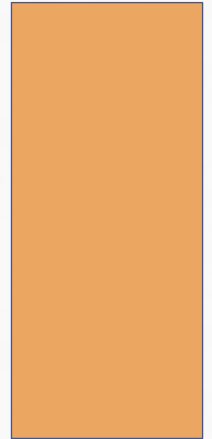


2017-18 Charter Kick-Off Meeting

JULY 20, 2017
PROMISE ACADEMY



Today's Agenda

2-2:35

GENERAL SESSION

2:40 to 3:40

BREAKOUT SESSIONS

1. Organizational Framework (this room)
2. Financial Framework (this room)
3. Public Record/Open Meeting Training (next door)

4 to 5

BREAKOUT SESSIONS

1. Board Training for Boards (this room)
2. Board Training for Staff (next door)

Goals for Today

- Understand the roles of responsibilities of sponsor, schools, operator, and Ohio Dept of Education
- Understand current charter context
- Understand CMSD goals and objectives
- Be aware of key dates, “watch list” for 2017-18
- Meet key CMSD staff who work with your schools
- Understand and provide feedback on proposed framework changes
- Receive training in public records/open meetings and/or board governance (board members and select staff need annual training in public records/open meetings)

Understanding Charter Roles and Responsibilities

- **Ohio Department of Education.** Provides oversight of sponsors. Assesses sponsor performance based on academics, compliance, and quality practices. Provides technical assistance to sponsors. Determines who can sponsor schools and terms of sponsoring contracts.
- **Sponsor.** Three statutory obligations: Monitoring, Oversight, Technical Assistance. Review and makes decisions on charter applications; ensure schools adhere to contract terms and performance standards; provide ongoing monitoring and oversight; review financials; report on performance to ODE and other stakeholders; report significant concerns to ODE and other state agencies; take action when schools fails to meet standards; make decisions on contract renewal.
- **Governing Board.** Enters into contract with sponsor; oversees school operations to ensure compliance with state and federal law and the contract. May contract with operator. The board establishes and monitors compliance with policies. The board provides fiscal oversight. The board hires, monitors, and evaluates school leader and, if applicable, school operator performance.

Lines of Authority

Ohio Dept of
Education



Sponsor



Charter School
Governing Board



Operator

Ohio has 65 sponsors and 8 different types of sponsors.

Most states have 1 or 2 types or TOTAL sponsors.

Ohio has 362 charter schools.

PA has 176. MI has 297. IN has 75. NY has 233. IL has 145.

Ohio has approximately 30 different operators.

Difficult to compare state by state.

2



By [Patrick O'Donnell, The Plain Dealer](#)

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on July 28, 2014 at 1:10 PM, updated December 18, 2014 at 12:21 AM

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CLEVELAND, Ohio -- Ohio is taking good steps to rein in its "Wild, Wild West" of charter schools, but time will tell if the state has the backbone to make its rules stick.

[Alex Medler](#) of the [National Association of Charter School Authorizers \(NACSA\)](#), said that national observers look at Ohio as having a free-for-all in who is allowed to "authorize" new charter schools – help create them, oversee them, help them improve and (rarely) close them when needed.

NACSA promotes charter schools and the school choice movement, while also wanting authorizing agencies – like school districts, state or city panels, colleges and non-profits –

THE DEBATE OVER CHARTER SCHOOLS

[National charter school leaders oppose Trump's education budget](#)

[E-schools and their funding are in state crosshairs again](#)

[What would Betsy DeVos mean for Ohio schools?](#)

[Online charter schools not tossed a lifeline from Ohio legislature](#)

[Charter school advocate will head Ohio's charter school office](#)

Most free from oversight

State law allows nearly 80 percent of the districts and agencies responsible for “central quality control” of publicly funded charters to go without evaluation. Proposed legislation would change that.

by Stephanie Klupinski

Hundreds of charter school proponents staged a dramatic turnout at the state capital this spring as Gov. Ted Strickland and Republicans who dominate the Ohio General Assembly slugged it out over the rapid growth and accountability of charter schools.

But charter school parents, teachers and other supporters expressed little concern about another issue of equal, if not greater, importance to the quality of so-called community schools: how the state will keep a check on sponsors, the agencies responsible for monitoring and assisting the 311 independent but publicly funded schools that enroll 76,000 students.

“The sponsor is the central quality control agent for community schools,” explains

Todd Hanes, executive director of the Ohio Department of Education’s (ODE) Office of Community Schools. Just as it is important for sponsors to provide oversight of schools, it is “equally key that oversight of sponsors occur,” Hanes asserts.

Sponsors, also called authorizers, do not run or operate schools. But they play a critical role in school performance, signing contracts with school developers, helping open schools, over-

seeing finances, evaluating academic performance and deciding whether to renew or revoke a school’s contract.

As a result of a four-year-old change in Ohio charter school law, the state oversees some newer school sponsors, while older ones—the overwhelming majority—are free from performance oversight. (All sponsors are required to follow basic Ohio law, such as testing requirements.) It is a system that appears to set Ohio charter schools apart

from those in most other states that allow the schools.

The result is that more than half of Ohio charters end up being monitored by sponsors who are officially accountable to no one. The absence of oversight leads to a lack of transparency that obstructs public scrutiny of sponsors’ ability to effectively monitor schools.

“What I would like to see is better reporting all around,” says Ann Allen, an education professor at the Ohio State University who has studied Ohio’s charter system. Some schools and sponsors are high quality, she says, but “without a more systemic way of tracking this information for the

OVER-CORRECTING?

- Recent legislation (HB 2) aims to rein in charter movement by focusing on sponsors and governing board independence
- Sponsors now held accountable for charter academic performance, charter compliance, quality practices
- ODE's theory: sponsor accountability will lead to slower charter growth, tighter charter oversight, fewer sponsors
- 2015-16 evaluation: 21 sponsors (mostly districts) rated "poor" with ability to sponsor in jeopardy
- Next ratings to be released by Nov. 15, 2017
- All sponsors can now appeal

SO WHY DOES THIS MATTER TO YOU?

- Affects new school openings, grants, etc.
- More pressures on sponsors, more pressure on schools
 - Corrective Action Plans
 - More school closures/tougher renewals
 - Fewer school openings
- Some changes are good....
 - Improved site visits, focus groups
 - Standardizing procedures
- Some not so good....
 - Hyper focus on minutiae
 - Failure to appreciate how district sponsors are different

CMSD SPONSORSHIP

VISION All students in Cleveland will have access to a high-quality public school and **every neighborhood** will have a multitude of **great schools** from which families can choose.

MISSION CMSD embraces **district-charter collaboration** as a strategy for school improvement. As an authorizer, partner, and collaborator, CMSD promotes high-quality charter school options that increase academic achievement across the city.

2017-18 SPONSORSHIP OBJECTIVES

- Evolve Charter Office from primarily compliance-focused to a strategic partner
 - Identify technical assistance needs of school and clarify how/when CMUSD provides technical assistance and professional development in light of needs of your school and board
 - Adopt financial and organizational frameworks that provide more meaningful and actionable information to sponsors, boards, and to public
- Better understand your particular academic model and what success means to you.
 - Recent report found “student-centered” charters more likely to struggle academically.
 - Counter argument: Burden on authorizers to better understand success in student-centered models (i.e, more than test scores).

KEY DATES AND WATCH LIST

- Key dates include in red times when charter boards need to do something (take action, attend a meeting or training, provide more time for sponsor update at a board meeting, etc.)
- CMSD will update key dates once we adopt new financial and organizational framework
- Watch list is based on concerns CMSD found in 2016-17 and will be things we watch for this year

Dates	Event
July 24-31	Opening Assurances visit
August 1	Intent to Apply due for Charter Applications
August 31	Contract revisions finalized
August 31	Renewal application due
September	Boards approve contract changes
October 31	School Annual Reports Due
November 15	ODE releases 2016-17 sponsor evaluations
November 30	CMUSD releases Annual Report
December	CMUSD board makes decisions on renewal
December	Annual Sponsorship Meeting
January	CMUSD presents annual report at board meetings
February	Board action if necessary (revisions, applications)
March	Renewal applications released (VPC, NWIS, CLA)
June 1	Deadline for annual public records/open mtg training
June	Renew partnering agreements

KEY CHANGES

- Financial framework—monthly reviews to ensure sufficient liquidity, more comprehensive quarterly and annual reviews
- Organizational framework—three major deadlines for compliance (with others scattered throughout); compliance reviews during site visits
- Intervention Protocol
- Board use of Epicenter for Disclosure, Training, etc.
- Renewals begin!

WATCH LIST

- CMSD Board Deadlines
 - Meets on the 2nd and 4th Tuesday of each month, voting occurs at the second meeting
 - No changes in resolutions between meetings
 - Resolutions should be finalized by end of prior month
 - September framework changes must be final by end of August
- Board meeting changes require notice
- Place for sponsor updates on each bd agenda
- Disclosure forms/training
- Communication with attorneys is up to the school
- Responses to intervention protocol require board approval

MEET CMSD STAFF AND TODAY'S PRESENTERS

- Jill Cabe, School Quality Review Coordinator
- Rachel Costanzo, Board Training Consultant
- Jonathan Decker, Legal Counsel
- Nick D'Amico, ED of School Performance
- Lorri Hobson, Director ADM/Attendance
- Tom Hutton, Board Training Consultant
- Matt Rado, Compliance Consultant
- Joe Saitta, School Data Analyst
- Matt Shaw, Financial Accountability Consultant
- Melissa Skelly, ED of Portfolio Planning

CLASSROOM OBSERVATIONS (FALL)

Classroom Observations

- The CMSD sponsor reviewer will work with the Executive Director of Charter Schools and the school leadership to determine a date for the site visits.
- Schools will know at least a week in advance when the site visit will occur
- CMSD will visit a range of classrooms across the subject areas and grade levels at the school with at least 25% of the classrooms in a school for 15-20 minutes each.
- CMSD will not visit classrooms that are staffed by substitutes.
- CMSD will document the classroom visits on the CMSD Charter Sponsor Observation Tool.

CLASSROOM OBSERVATIONS (FALL)

- CMSD may speak quietly to students in the course of the observation or take photos of the classroom environment and student work.
- CMSD will not disrupt the learning environment.
- CMSD will not provide feedback to individual teachers, or report on individual teachers to school administration.
- After the site visit CMSD will summarize the observations in writing and report to the Executive Director of Charter Schools.

FOCUS GROUPS (SPRING)

- The CMSD sponsor reviewer will work with the Executive Director of Charter Schools and the school leadership to determine a date for the focus groups.
- Schools will know at least a week in advance when the focus groups will occur.
- CMSD will conduct focus groups with students, teachers, and parents at a sponsored school whenever possible.

FOCUS GROUPS (SPRING)

- The school administration will select the students, teachers, and parents for the focus groups.
 - A student focus group should include 4 - 8 students in multiple grade levels.
 - A teacher focus group should include 4 - 8 teachers in multiple grade levels and subject areas, including special education.
 - A parent focus group should include 3 – 5 parents of students in multiple grades levels.
 - Schools are requested to select parents that do not work at the school.

FOCUS GROUPS (SPRING)

- If necessary, the school will provide coverage for teachers attending a focus group.
- If necessary, students will be excused from class to attend a focus group. School administration will not attend any of the student, teacher, or parent focus groups.
- CMSD will not provide personally identifiable information to school administration about the discussions during the focus groups.
- After the focus groups CMSD will summarize the discussions in writing and report to the Executive Director of Charter Schools.

FOCUS GROUPS (SPRING)

Sample Student Questions

- What are the expectations for your academic performance in class?
- What are the expectations for your behavior in class?
- How do you know how well you are doing in your classes?
- How do you get support if you are struggling academically or emotionally?
- Is the school safe physically and emotionally?
- Does the school celebrate and recognize your accomplishments?
- What is the most challenging assignment you have had to compete this year?
- How is the school preparing your for college (or high school)?

FOCUS GROUPS (SPRING)

Sample Teacher Questions

- What is the school's mission and vision?
- What is the common approach to instruction?
- How do you assess students during the lesson?
- How does the school support students who are struggling or at risk?
- How does the school support your professional learning?
- How do you receive feedback on instruction?

FOCUS GROUPS (SPRING)

Sample Parent Questions

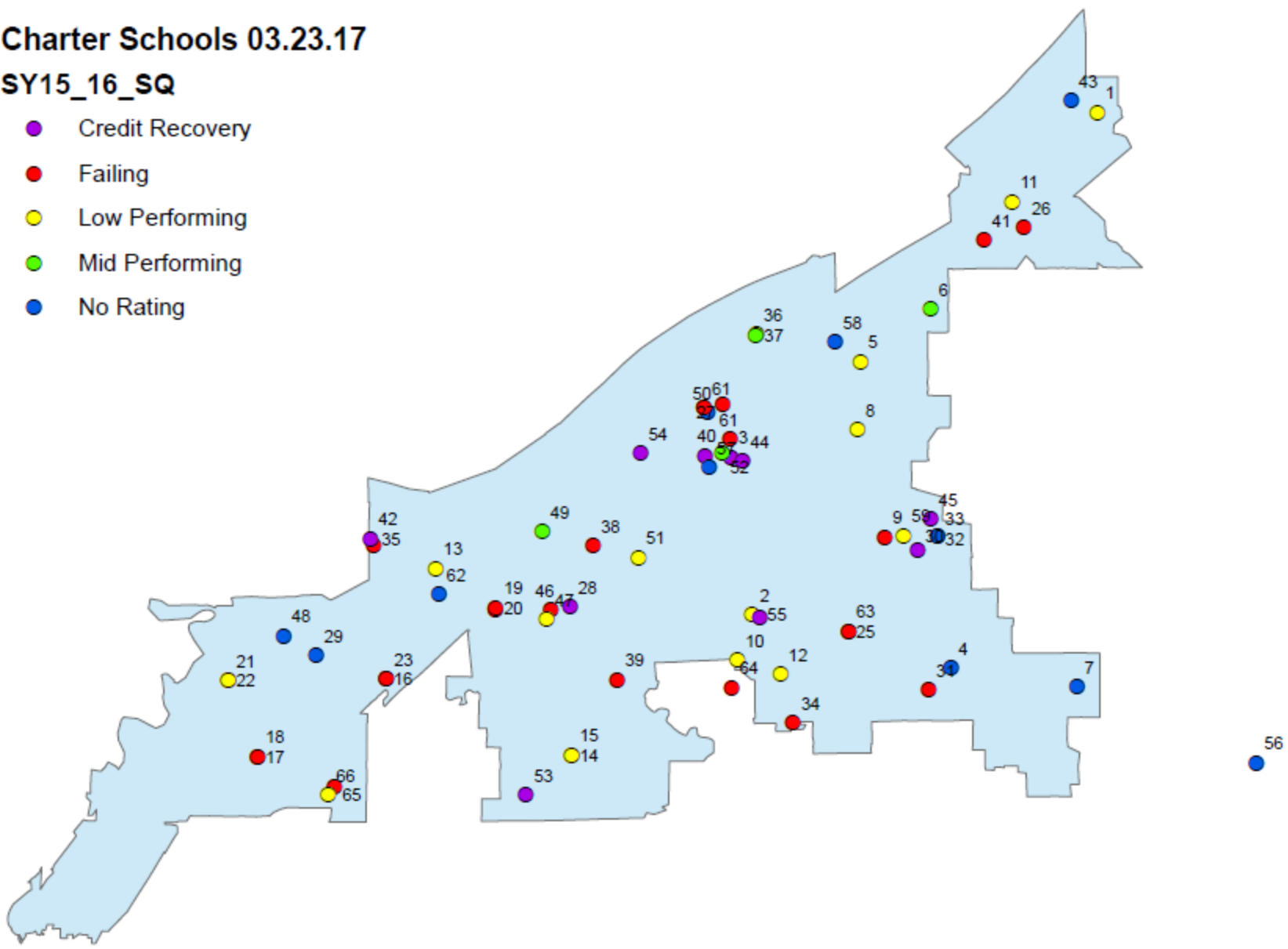
- What is the school's mission and vision?
- How are you informed about your child's progress?
- How does the school support students who are struggling or at risk?
- What activities does your child participate in?
- How is your child recognized for his or her accomplishments?
- How does the school communicate with you?

Charter School Locations with Performance – March 2017

Charter Schools 03.23.17

SY15_16_SQ

- Credit Recovery
- Failing
- Low Performing
- Mid Performing
- No Rating

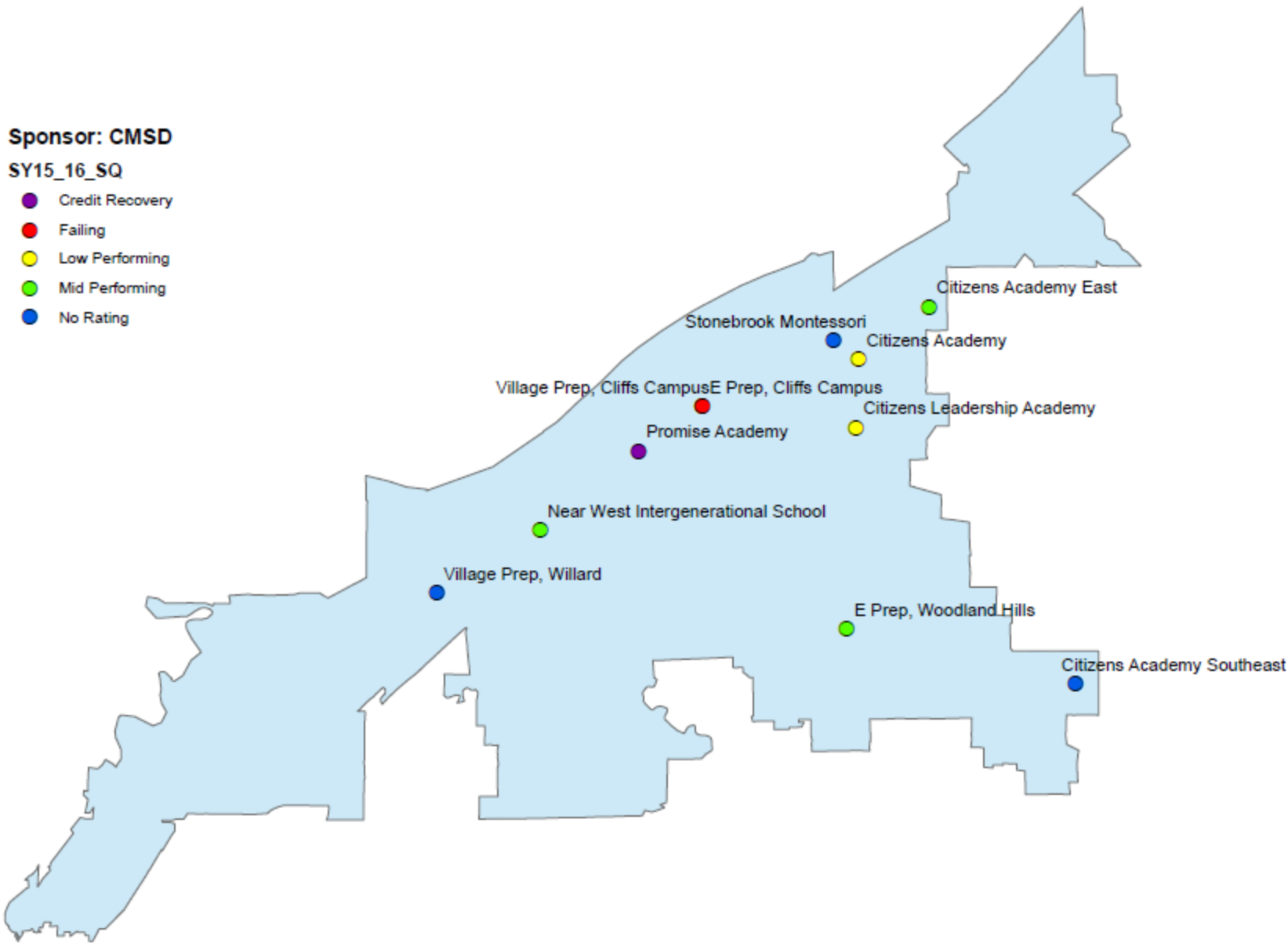


Charter Schools Sponsored by CMSD with Performance – March 2017

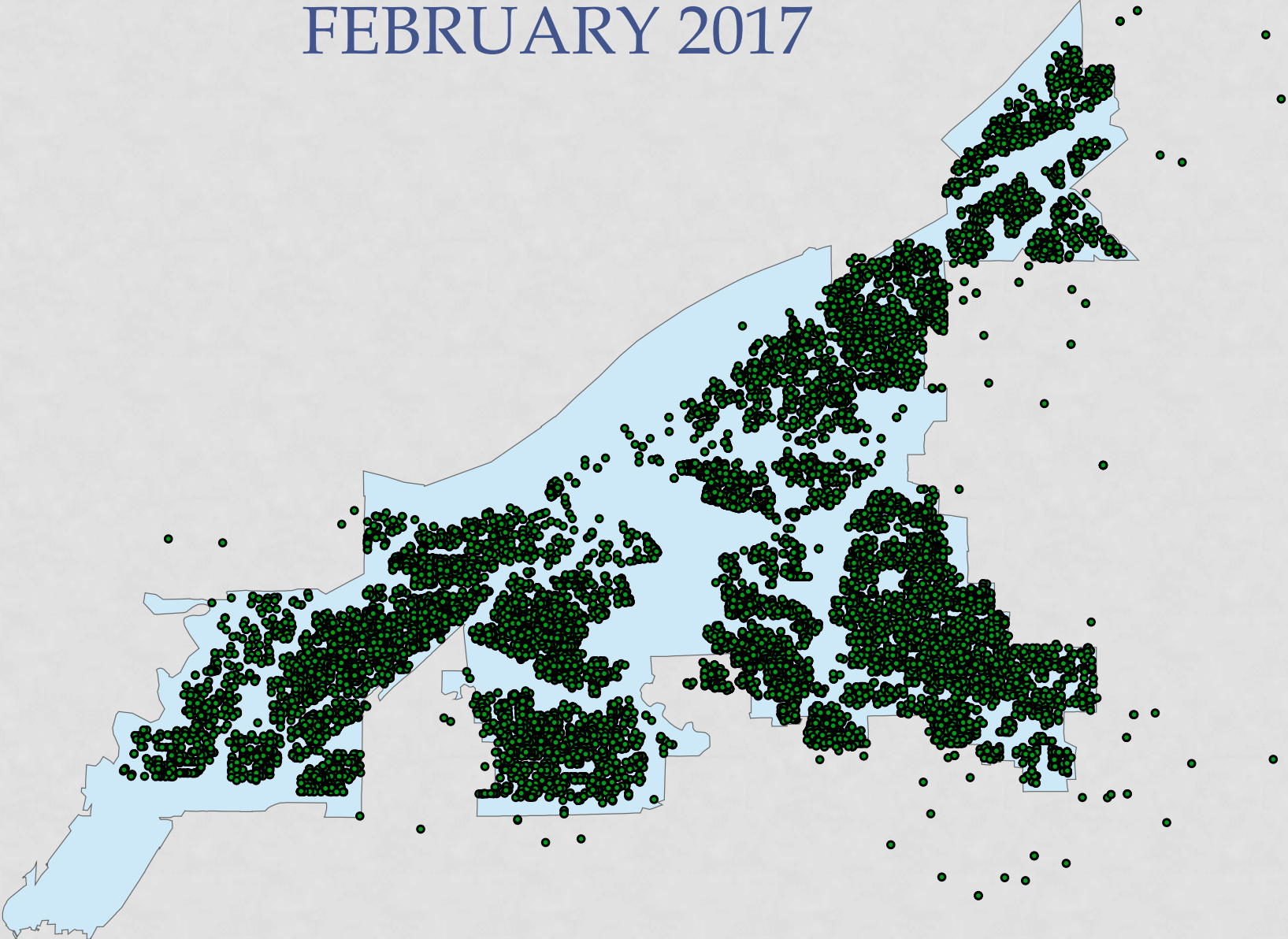
Sponsor: CMSD

SY15_16_SQ

- Credit Recovery
- Failing
- Low Performing
- Mid Performing
- No Rating



CHARTER SCHOOL STUDENTS - FEBRUARY 2017



IFF RANKINGS OF HIGHEST NEED

Highest Need Neighborhoods

- 1) Glenville
- 2) West Boulevard
- 3) Broadway – Slavic Village
- 4) Union Miles
- 5) Old Brooklyn
- 6) Mount Pleasant
- 7) Jefferson
- 8) Central
- 9) Lee-Harvard and Lee-Seville
- 10) Cudell – Edgewater
- 11) Stockyards

SRA RATINGS OF HIGHEST NEED

Highest Need Neighborhoods

- 1) West Boulevard
- 2) Old Brooklyn
- 3) Mount Pleasant
- 4) Union-Miles
- 5) Central
- 6) Glenville
- 7) Broadway – Slavic Village
- 8) Hough
- 9) Jefferson
- 10) Fairfax

APPENDIX

NUMBERED KEY FOR CHARTER SCHOOLS

1. Bella Academy of Excellence
2. Broadway Academy
3. C.A.S.T.L.E. HS
4. Chapelside Cleveland Academy
5. Citizens Academy
6. Citizens Academy East
7. Citizens Academy Southeast
8. Citizens Leadership Academy
9. Cleveland Arts and Social Sciences Academy
10. Cleveland College Prep School
11. Constellation Schools, Collinwood Village Academy
12. Constellation Schools, Eastside Arts Academy
13. Constellation Schools, Madison
14. Constellation Schools, Old Brooklyn Comm Elem
15. Constellation Schools, Old Brooklyn Comm Middle
16. Constellation Schools, Outreach Academy
17. Constellation Schools, Puritas Comm Elem
18. Constellation Schools, Puritas Comm Middle
19. Constellation Schools, Stockyard Comm Elem
20. Constellation Schools, Stockyard Comm Middle
21. Constellation Schools, Westpark Comm Elem
22. Constellation Schools, Westpark Comm Middle
23. Constellation Schools, Westside
24. E Prep, Cliffs Campus
25. E Prep, Woodland Hills
26. East Academy
27. East Prep Academy
28. Frederick Douglass Reclamation Academy
29. GALA
30. George Voinovich Reclamation Academy
31. Harvard Ave Performance Academy
32. HBCU Prep School I
33. HBCU Prep School II
34. Hope Academy Northcoast
35. Hope Academy Northwest
36. Horizon Science Academy HS
37. Horizon Science Academy Middle
38. Horizon Science Academy, Denison Elem
39. Horizon Science Academy, Denison Middle
40. Invictus HS
41. Lake Erie College Prep
42. Lake Erie International High School
43. Lakeshore Intergenerational School
44. Life Skills HS of Cleveland
45. Life Skills HS of NEO
46. Lincoln Park Academy
47. Lincoln Prep Academy
48. Menlo Park
49. Near West Intergenerational School
50. Nexus Academy of Cleveland
51. Northeast Ohio College Prep
52. Ohio Connections Academy
53. Old Brook HS
54. Promise Academy
55. Regent HS
56. STEAM Academy of Warrensville Hts
57. Stepstone Academy
58. Stonebrook Montessori
59. The Intergenerational School
60. University of Cleveland Prep School
61. Village Prep, Cliffs Campus
62. Village Prep, Willard
63. Village Prep, Woodland Hills
64. Washington Park Comm
65. West Park Academy
66. West Prep Academy

METHODOLOGY

- Supply
 - Each school was given a School Quality Framework (SQF) rank score.
 - This score is calculated as follows:
 - A 'C' grade is defined as 0.0 on both elements of Value Add and Performance Index.
 - The SQF score is the sum of total number of standard deviations away from 0.0 on both of these elements.
 - Thus an 'A' or 'B' results in a positive sub-score and a 'D' or 'F' results in a negative sub-score that get added together to result in one rank score.
 - The median SQF rank score was then calculated for each neighborhood.
 - Neighborhood SQF scores ranged from a low of -6.66 in Cuyahoga-Downtown to a high of -0.10 in Kamm's.
- Demand
 - The total number of students in grades K to 12 attending a general education school (CMSD or charter school) was calculated for each neighborhood.
 - Each neighborhood total was then divided by the total number of students to create a percentage of total district students.
 - Demand percents ranged from a low of 0.00% in Hopkins to a high of 6.59% in Glenville.
- Highest need rankings
 - In order to provide updated rankings for all thirty neighborhoods, the median SQF scores for each neighborhood were multiplied by the respective demand percent for that neighborhood creating a "weighted score". These weighted scores were then ranked with largest negative score representing the neighborhood with the highest need.
 - Weighted scores ranged from a low of -0.2527 in West Boulevard to -0.0040 in Kamm's.

OBSERVATIONS

- Neighborhoods in Common
 - Of the SRA's 10 highest need neighborhoods, 8 were previously identified by IFF.
 - West Blvd, Old Brooklyn, Mount Pleasant, Union-Miles, Central, Glenville, Broadway – Slavic Village, and Jefferson.
 - The two “new” neighborhoods on the list are Hough and Fairfax.
- Largest Movers Up
 - Fairfax was the largest mover up the list going from #25 to #10 causing it to break into the top 10.
 - This is due to the fact that Fairfax has only one school which is a “failing” school. In addition, it has a decent share of the student population at almost 3%.
 - Kinsman was the second largest mover up going from #20 to #12.
 - Hough was the third largest mover up going from #14 to #8 causing it to break into the top 10.
 - This is due to the fact that Hough's schools are all “failing” except one. In addition, it has a significant share of the student population at over 4%.
- Largest Movers Down
 - Cudell-Edgewater was the largest mover down the list going from #10 to #28 causing it to fall out of the top 11.
 - This is due to the fact that there are two “low performing” schools in the neighborhood.
 - Kamm's was the second largest mover down going from #17 to #29.
 - Both Lee-Harvard Lee-Seville and Stockyards were the third largest movers down going from #9 to #16 and #11 to #18 respectively.
 - This is due to the fact that both neighborhoods have three “low performing” schools.