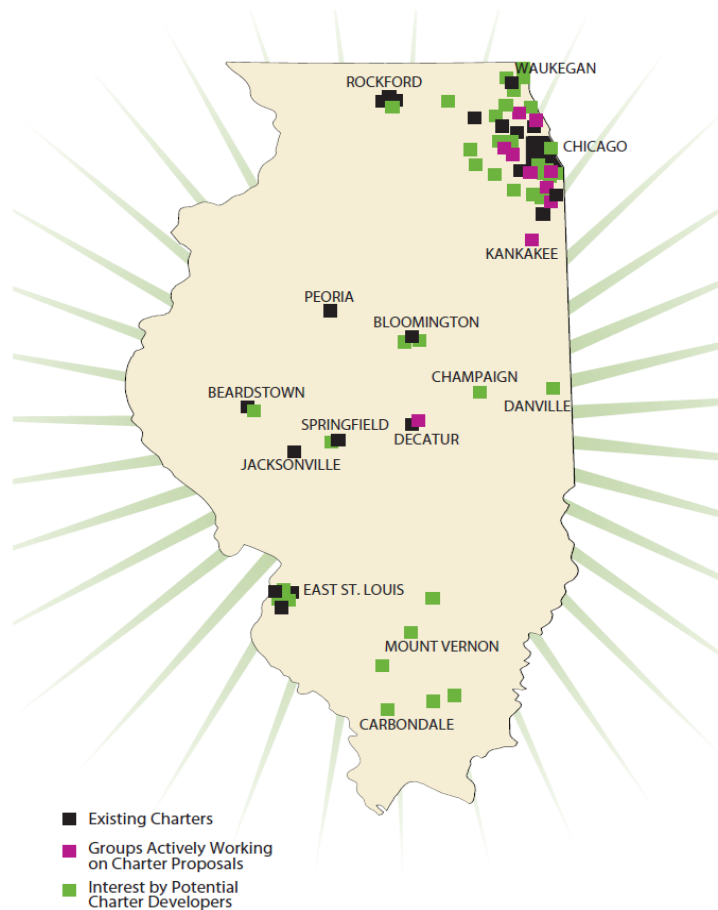
Charter Starter Consulting Program: Paving a New Path in Illinois

Illinois Network of Charter Schools (INCS)

February 10, 2012



Illinois' charter sector is expanding – this expansion includes a wider footprint outside of Chicago.



There are 53 charter schools in Illinois spanning 124 campuses. This includes 39 charters in Chicago and 110 campuses.

Illinois maintains a cap on the number of charters permitted within the state.

Region	Current	Allowed by Law
Chicago	39 charters on 110 campuses	70 + 5 designated for dropout recovery
Greater Illinois	14	45

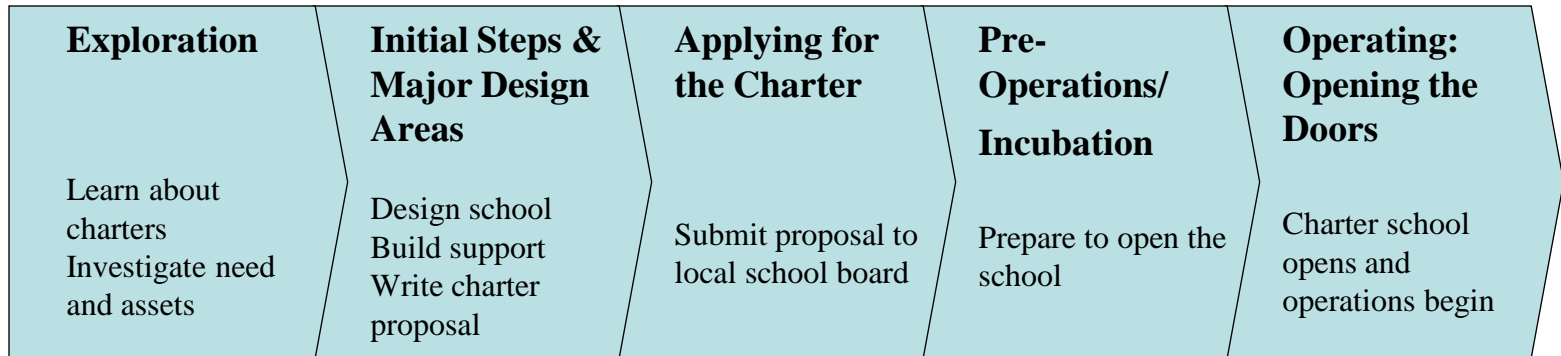
**INCS worked to get the conditions “right” on the ground –
the *Charter School Quality Act* becomes law in 2011.**

Historically, local
school districts
(879) authorize
charters



General
Assembly passes
Senate Bill 79

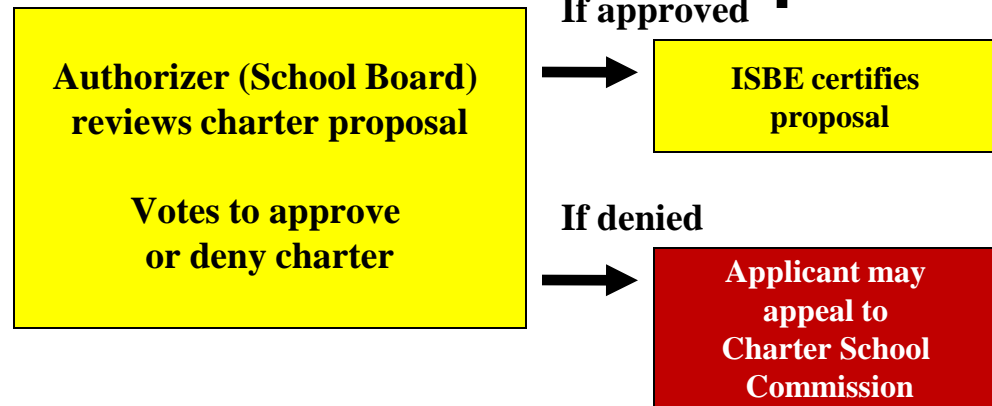
Governor Quinn
signs the Charter
School Quality
Act

The Illinois State Charter School Commission launches in November of 2011, strengthening the state's authorization process.



Legend

-  Charter School Designer Role
-  Authorizer/ISBE Role



The Commission will help to achieve several things in Illinois.

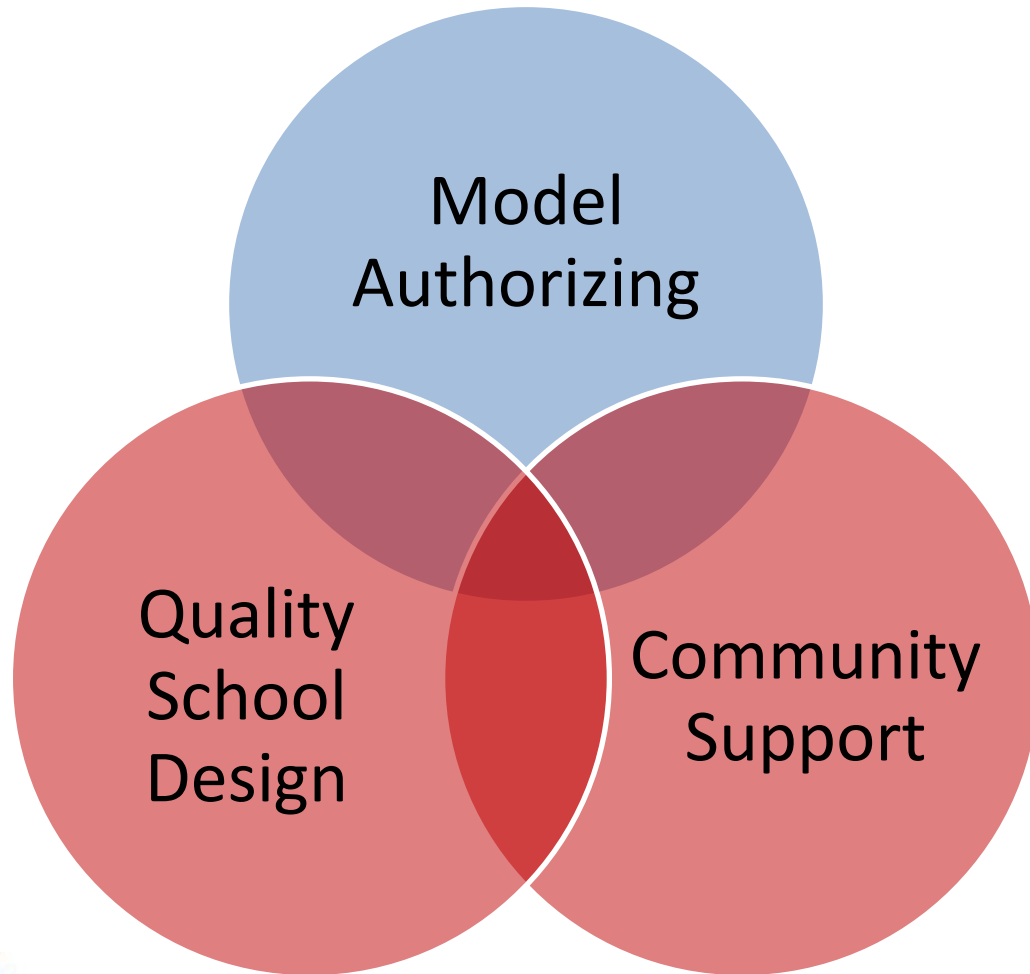
Standards focused on accountability and student outcomes

Meaningful appeal route for charter applicants

More efficient administration

More routes to high-quality charter schools

INCS' Charter Starter Consulting program focuses directly on two of three ingredients important for new charters.

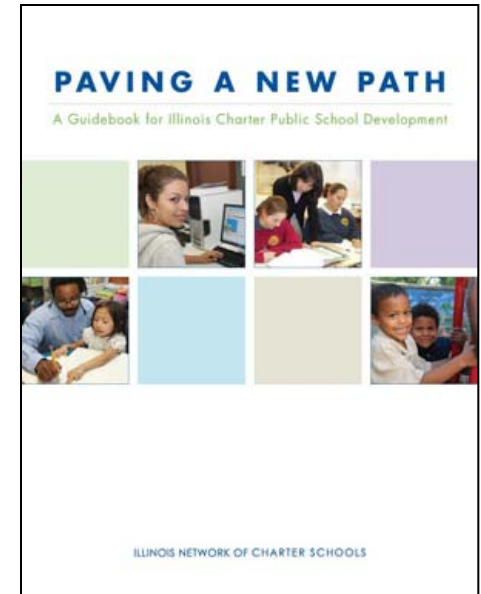


INCS' Charter Starter Consulting program focuses on a variety of challenges that school design teams manage (including, but not limited to):

- **Special Education**
 - Ensuring that you are prepared to serve special needs students
 - Legal issues
- **Governance and Leadership**
 - Governance vs. management
 - Understanding roles from the outset
 - Finding top-notch school leaders
 - Instructional and operational leadership
- **Financial Management**
 - Effective financial systems and controls
 - Hard decisions based on school mission
- **Facilities**
 - Securing and managing a facility
 - Planning for growth
 - Legal issues

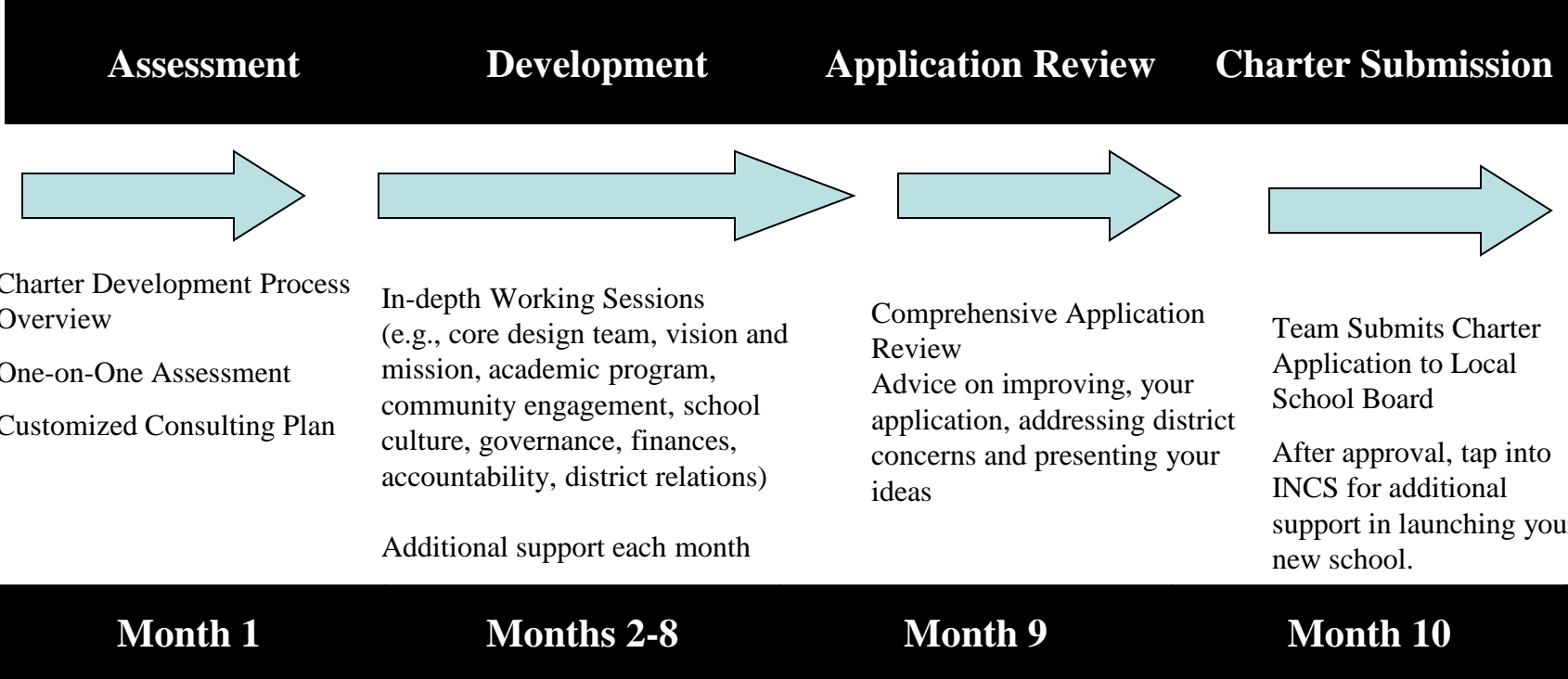
INCS' Charter Starter Consulting program incorporates several touchpoints during the life a design team.

- Ongoing technical assistance
- Comprehensive application review
- Expert-led topical workshops
- Community and media/PR outreach
- *Designing High Quality Charter Schools* webinar
- *Paving a New Path* guidebook



Charter Starter applies a consistent consulting model with customization to client needs

INCS Charter Starter Consulting Program



Charter Starter applies a consistent consulting model with customization to client needs

Illinois Charter School Development Cycle

Step:	Planning/Charter Application	Charter Application Submitted/Charter Approved	Pre-operations	Charter Opened and On-going Operations
Estimated Timeframe:	6-12 Months	Up to 75 days	8-12 Months	
Example Timeframe:	Sept. 2011-June 2012	June 2012-Sept. 2012	Sept. 2012-July 2013	August 2013 onward
Project Management/Leadership	Core design team/project manager/additional volunteers/initial board of directors	Core design team and board members submit and defend charter application	Transitioning to official Board of Directors and School Leader/s	Board of Directors and School Leader/s
Vision and Mission	Vision and mission developed; guide all other plans		Vision and mission frequently revisited	Vision and mission frequently revisited
Educational Program	Development (standards, curriculum, assessment, accountability, school culture, etc.)		Educational program refined; materials purchased; faculty oriented	Implementation
Governance, Leadership and Staffing	Development (board by laws; board recruitment; school policies; staffing plans)		Board of Directors working; school leader/s and staff hired; policies refined	Implementation
Finance	Development (start-up, annual operating budget and other financial statements; systems and controls)		Budgets revisited; systems and controls implemented	Implementation
Facilities	Development (Building identified; initial agreements signed; financing plan)		Facility secured; renovations completed	Implementation
Operations	Development (Transportation and insurance plans; other policies and procedures)		Systems refined and implemented	Implementation
Community Support	Community Engagement (strong base of champions among parents, community leaders, businesses and other orgs)	Champions turn out in support of charter application at school board meetings/hearings	Student recruitment; partnerships finalized; relationships deepened	On-going relationships and cultivation of champions
School Board Support	Buy-in from individual school board members; champions help to influence school board	School board evaluates and votes on charter application	Formal operating agreements with district	Formal, on-going relationship with district
Fundraising	Fundraising for school planning and start-up		Fundraising for school start-up and on-going operations	On-going fundraising to supplement public funding

Charter Starter has transitioned into a client cohort-based model, rather than strictly “piecemeal” services.

Current Design Teams

- Berwyn (Chicago Suburbs)
- Decatur (Central Illinois)
- East St. Louis (Southern Illinois)
- Evanston
- Glenwood (Chicago Suburbs)
- Jacksonville (South Central Illinois)
- North Chicago (Northern Illinois)
- Thornton (Chicago Suburbs)
- Harvey (Chicago Suburbs)
- Waukegan (Northern Illinois)
- Maywood (Chicago Suburbs)

INCS Charter Starter Cohort

- Elgin Charter School Initiative (Chicago Suburbs)
- Foundations College Preparatory School (Chicago)
- Southeast Side College Prep (Chicago)
- United Leadership Academy (Chicago)
- West Suburban Global Academy (Chicago Suburbs)

The Charter Starter program uses a variety of tools to ready design teams and guide their thinking.

COMMUNITY PROFILE

Municipalities Included:

Key Political Leadership

Name	Position/Org.
	Mayor
	City Council Members

Name	Position
	State Rep
	State Rep
	State Sen
	State Sen
	Township Clerk (R)
	Rep. Twp Com.

Demographics

Total Population	
Racial/Ethnic	
Median Age	
Median Household Income	
Major Industries	
Number of Registered Voters	

School District Information

Districts	Grades Served	Size	Number of Schools	% Hisp.	% Black	% White	% Low Income	% ELL	2010 ISAT/PSAE % at/above Standard	Making AYP? (2010)	Per Capita Tuition Charge (PCTC)	Revenue by Source (% Local Prop. Taxes)	Revenue by Source (% General State Aid)
School District	9-12												
School District	K-8												
School District	K-8												

Additional District Trends

Achievement Gap (Race, Income)	
AYP over time	
ISAT/PSAE over time	
Mobility, Truancy Rates	
Graduation, Dropout, College Attendance Rates	
District Size (Growth/overcrowding, attrition)	
Financial Position	

School District Leadership

--

Teachers Union (IFT/IEA) Leadership & Key Concerns

--

Other Schools of Choice

--

Business/Civic Organization Leadership

Religious Leadership

Philanthropic & Educational Institutional Leadership

The Charter Starter program uses a variety of tools to ready design teams and guide their thinking.

INCS Charter Starter Community Mapping Tool: Community Leadership and Potential Supporters

Categories	Names of Community Leaders and Education Stakeholders	Relevant Background Info and Relationships	Views on Education (including charter schools); note any relevant voting	Strategy and Tactics to Engage
<p>Education Leaders</p> <p>Official</p> <ul style="list-style-type: none"> • Individual school board members • District and school administrators • Teachers union • School-based parent/teacher groups • Elected government officials <p>Unofficial</p> <ul style="list-style-type: none"> • Parents and families • Individual teachers/educators • Community-based organizations • Neighborhood groups • Religious leaders • Donors/funders • Business and civic leaders <p>Other Community Leaders</p>				

In helping applicants to build community support, INCS walks them through a series of proven steps.

1. Understand target community through data and background information
2. Develop a local action plan
3. One-on-one meeting with local community leaders
4. Community members show commitment
5. Community engagement of chartering process
6. Local ownership
7. Chartering process underway

Questions?

Illinois Network of Charter Schools (INCS)

February 10, 2012



Contact Information

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U.S. Department of Education
National Leadership Activities Grantees
2012 Meeting of Project Directors

Friday, February 10, 2012

Alex Medler, National Association of Charter School Authorizers

Kathryn Kelly, National Association of Charter School Authorizers

Whitney Spalding, National Association of Charter School Authorizers

**Charter school authorizing matters: promoting
quality, leveraging investments, and protecting
the public interest**

The State of Charter School Authorizing 2011

Alex Medler
February 9, 2012



Topics

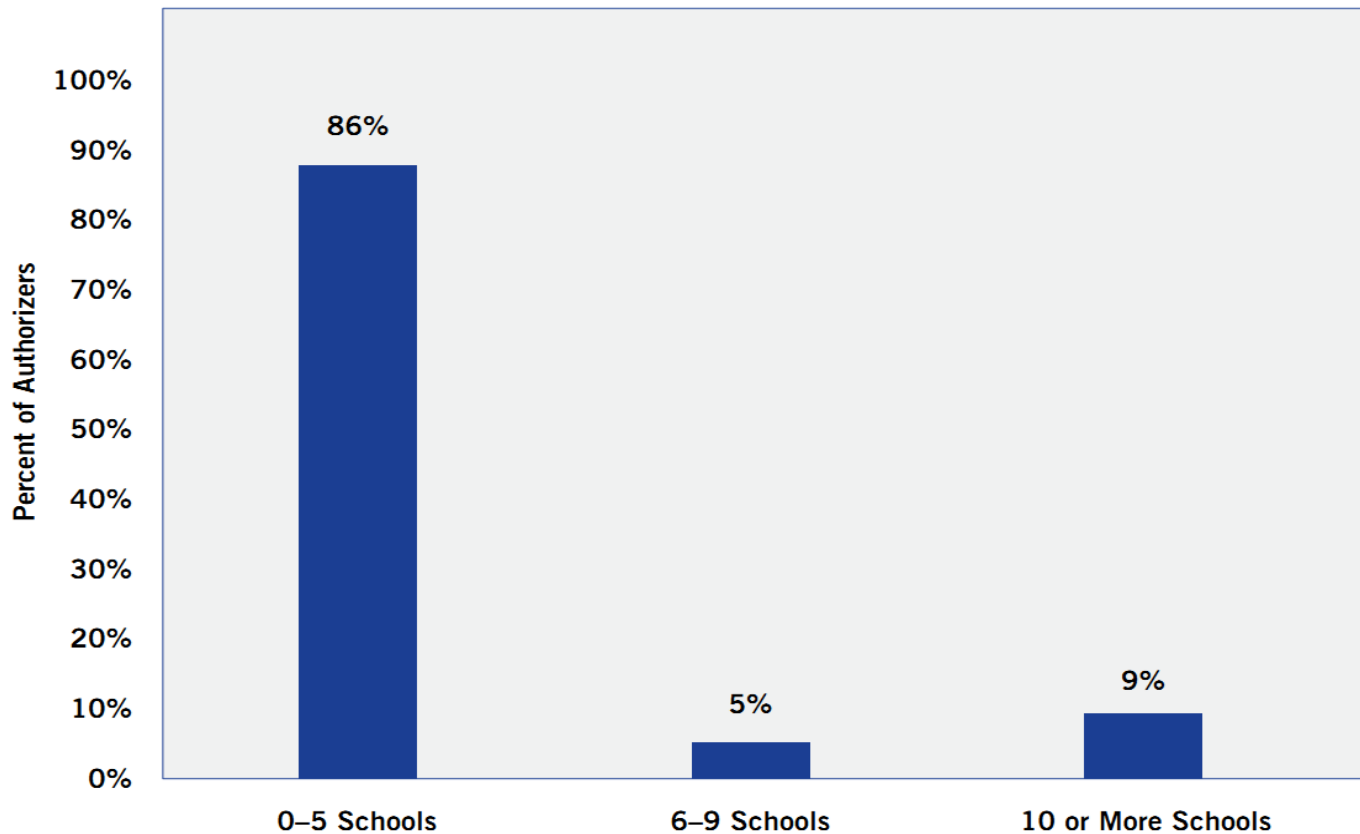
1. A Profile of Charter School Authorizers
2. Principles and Standards of Quality Charter School Authorizing
3. NACSA's Index of Essential Practices & Supporting Work
4. Opening & Closing Schools
5. Low Performing Schools

1. A Profile of Charter School Authorizers

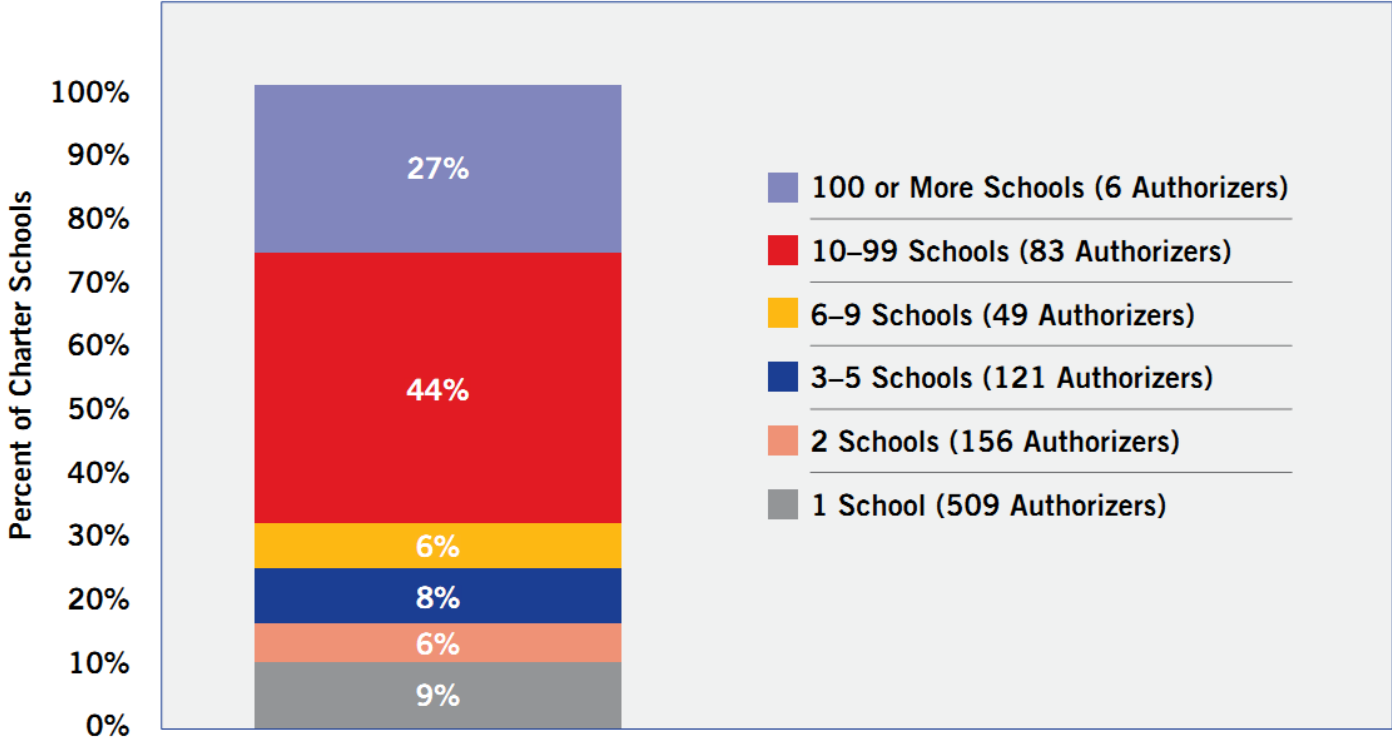
Number of Charter School Authorizers by Type

AUTHORIZER TYPE	2007–2008	2008–2009	2009–2010	2010–2011	2011–2012
HEI	38	42	47	49	46
ICB	5	7	7	8	10
LEA	624	726	776	857	859
MUN	2	2	2	2	2
NFP	20	21	20	20	20
SEA	23	21	20	19	20
Total	712	819	872	955	957

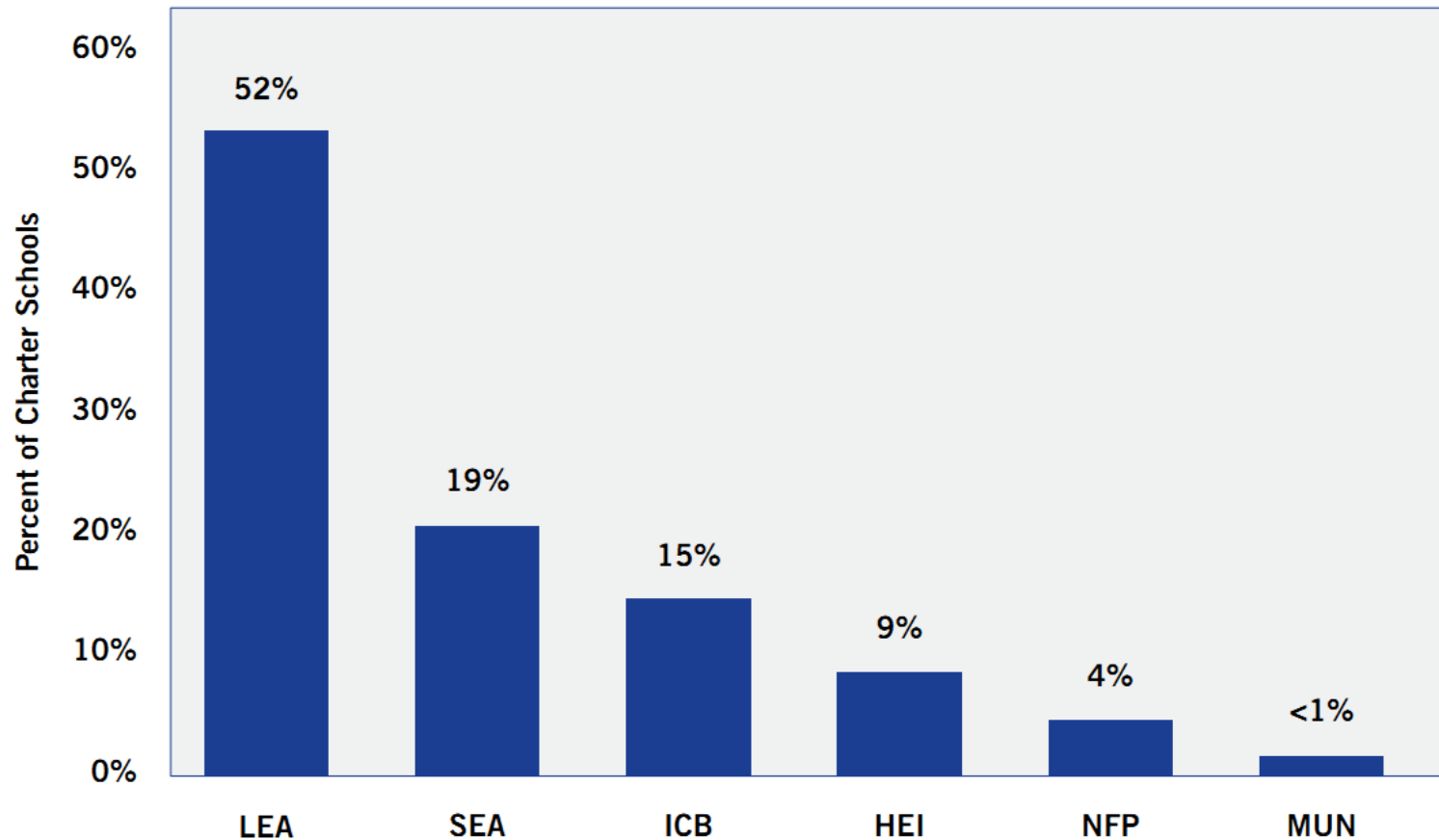
Percent of Charter School Authorizers by Portfolio Size



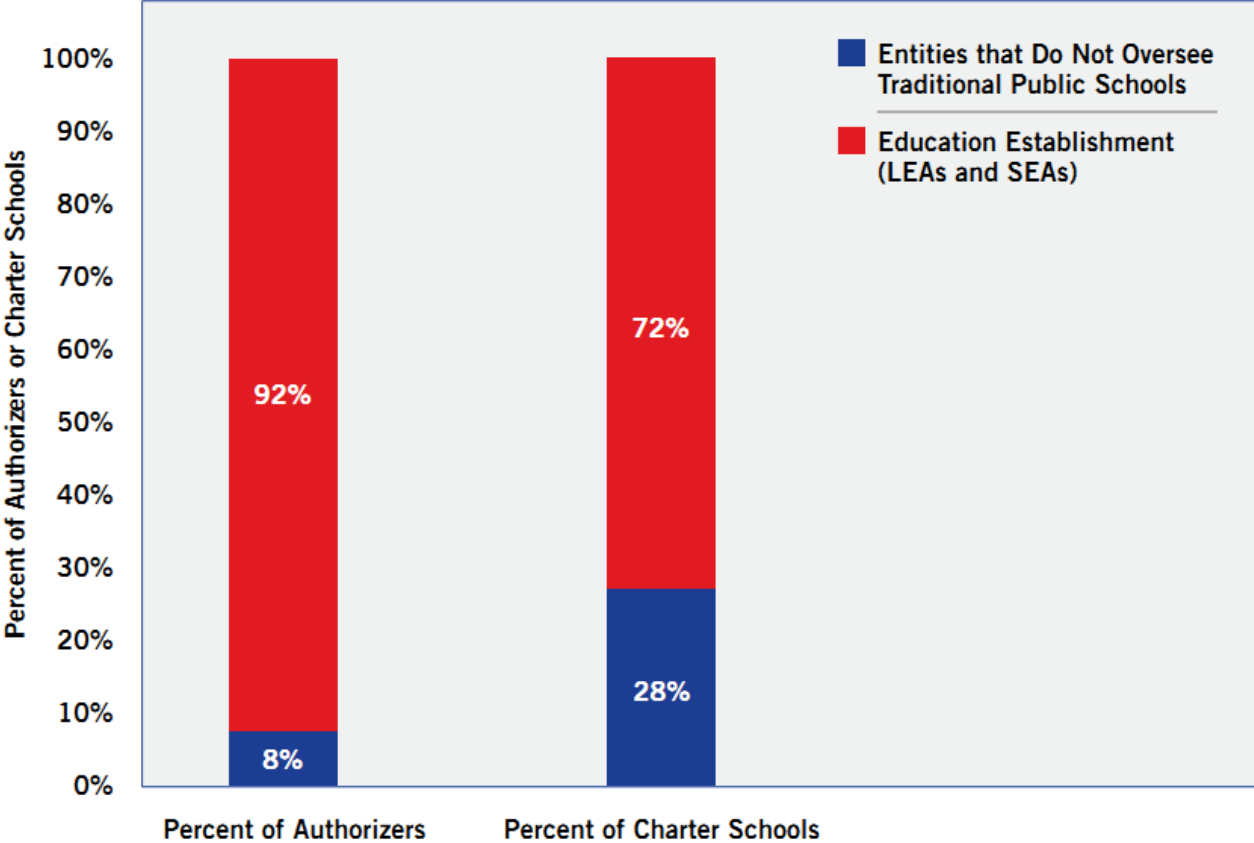
Percent of Charter School Authorizers by Authorizer Portfolio Size



Percent of Charter School Authorizers by Authorizer Type



Percent of Charter Schools and Authorizers within Education Establishment



2. NACSA's Principles & Standards of Quality Charter School Authorizing

Three Core Principles

1. Maintain High Standards
2. Uphold School Autonomy
3. Protect Student and Public Interests

Standards Cover Five Areas

1. Agency Commitment and Capacity
2. Application Process and Decision Making
3. Performance Contracting
4. Ongoing Oversight and Evaluation
5. Revocation and Renewal Decision Making

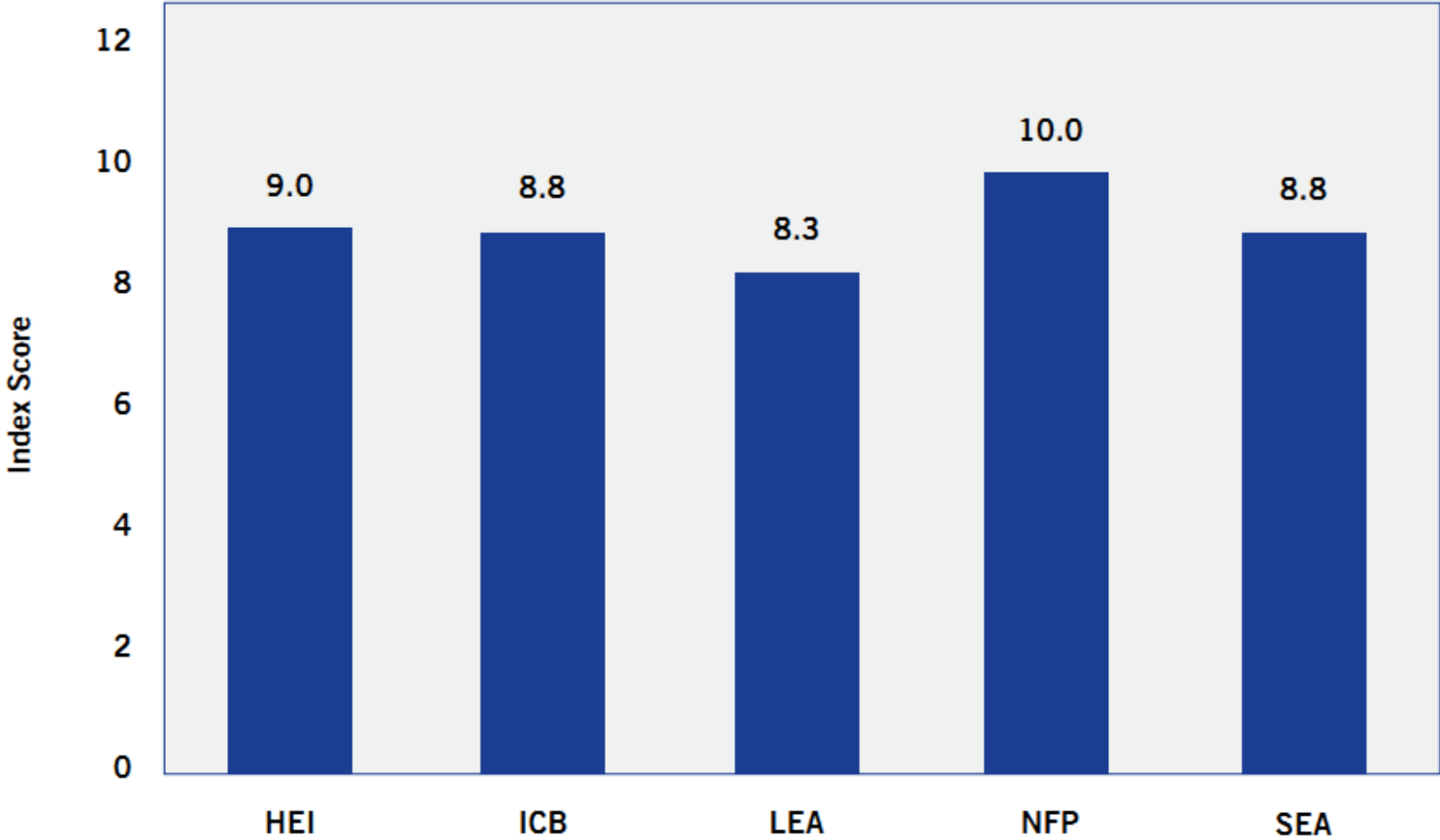
3. NACSA's Index of Essential Practices & Supporting Work

Frequency of Essential Practices 2010-2011

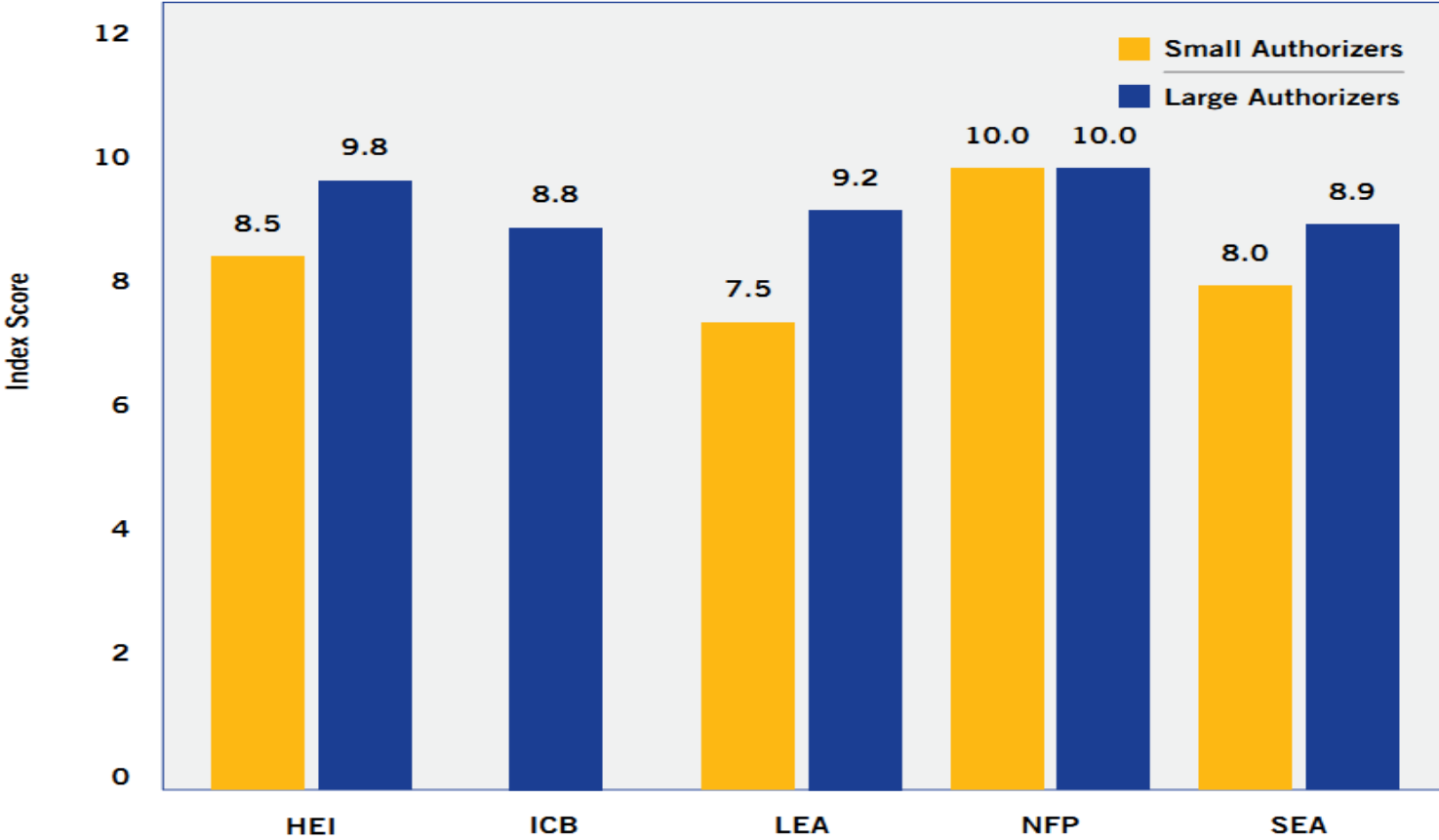
PRACTICE	PERCENT (%)
Financial Audit	99
Contract	93
Application Criteria	87
Renewal Criteria Established	85
Applicant Interview	81
Application Timeline	78
Designated Staff	73
Revocation Criteria Established	70
Annual Report to Schools	54
Mission	50
Expert Panels with External Members	42
Five-Year Term Length	34



Average Index Score by Authorizer Type



Average Index Score by Type and Size of Authorizer





nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

Authorizer Evaluations

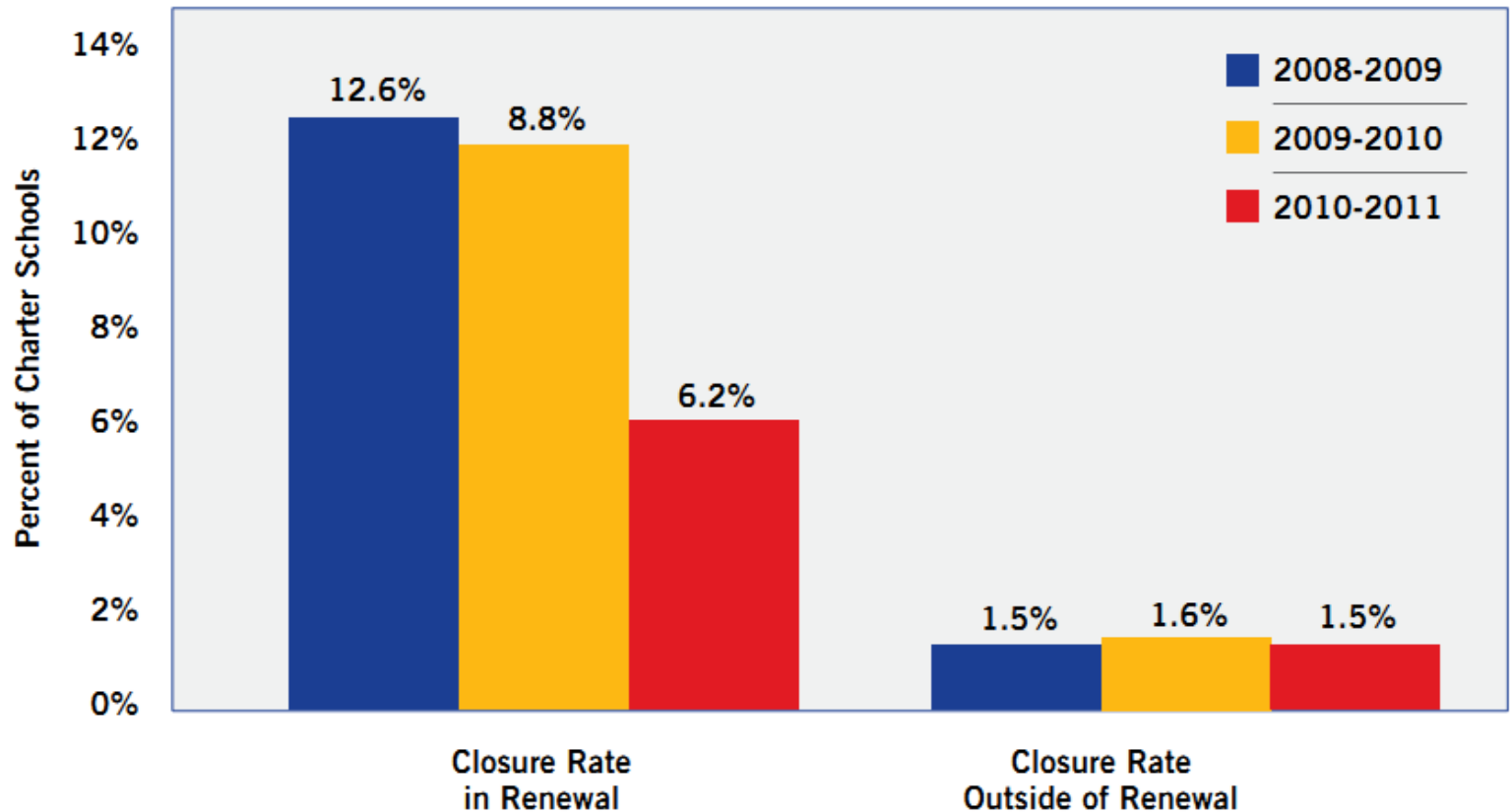
- Grounded in NACSA Principles & Standards
- Survey tells what authorizers do:
 - Evaluations tell us how well they do it
- Formative assessment:
 - Road map for improvement of practice
- Over 20 evaluations completed:
 - 8 more in 2012
- Changes in practice & quality of practice follow



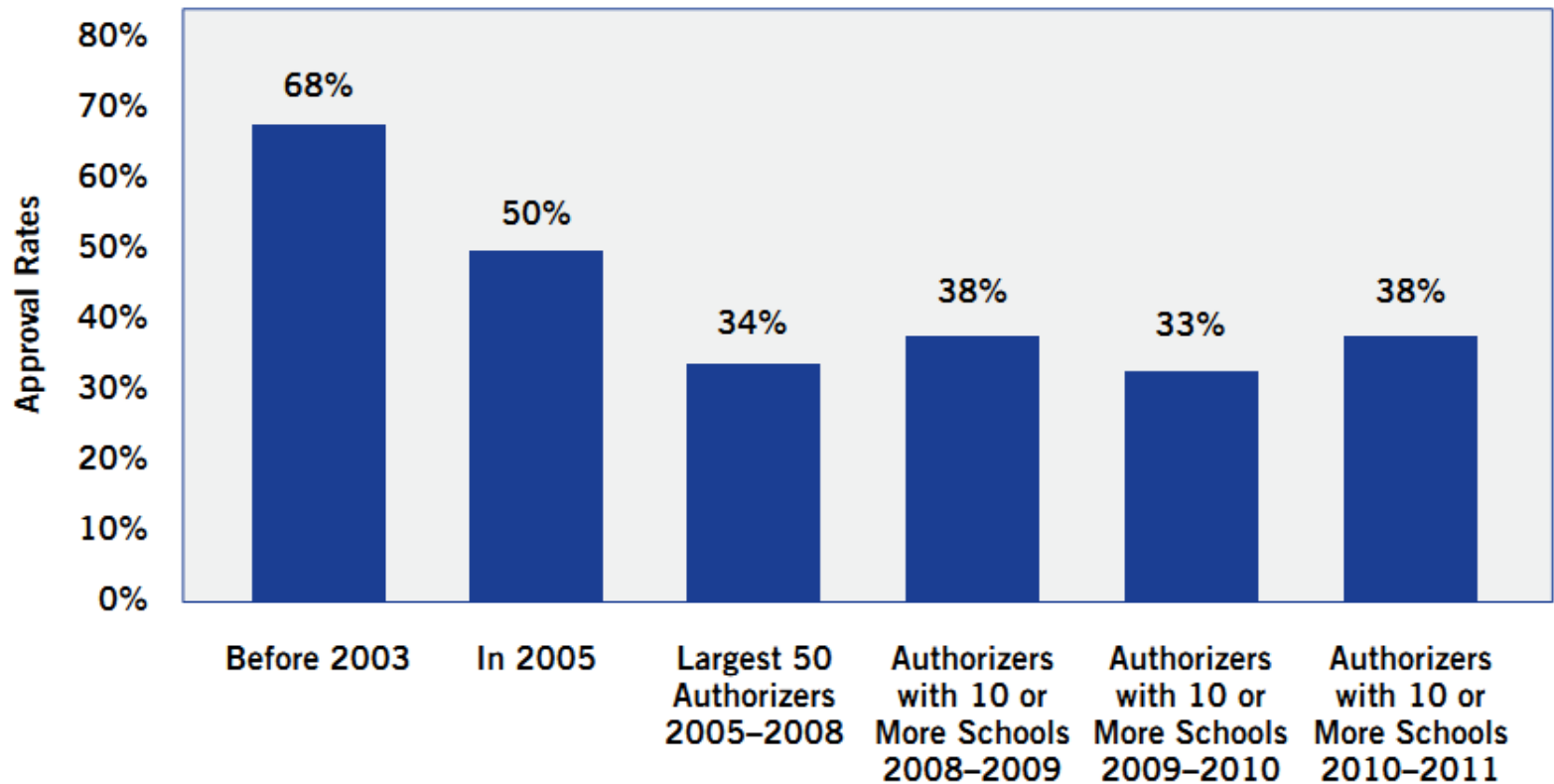
nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

4. Opening & Closing Schools

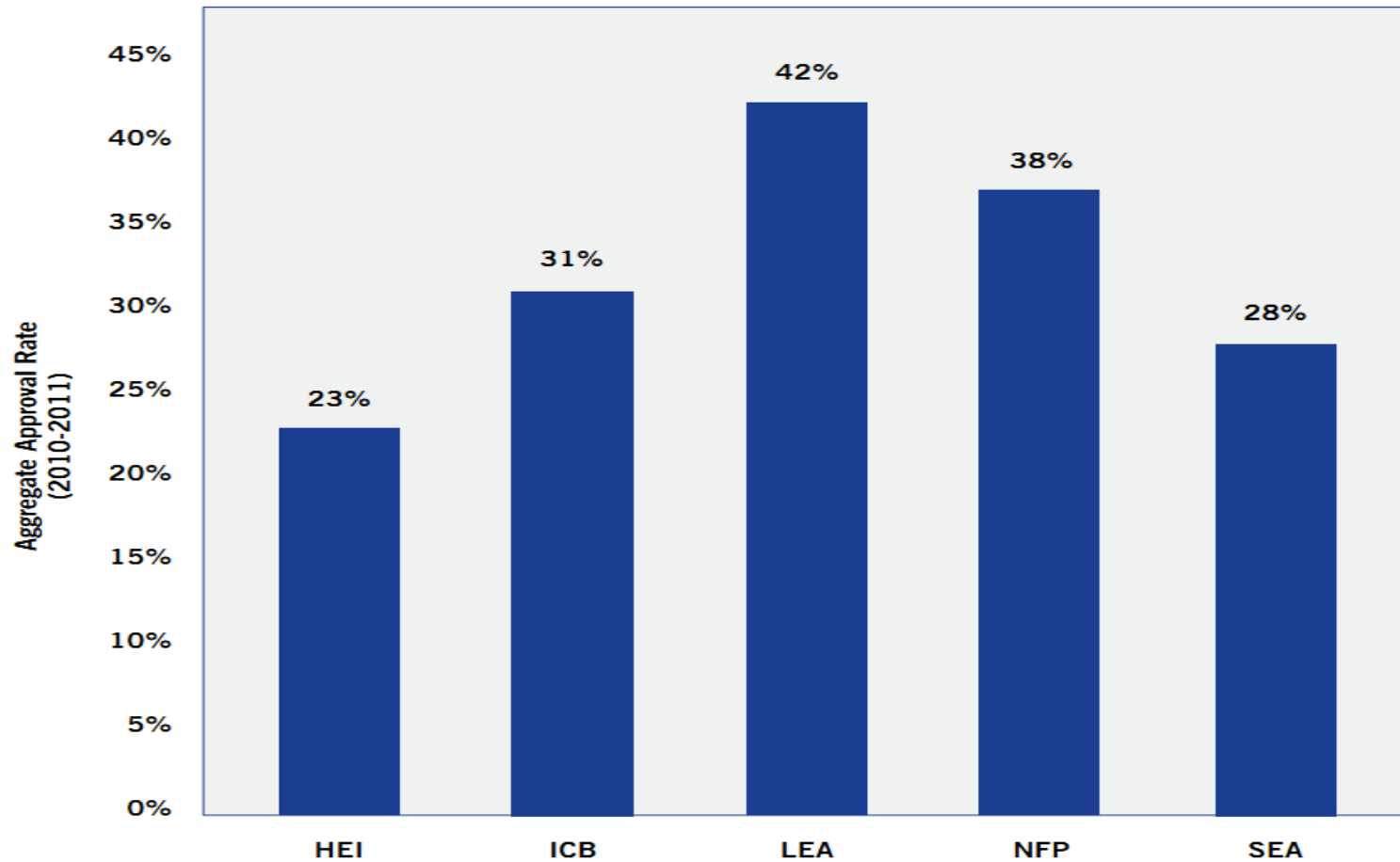
Charter Closure Rates Inside and Outside Renewal (fall 2008–spring 2011)



Trends in Application Approval Rates

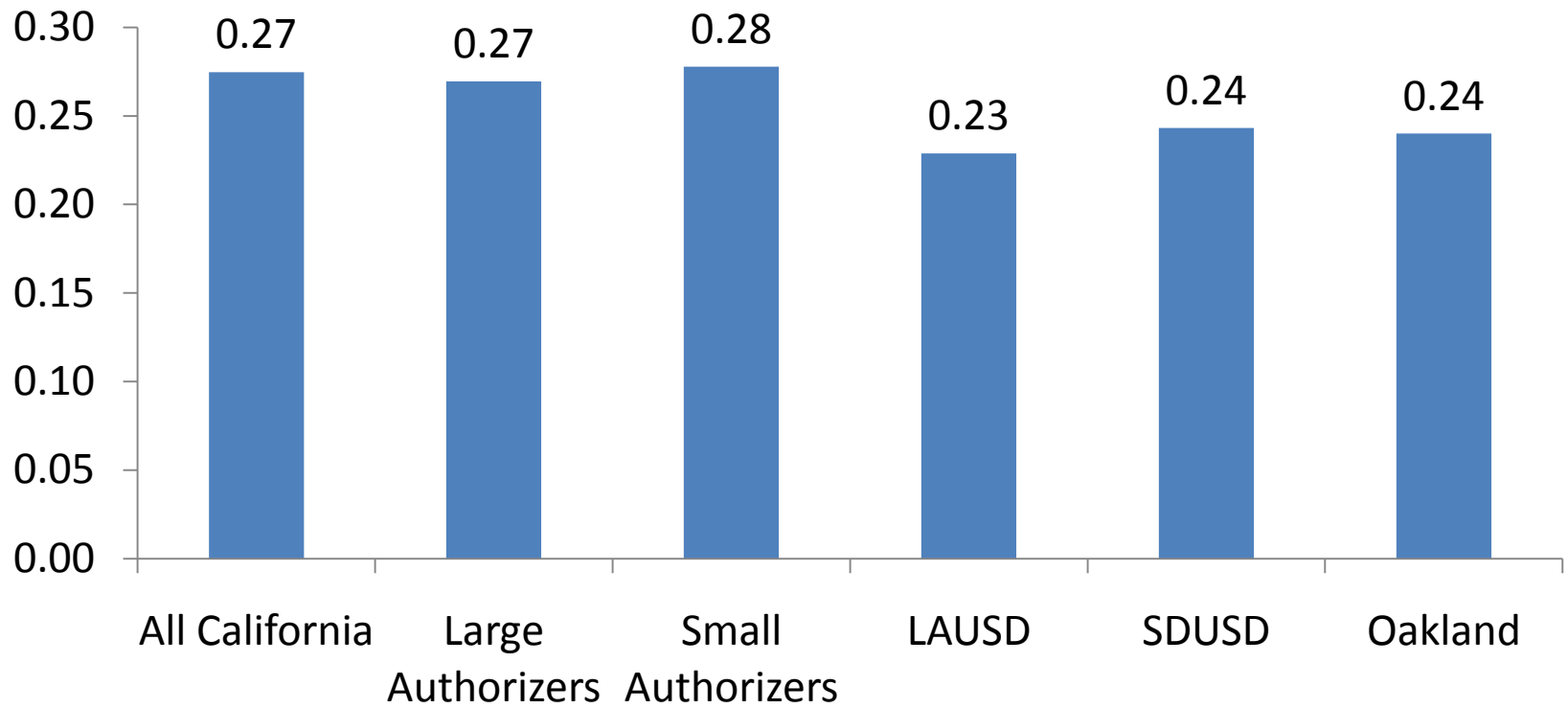


Aggregate Approval Rates by Authorizer Type



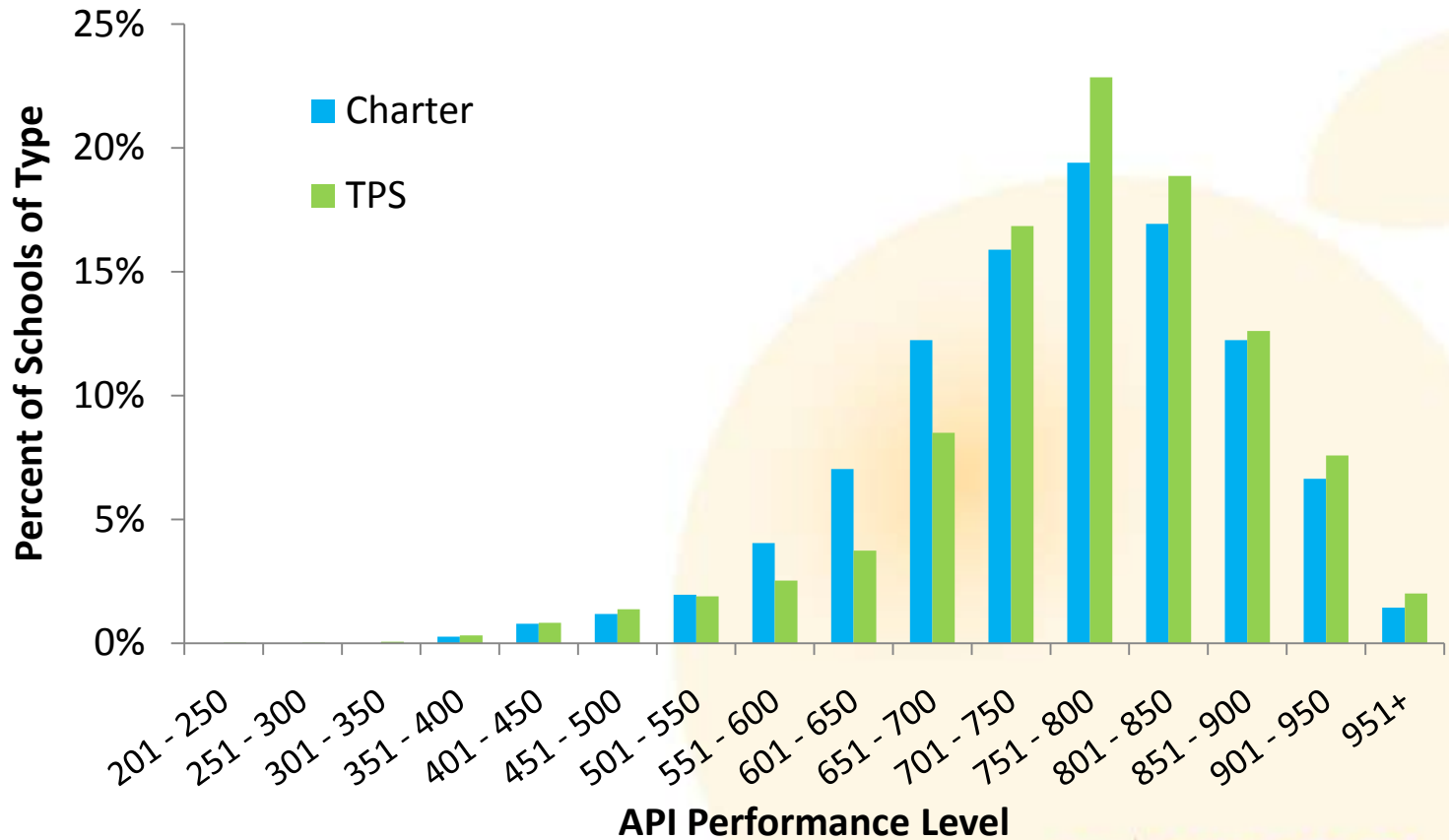
5. Low Performing Schools

**California Percent to Close:
if Closing all Below 670 API
(Lowest 15% TPS)**

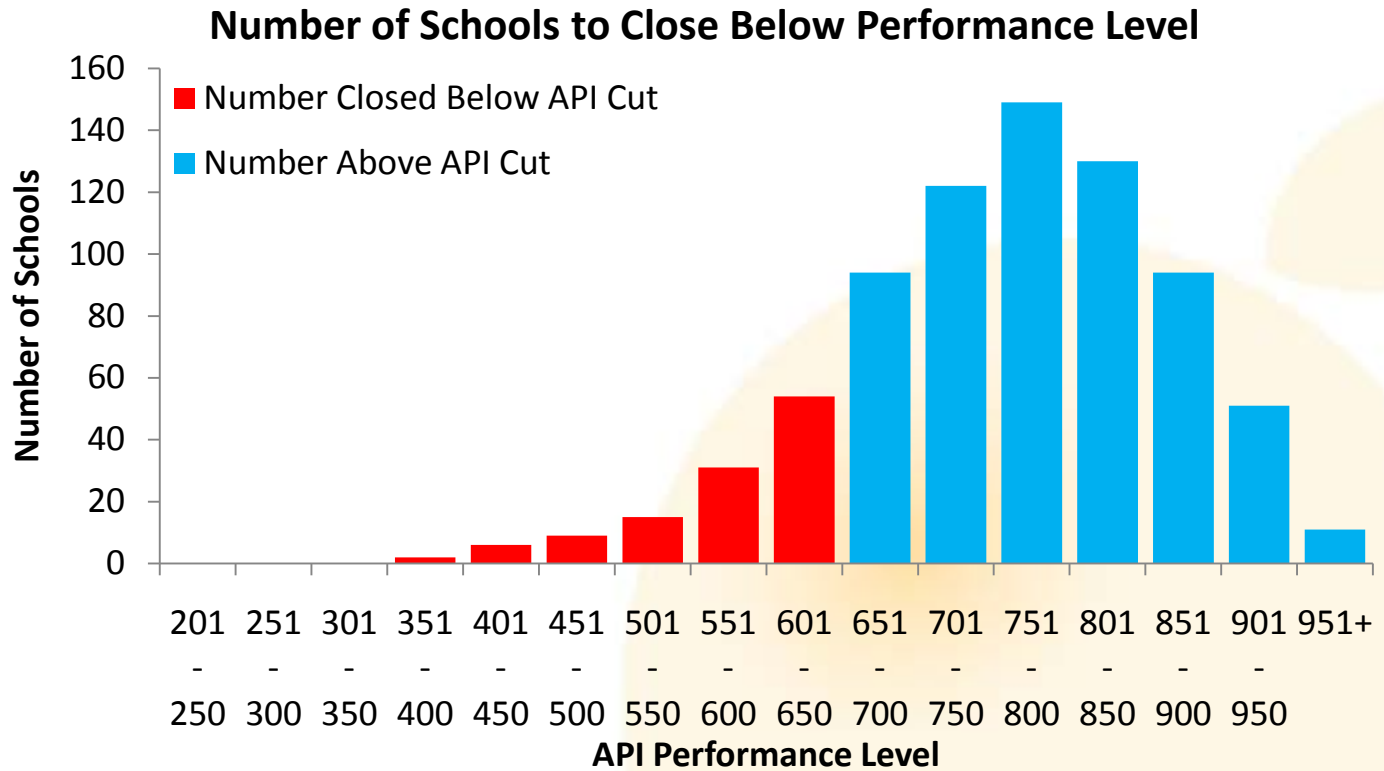


California

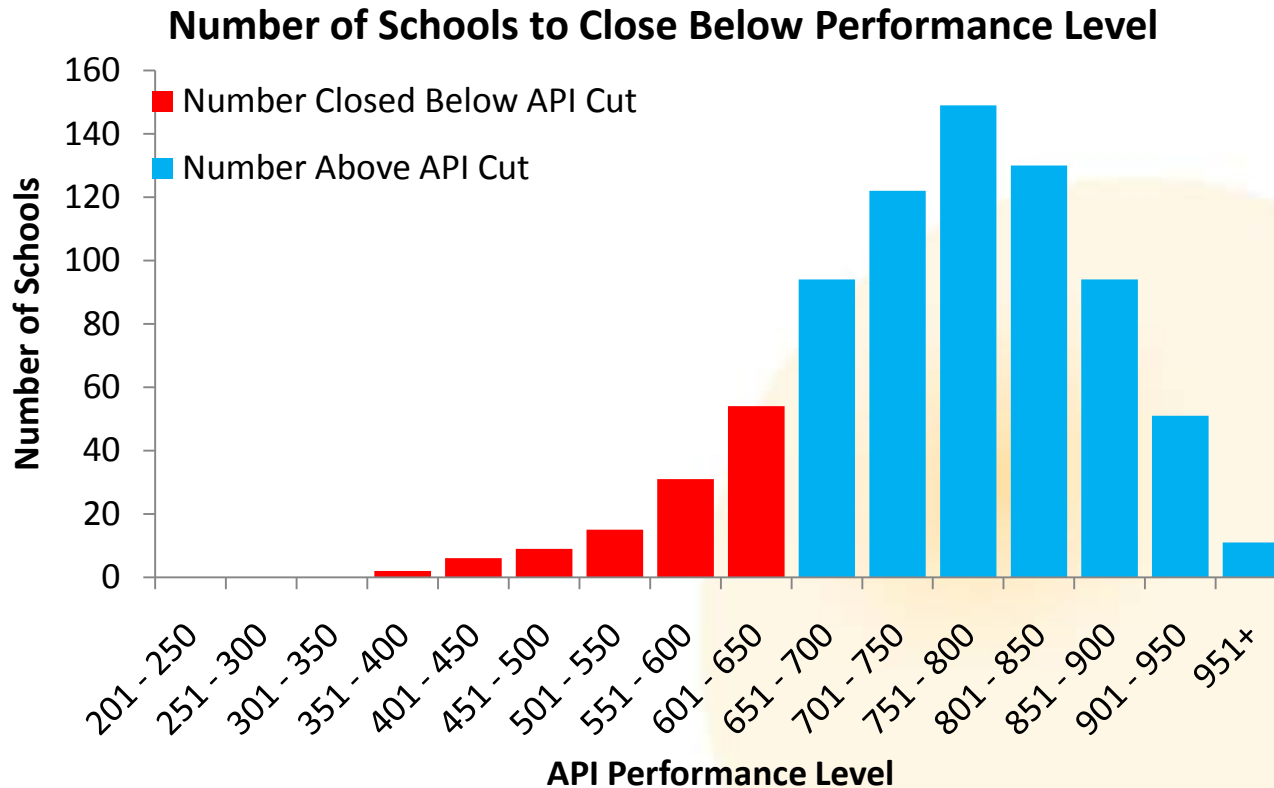
Percent of Schools By Performance Level



California: Charters in Lowest 5%

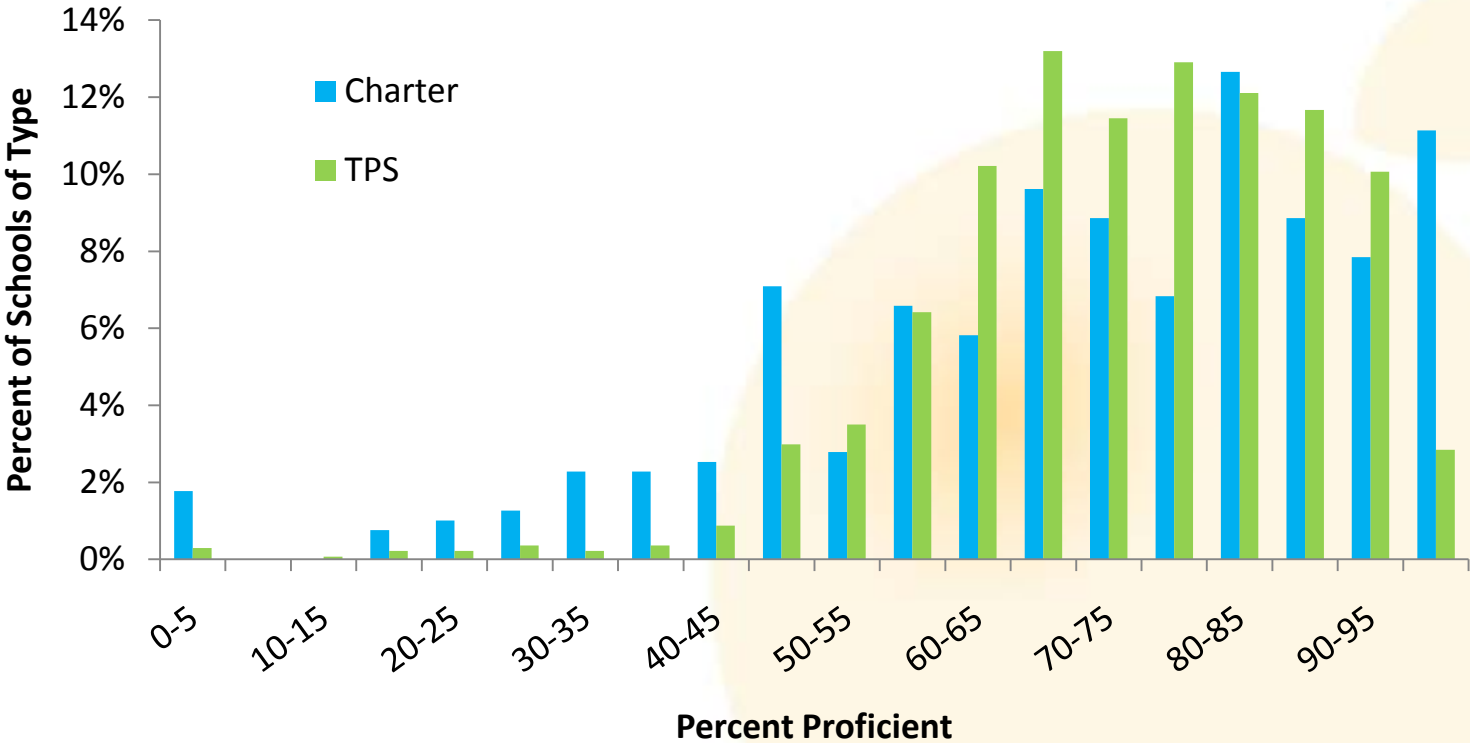


California: Lowest 15%

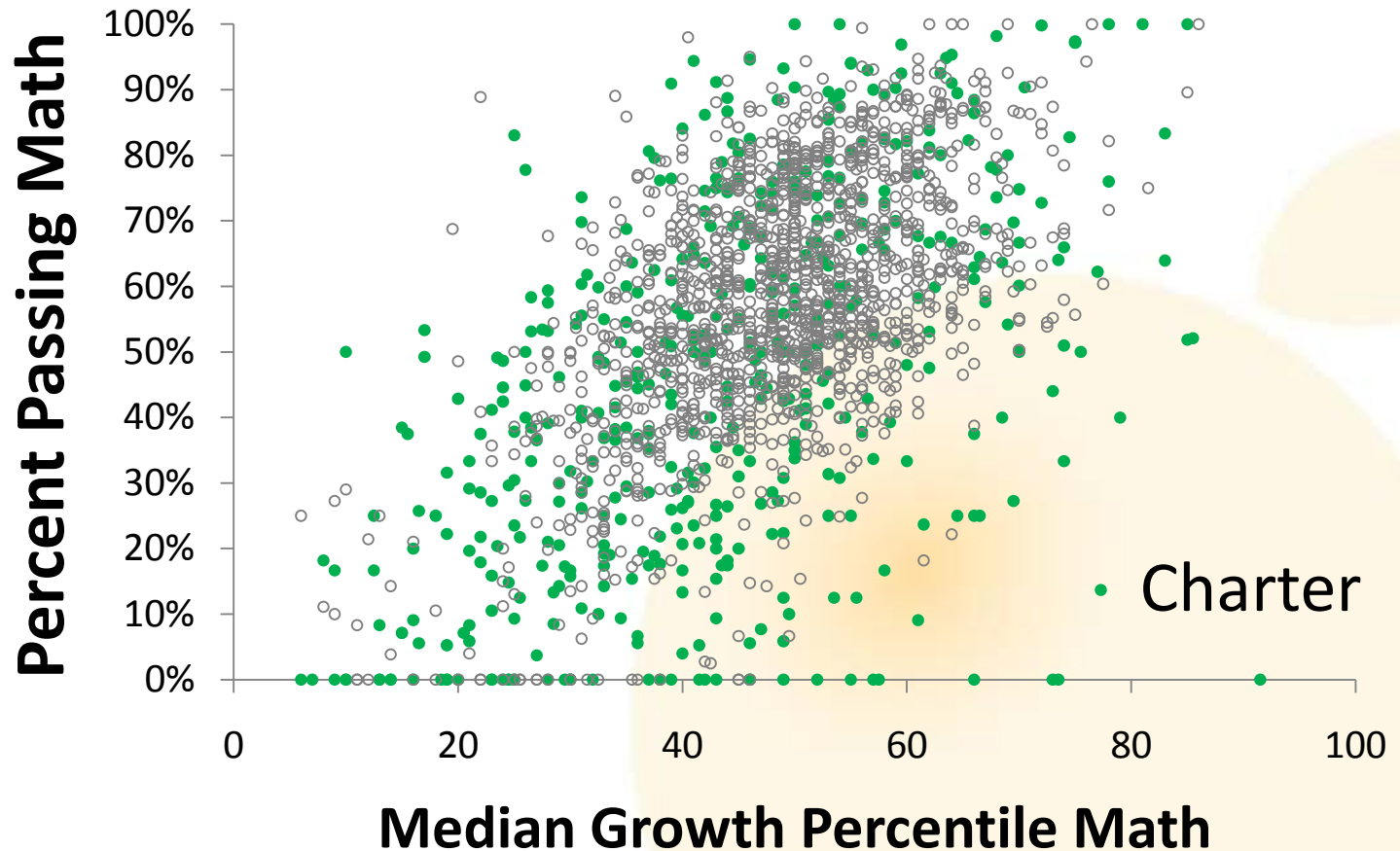


Arizona

Percent of Schools By Performance Level

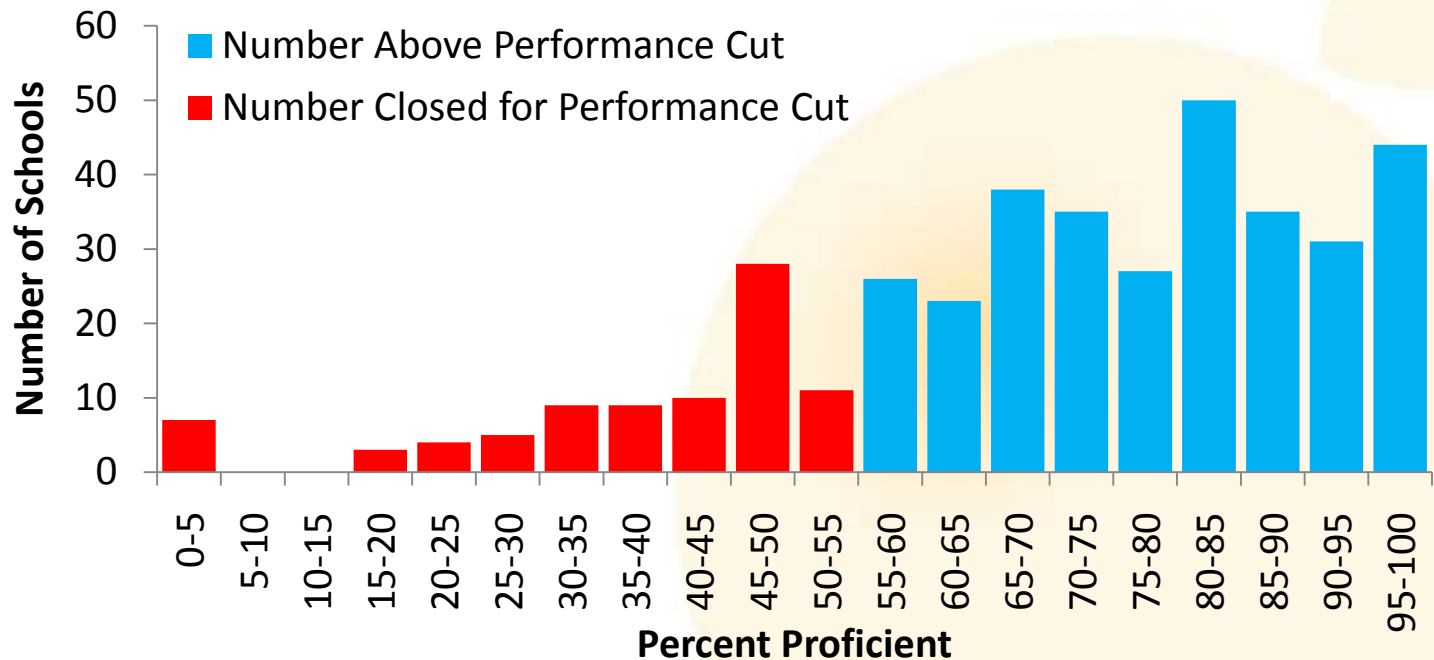


AZ: Median Growth Percentile Vs. Percent Passing by School Type (Math)



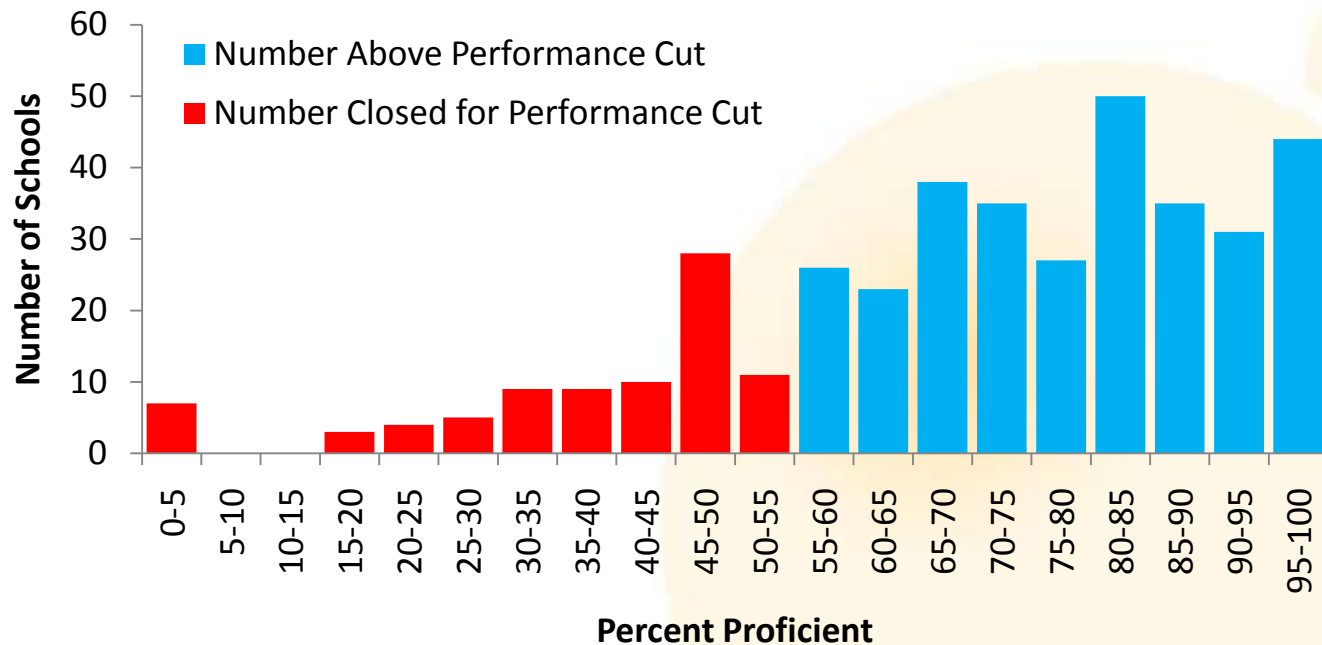
Arizona: Below 5%

Number of Schools to Close Below Performance Level

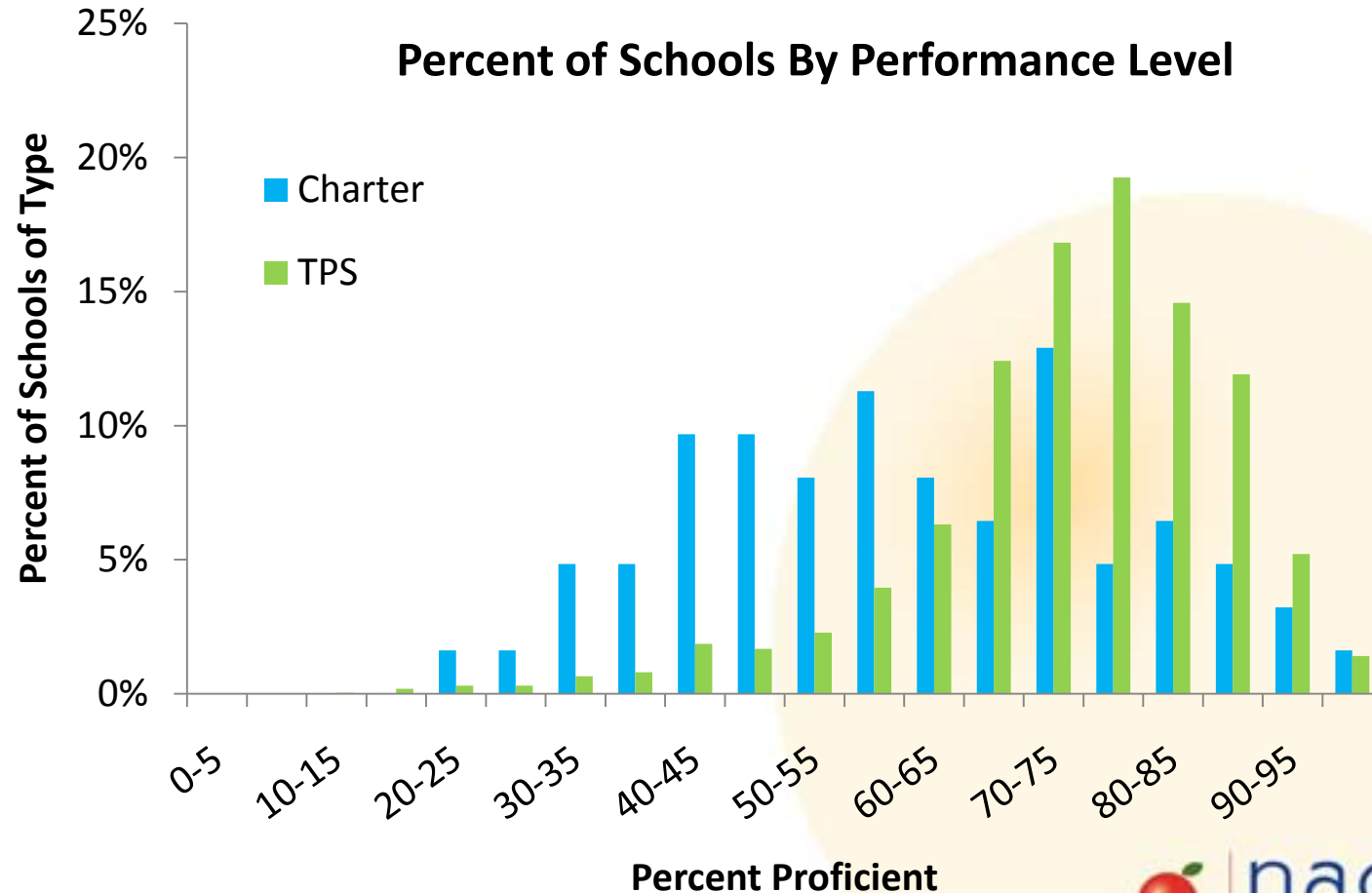


Arizona: Below 15%

Number of Schools to Close Below Performance Level

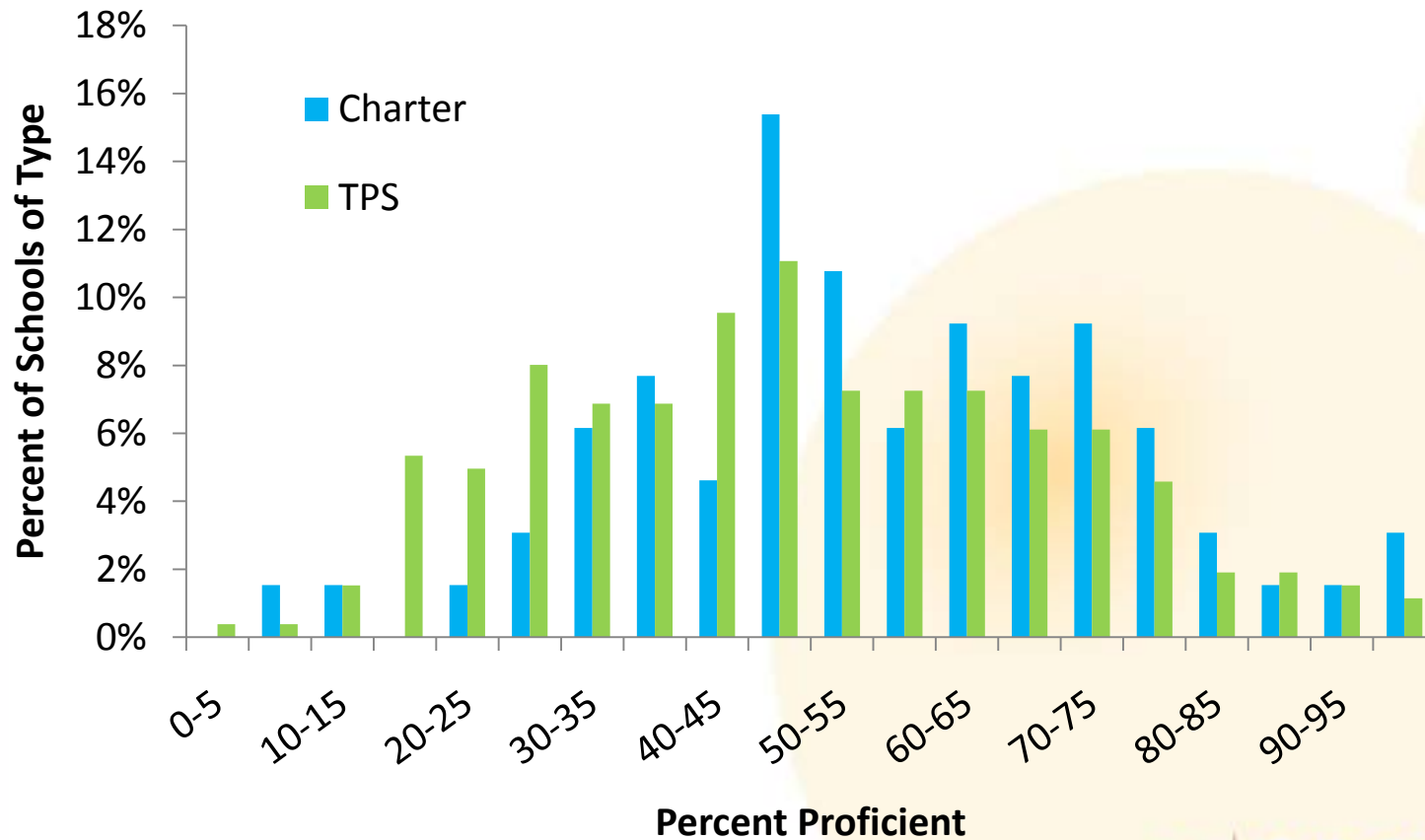


Pennsylvania: Excluding Philadelphia

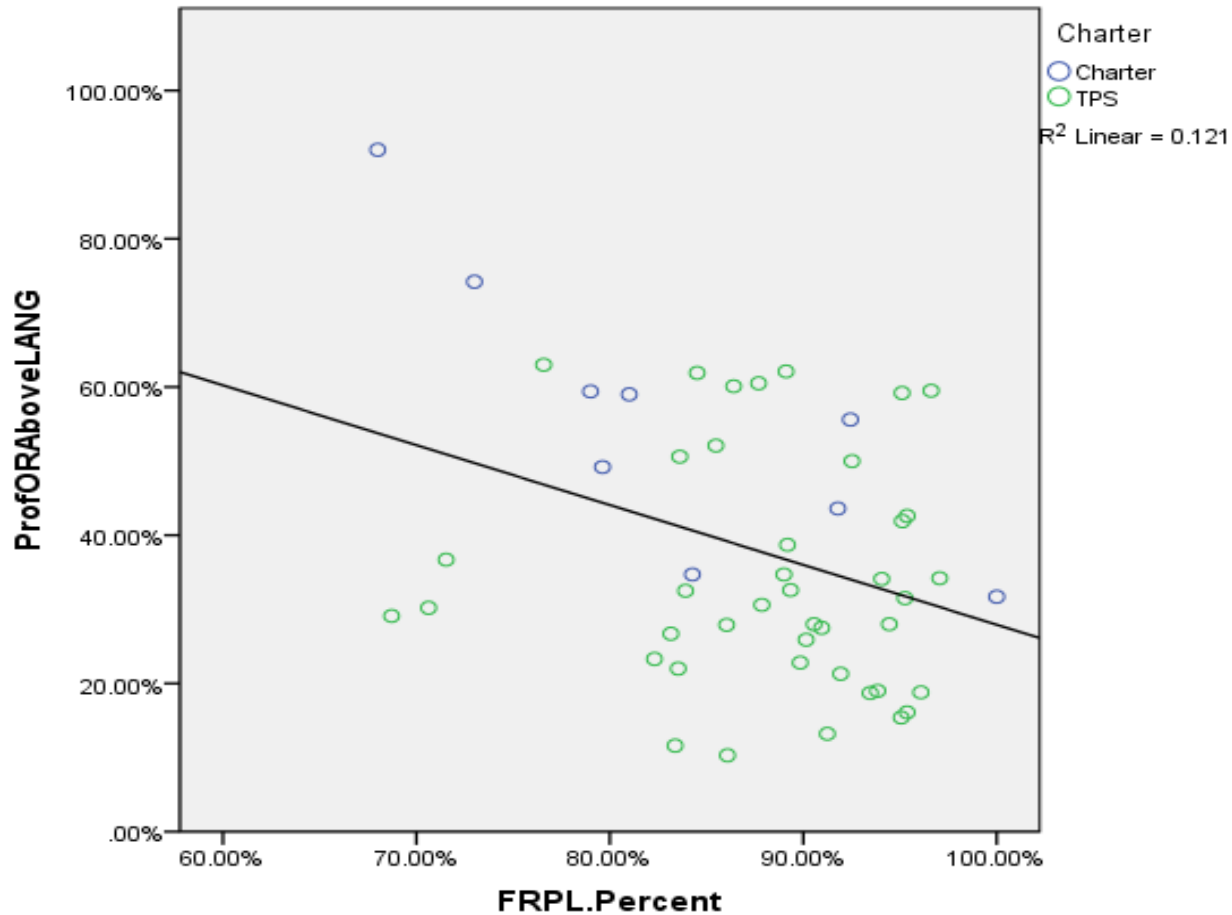


Philadelphia

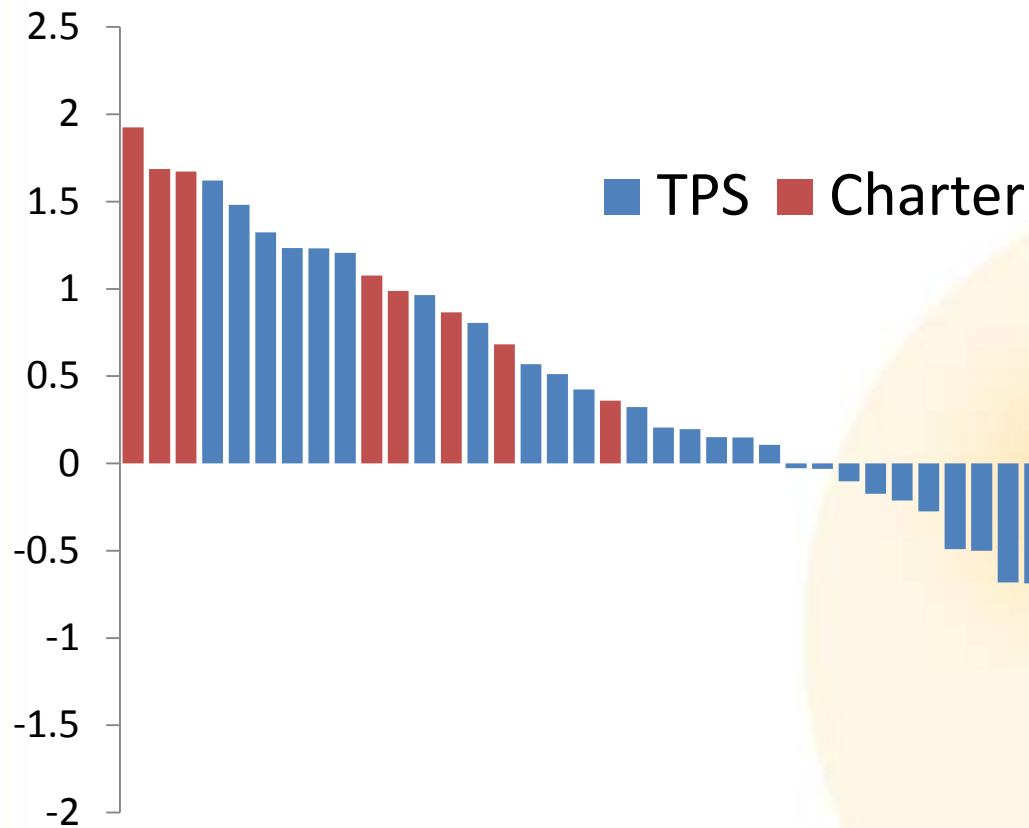
Percent of Schools By Performance Level



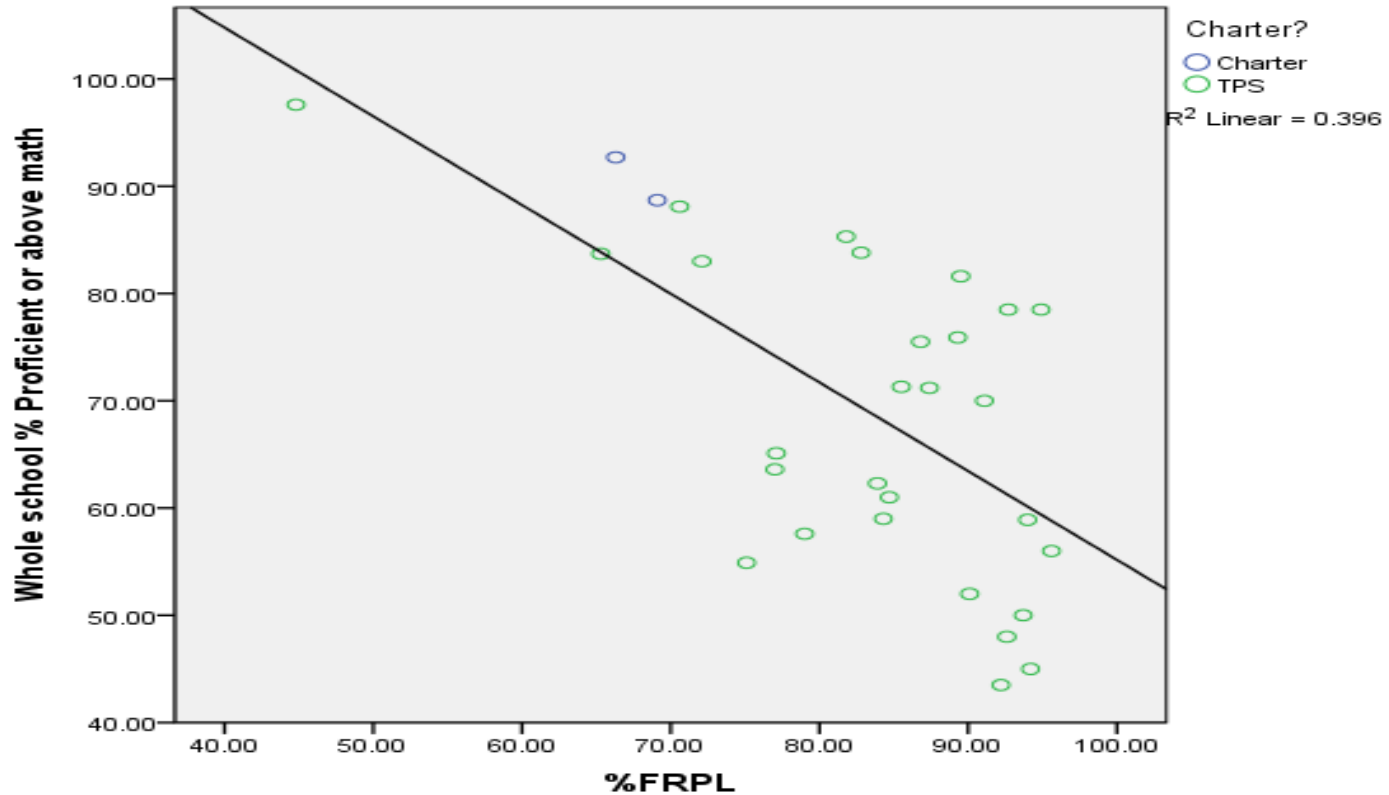
Newark: FRPL/Percent Proficient and Above: Language Arts



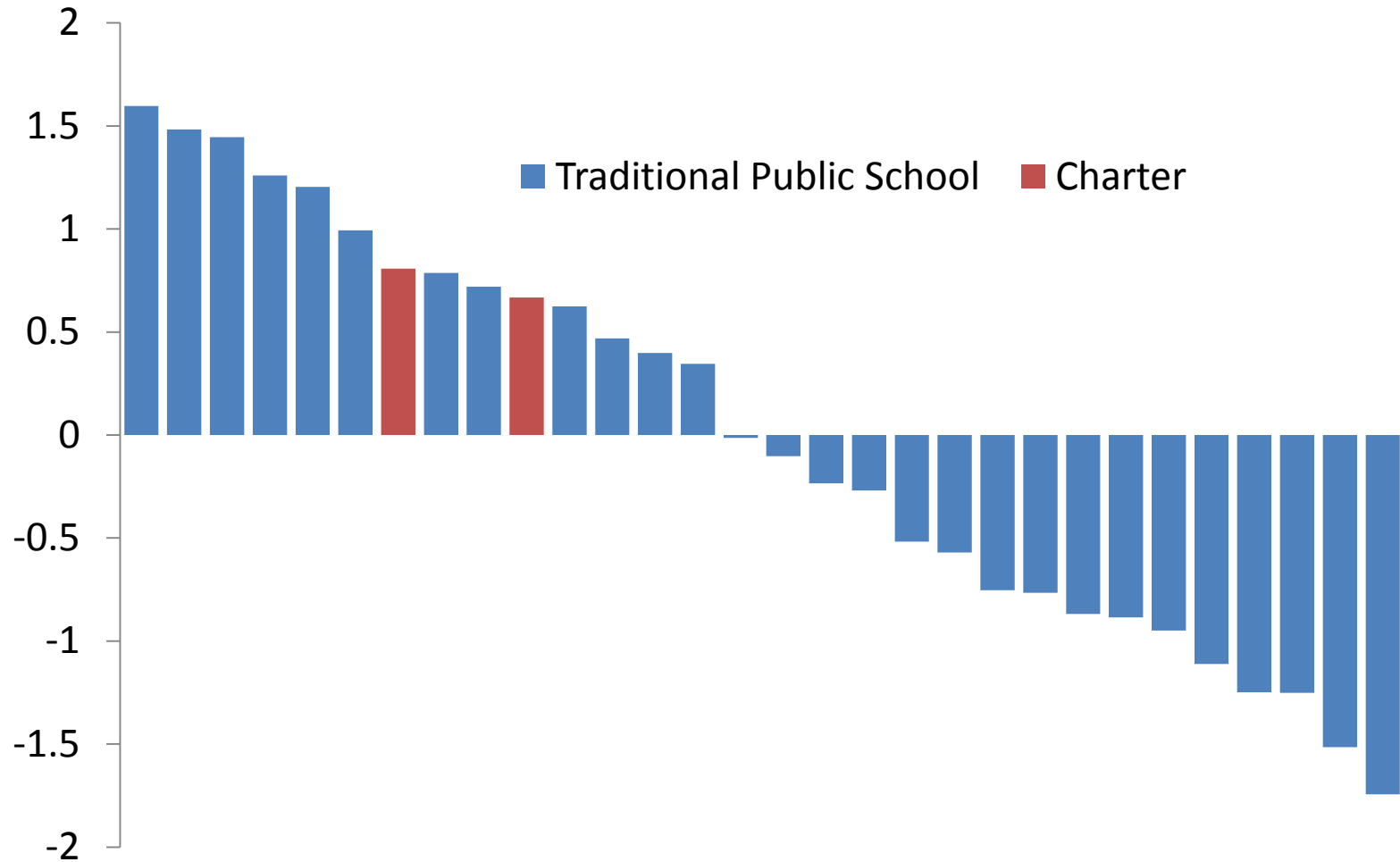
Newark: Residuals of FRPL/Per. Prof & Advanced: Language Arts



New Haven: FRPL/Percent Proficient and Above: Math



New Haven: Residuals FRPL/Percent Proficient and Above: Math



To Download the Reports

www.qualitycharters.org

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