



**OFFICE of EDUCATION INNOVATION**

## **PERFORMANCE IMPROVEMENT PROCESS**

for Mayor-Sponsored Charter Schools

**2015 - 2016**

Office of the Mayor  
2501 City-County Building  
200 East Washington Street  
Indianapolis, Indiana 46202  
Telephone: 317. 327.3601  
[www.indy.gov/oei](http://www.indy.gov/oei)

## Performance Improvement Process

### Rationale

The Office of Education Innovation (OEI) exists to support the vision that Indianapolis will be a model of what's possible in urban education – a city where all students in every neighborhood have access to a high-quality education.

Mayor-sponsored charter schools serve a vital role in fulfilling OEI's vision for education in our city, and must continue to provide high-quality choices to families and children in Indianapolis. To ensure that all mayor-sponsored charter schools reach and maintain high levels of performance, OEI has created the Performance Improvement Process to assist schools in identifying and improving areas of refinement.

### Overview

OEI's Performance Improvement Process is divided into three levels for each outcome area—academics, finances and governance/leadership.

Schools will be formally notified of placement on a level through written communication from OEI. This notification will include any required corrective action by either the school or OEI staff.

Performance Improvement Process

	Triggers	Examples*	Resulting Action**
<b>Level One: Request for Corrective Action</b>	<p>Schools may be placed on Level One status due to (but not limited to) the following:</p> <ul style="list-style-type: none"> <li>• Weak or insufficient performance identified through routine oversight— whether during pre-opening, ongoing compliance, regular performance reviews, or by external evaluators.</li> <li>• Repeated failure to meet performance targets as outlined in either the charter agreement or the OEI Performance Framework:               <ul style="list-style-type: none"> <li>○ School does not meet standard on an indicator in any given year <i>And/or</i></li> <li>○ School remains at approaching standard for two years on a given indicator.</li> </ul> </li> <li>• Failure to comply with applicable laws or with requirements of the charter</li> </ul>	<p><b>Academic</b></p> <ul style="list-style-type: none"> <li>• School interim data is trending in a way that suggests the school may not meet performance targets by the end of the year.</li> <li>• School receives an “F” on the state’s accountability report.</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Creditors contact OEI due to a school’s slow payments, partial payments, or failure to make payments.</li> <li>• School misses enrollment targets by 5% or more.</li> <li>• School operates at a negative net income for two or more years.</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• School repeatedly fails to submit required documents on a timely basis.</li> <li>• Board repeatedly fails to achieve quorum.</li> <li>• Board is out of compliance with its established bylaws.</li> </ul>	<p>Schools may receive a formal notice of deficiency from OEI that will serve as notification of Level One status.</p> <p>Additionally, schools may be required to:</p> <ol style="list-style-type: none"> <li>1. Acknowledge the formal notice with a written response within one calendar week <i>And/or</i></li> <li>2. Submit a board-approved School Improvement Plan containing specific corrective actions and measurable improvement objectives designed to address all areas needing improvement no later than the date agreed upon between the school and OEI <i>And/or</i></li> <li>3. Participate in additional oversight measures at the discretion of OEI staff.</li> </ol>
<b>Level Two: Notice of Probationary Status</b>	<p>Schools may be placed on Level Two status due to (but not limited to) the following:</p> <ul style="list-style-type: none"> <li>• Continued failure to meet performance targets.               <ul style="list-style-type: none"> <li>○ School does not meet standard on an indicator for two consecutive school years.</li> </ul> </li> <li>• Failure to comply with measures outlined in the Request for Corrective Action.</li> <li>• Continued failure to comply with applicable laws or requirements of the charter.</li> <li>• Concerns and/or charges raised over the integrity of school operations.</li> </ul>	<p><b>Academic</b></p> <ul style="list-style-type: none"> <li>• School receives an “F” on the state’s accountability report for two consecutive years.</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Failure to submit a timely and sufficient response to the Request for Corrective Action.</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• School experiences multiple leadership turnover in a given year and/or significant concerns are raised about the capacity of leadership.</li> <li>• School or school employees are implicated in activities considered fraudulent, unethical, and/or dishonest.</li> </ul>	<p>Schools may receive a formal notice of deficiency from OEI that will serve as formal notification of probationary status.</p> <p>Additionally, schools may be required to:</p> <ol style="list-style-type: none"> <li>1. Comply with any or all Level One requirements <i>And/or</i></li> <li>2. Implement a Performance Improvement Plan designed by OEI <i>And/or</i></li> <li>3. Comply with actions steps recommended by a technical assistance team assigned by OEI <i>And/or</i></li> <li>4. Replace the school leader <i>And/or</i></li> <li>5. Reconstitute its Board of Directors.</li> </ol>

<b>Level Three: Notice of Potential Revocation of Charter</b>	<p>Schools may be placed on Level Three status due to (but not limited to) the following:</p> <ul style="list-style-type: none"> <li>• Extended failure to meet performance targets:             <ul style="list-style-type: none"> <li>○ School does not meet standard on any indicator for three consecutive years</li> </ul> </li> <li>• Extended failure to comply with applicable laws or charter requirements</li> <li>• Failure to successfully address terms of probation</li> </ul>	<p><b>Academic</b></p> <ul style="list-style-type: none"> <li>• School receives an “F” on the state’s accountability report for three consecutive years.</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Failure to fulfill payroll obligations.</li> <li>• OEI receives notice of foreclosure or eviction.</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Failure to adequately address concerns required in terms of probation.</li> <li>• School leadership is implicated in activities considered fraudulent, unethical, and/or dishonest.</li> </ul>	<p>Schools may receive a formal notice of deficiency from OEI that will serve as formal notification of potential revocation.</p> <p>Additionally, schools may be required to:</p> <ol style="list-style-type: none"> <li>1. Comply with any or all Level One and/or Level Two requirements <i>And/or</i></li> <li>2. Replace the school leader <i>And/or</i></li> <li>3. Implement a school improvement model, including, but not limited to:             <ol style="list-style-type: none"> <li>a. Turnaround</li> <li>b. Transformation</li> <li>c. Restart</li> </ol> </li> </ol> <p>In addition, OEI may take the following actions:</p> <ol style="list-style-type: none"> <li>1. Recommend to the Mayor to revoke, not to revoke, or to impose lesser sanctions <i>And/or</i></li> <li>2. Disqualify school from seeking renewal of charter agreement <i>And/or</i></li> <li>3. Revoke charter agreement</li> </ol>
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*\*Examples listed are not exhaustive. The Office of Education Innovation retains the right to determine what constitutes as a trigger for a level of intervention.*

*\*\*The Office of Education Innovation retains the authority to impose requirements of any given Level through the Charter Agreement.*