Master Class One: New School Development

December 3, 2015

DoubleTree by Hilton Hotel & Suites
Charleston-Historic District
181 Church Street
Charleston, South Carolina
Master Class 1: New School Development

December 3, 2015
National Charter School Resource Center

About the NCSRC

- Funded through the U.S. Department of Education
- Makes accessible high-quality resources to support the charter school sector
- Safal Partners is leading the center; partners include National Alliance for Public Charter Schools (NAPCS), Colorado League of Charter Schools, National Association of Charter School Authorizers (NACSA), American Institutes of Research (AIR), and Public Impact

About Safal

Founded in 2010, Safal Partners is a Texas-based mission-driven education consulting firm. Safal works across the education landscape, including the federally-funded Center for Educator Effectiveness, districts (e.g. Houston Independent School District), foundations (e.g. Bill and Melinda Gates Foundation, Houston Endowment), and nonprofits (e.g. Educate Texas, Teach For America Houston).

Please visit: http://www.charterschoolcenter.org for news, resources, and information on charter schools
www.CharterSchoolCenter.org
Current Resources

White Papers and Reports

- Student Achievement in Charter Schools: What the Research Shows
- An Analysis of the Charter School Facility Landscape
- Finding Space: Charters in District Facilities
- Charter Schools and Military Communities: A Toolkit
- Legal Guidelines for Educating English Learners in Charter Schools
- Engaging English Learner Families in Charter Schools

Newsletters

- Aldine ISD and YES Prep District-Charter Collaboration Case Study
- Student Achievement in Charter Schools: What the Research Shows
- Serving English Language Learners and Families
- Charter Schools Serving Military Families
- English Learners in Charter Schools: Key Opportunities for Engagement and Integration
- Finding Space: Analyzing Charter School Facilities

Case Studies

- Yes Prep/Houston - District-Charter Collaboration
- Two Rivers Public Charter School (SWD Case Study)
- Folk Arts Cultural Treasures Charter School (EL Case Study)
- Alma del Mar (EL Case Study)
- El Sol (EL Case Study)
- Brooke Roslindale Charter (SWD Case Study)
Current Resources

Webinars

- General Webinar: Supporting Students with Disabilities
- General Webinar: Serving English Language Learners and Families
- Credit Enhancement Webinar: Evaluating Charter School Performance
- Credit Enhancement Webinar: Evaluating Charter School Performance During the Transition to Common Core
- Credit Enhancement Webinar: Recent Developments in CSP Guidance
- Credit Enhancement Webinar: Authorizer Collaboration
- Credit Enhancement Webinar: Collaboration to Enhance Facility Financing
- SEA Webinar: Early Childhood Learning in Charter Schools
- SEA Webinar: Data Management Tools for Risk Based Monitoring
- SEA Webinar: Weighted Lotteries
- SEA Webinar: Charter School Closure
- SEA Webinar: Measuring Authorizer Quality
- SEA Webinar: Financial Management and Fiscal Controls

CSO Master Classes

- Emerging Legal Issues
- Federal Funding Opportunities
- Closing Low-Performing Public Charter Schools - State Level Strategies
- Parent & School Engagement for CSOs
- Board Development and Governance
Upcoming Resources

- Feasibility Report for Facilities Financing
  - Authorizers 3: DC/PCS (Turnaround)
  - Authorizers 2: Indianapolis Mayor’s Office (Accountability)
  - Authorizers 1: WA State Commission (New Charter Law)

- Summarizing Authorizer Evaluations

- The Influence of Policy on Charter Expansion (9 States)
- The Influence of Policy on Charter Expansion (10 States)

- General Webinar: Weighted Lotteries
- General Webinar 4: TBD
- Camino Nuevo/CA (SWD)
- Board Governance Toolkit

- SEA Webinar: Use of Funds
- SEA Webinar: CSP Assurances
- Rural Charter Schools
- SEA Webinar: Use of Funds
- Yes Prep/TX (DCC)
- Ohio Facilities Landscape

- OY2 SEA Webinar 1
- OY2 SEA Webinar 3
- OY2 SEA Webinar 2
- OY2 SEA Webinar 4
- OY2 SEA Webinar 5
- OY1 Newsletter 1
- OY1 Newsletter 2
- OY1 Newsletter 3
- OY1 Newsletter 4
- OY1 Newsletter 5
- OY1 Newsletter 6
- OY2 White Paper 1
- OY2 White Paper 2
- OY2 White Paper 3
- OY2 White Paper 4
- OY2 White Paper 5
- OY2 White Paper 6
- OY2 Case Study 1
- OY2 Case Study 2
- OY2 Case Study 3
- OY2 Report 1
- OY2 Report 2
- OY2 Report 3
- OY2 Report 4
- OY2 Report 5
- OY2 Newsletter 1
- OY2 Newsletter 2
- OY2 Newsletter 3
- OY2 Newsletter 4
- OY2 Newsletter 5
- OY2 Newsletter 6

- Master Class 1
- Master Class 2
- Master Class 3
- Master Class 4
- Master Class 5
- Master Class 6
- Master Class 7
- Master Class 8
- Master Class 9
Thank You!
The Evolution of Support for Charter Developers
Lessons from Illinois

Master Class
Charter Growth
Charleston, South Carolina
December 2, 2015
The spectrum of charter starter support

One-off workshops and materials
- Reach more people
- Less labor intensive

Work with cohorts
- Build a community
- Efficiencies of scale

One-on-one consulting
- Customized approach
- Better chance of success
Where to start

Community

Team/Individual
Expanding the Charter School Model Statewide:
Lessons Learned from the Illinois Statewide Charter Expansion Strategy


Sylvia Ewing,
Illinois Network of Charter Schools

Anne Levy Brown,
Illinois Network of Charter Schools

Carlos Perez,
Illinois Network of Charter Schools

Rhea Byer-Ettinger,
Lake County United

Laurie Preece,
Rockford Charter School Initiative

Mayor Morrissey,
City of Rockford

Roberta Parks,
Peoria Area Chamber of Commerce

Vickie Stewart,
Peoria Charter School Initiative
Where to start

Community

Team/Individual
Building Local Support for the Charter School Concept

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
Charter Starter Entry Points

Catalysts

- Business/Civic Leadership
- Community-Based Leadership
- School Board
- School District
- Superintendent
- Coalition or group of stakeholders from multiple categories
- Political Leadership

INCS may organize in target communities

Charter Starter Critical Stakeholders

A MUST in non-target communities
Community Game Plan

**Identify Target communities**
- Meetings to assess interest/educate
- Provide Basic Resources
  - No Catalyst
  - Evidence of Strong Support
  - INCS Completes SWOT Analysis & Strategy for Building Support
  - INCS Organizes community to show demand

**Leader from Non-Target Community Contacts INCS**
- Initial Screening
- Provide Basic Resources
  - Catalyst Emerges
  - Submits Community Concept Paper: Needs & Vision for Charters
  - Surpasses quality bar
  - Local Charter Growth Strategy Developed (using INCS template/TA session)
  - Implement Strategy/Builds Support
  - Resources for Charter Dev.
    - Funding
    - Facilities
    - Other
  - School Board Buy-in
  - Community Support
  - Charter Starter Teams
  - V. Compelling Strategy
  - Completes Local Charter Growth Strategic Plan
  - MUST Identify Charter Starter Teams & Catalyst/s
  - Develops Strategy (INCS Provides Community Support Strategy/No TA)

**Legend**
- Target Community Path
- Target/No Catalyst Path
- Non-Target Path
- Successful outcomes

**Charter Dev. Process**
- (see next slide)
- TA to authorizers ready to accept applications (NACSA)
- Submit charter applications
2011
Where to start

Community

Team/Individual
Charter School Fundamentals

1. Vision, Mission and Outcomes
2. Leadership and management
3. Education program, including curriculum, assessment and special populations
4. Teacher recruitment, support and evaluation systems
5. School culture and discipline
6. Governance
7. Finance and Operations
8. Facilities
9. Community outreach and parent engagement
10. Fundraising
Recruitment Pipeline

- **625**
  - Know of Program

- **125**
  - In Pipeline

- **25**
  - Applicant Goal

- **Email blast, website posting, job board posting**

- **Name sourcing for targeted applicants**

- **Individualized outreach**
# Recruitment Timeline

Email blast, website posting, job board posting

Name sourcing for targeted applicants

<table>
<thead>
<tr>
<th>Item</th>
<th>Due Date</th>
<th>Status</th>
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<tbody>
<tr>
<td>Staff meeting one: brainstorm potential groups/leaders</td>
<td>9-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>CGS ID high potential applicants from Design Institute</td>
<td>12-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>Compile outreach list: list of job boards to post on, outreach partners to submit nomination, INCS affiliates to reach out to, community groups for info sessions, partner orgs for info sessions, partner orgs for lists of candidates and get names, ask if we can do info session, 3 target communities for community specific outreach plan, DI attendees, teacher groups and awards, charter starter consulting list</td>
<td>12-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>INCS website update one</td>
<td>16-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>Prep info webinars</td>
<td>19-Apr</td>
<td>Done</td>
</tr>
<tr>
<td><strong>Reach out, meet, make ask of those on outreach list above</strong></td>
<td>26-Apr</td>
<td>In progress</td>
</tr>
<tr>
<td>INCS website and social media update two</td>
<td>3-May</td>
<td>Done</td>
</tr>
<tr>
<td>Info sessions, collect names of attendees interested in starting schools</td>
<td>15-May</td>
<td>In progress</td>
</tr>
<tr>
<td>Compile names of targeted applicants (priority, bios, etc.)</td>
<td>1-Jun</td>
<td>In progress</td>
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## Sample: 2013-14 Cohort of Charter Starters

<table>
<thead>
<tr>
<th>Fundamentals</th>
<th>Fast Forward</th>
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<tr>
<td>LaSalle Street Gifted</td>
<td>New Beginnings</td>
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<td>Sustainable Futures</td>
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<td>Bethune Collective</td>
<td>Academy of Honor</td>
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<td>Nedlof’s Virtual Charter School</td>
<td>CAN Network</td>
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<td>Fine Arts Academy</td>
<td>Next Generation Charter School</td>
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<td>Youth Conservation Corps</td>
<td>Paul B Smith Charter School</td>
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$2500 \times 3 = $7500$
INCS Fast Forward Consulting Services Overview

Consulting services

- **One-on-One with INCS Consultant:** Up to five hours per month
- **Investing in High Needs Areas:** Up to 20 hours of expert support in identified priority areas
- **Application Review**
- **Authorizing Interview Preparation**

Training

- Provide expert-led “Charter Design: Fundamentals” training sessions
- Include conference attendance and school tour opportunities

- **Resources**
- Access to successful charter applications, model school policies and charter design tools and resources.
What the Charter Starters Had to Do

- Prepare for and participate fully in all consulting sessions, including phone calls, webinars and/or in-person meetings
- Complete charter application sections by deadline
- Submit a final charter application to the authorizer by August 2014
- Monthly status update via phone or email.
- Track their work regularly in a work plan or project planning tool.
- Participate fully in any Charter Design: Fundamentals sessions identified in their Targeted Growth Plan and any additional sessions they choose to attend.

Saturday Session
Webinar
Team Check In/Office Hours
Design Institute at State Conference
Assignment Due
School Tour

**FEBRUARY 2014**

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Feb. 18: Finance

**MARCH 2014**

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Mar. 15: Teacher Quality, School Leadership
Mar. 25: Facilities

**APRIL 2014**

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Apr. 7: School Tour
Apr. 22: Fundraising

**SEPTEMBER 2013**

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Sep. 14: Kickoff

**OCTOBER 2013**

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Oct. 15: Project Management
## Number of charter approved in cohort model

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Teams</th>
<th>Approved and opened schools</th>
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<tbody>
<tr>
<td>2011-12</td>
<td>4</td>
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<tr>
<td>2012-13</td>
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<tr>
<td>2013-14</td>
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</table>
Climate in Chicago

Chicago Teachers Strike 2012

50 School Closures 2013
Where to start

Community

Team/Individual
The Consulting Model

Fewer clients = More success

• High bar for partnership
  • Higher fee
  • More support
• Focus on community engagement
CMO Contract

- Asset mapping
- Communications support
- Community research
- Community engagement support
- Social media consulting
- Mobilizing the community
- Application review
- Public hearing support
- Appeal support
**Community Organizing is Key**

---

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

<table>
<thead>
<tr>
<th>Categories</th>
<th>Names of Community Leaders and Education Stakeholders</th>
<th>Relevant Background Info and Relationships</th>
<th>Views on Education (including charter schools); note any relevant voting</th>
<th>Strategy and Tactics to Engage</th>
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<tr>
<td><strong>Education Leaders</strong></td>
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<tr>
<td>Official</td>
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<tr>
<td>• Individual school board members</td>
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<tr>
<td>• District and school administrators</td>
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<tr>
<td>• Teachers union</td>
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<tr>
<td>• School-based parent/teacher groups</td>
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<tr>
<td>• Elected government officials</td>
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<tr>
<td>Unofficial</td>
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<tr>
<td>• Parents and families</td>
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<tr>
<td>• Individual teachers/educators</td>
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<tr>
<td>• Community-based organizations</td>
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<tr>
<td>• Neighborhood groups</td>
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<td>• Religious leaders</td>
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<td>• Donors/funders</td>
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<td>• Business and civic leaders</td>
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<tr>
<td><strong>Other Community Leaders</strong></td>
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Charter Starter consulting provides expert knowledge, coaching, resources and connections to help school designers open excellent public charter schools.

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
<th>Selection</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Charter Design Institute</td>
<td>One day introduction to charter school design</td>
<td>All are welcome</td>
<td>$200</td>
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<tr>
<td>Fundamentals</td>
<td>Online, interactive modules on key areas of charter school design</td>
<td>All are welcome</td>
<td>$250</td>
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<tr>
<td>Fast Forward</td>
<td>Individualized support to complete high-quality charter school proposal</td>
<td>By application only</td>
<td>Varies by need</td>
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Charter Design Institute
Illinois Charter Schools Conference

October 26, 2015
<table>
<thead>
<tr>
<th>Time</th>
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<th>Location</th>
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<tr>
<td>7:30 am</td>
<td>School Visit: Muchin College Prep</td>
<td>Muchin College Prep 1 North State</td>
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<tr>
<td>9:00 am</td>
<td>Conference General Session</td>
<td>Marriott 7th Floor Salon I/II</td>
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<tr>
<td>10:30 am</td>
<td>Break</td>
<td>7th Floor Salon III</td>
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<tr>
<td>11:00 am</td>
<td>Achieving Excellence: Best Practices from High-Performing Charter Schools</td>
<td>6th Floor Michigan/Michigan St.</td>
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<tr>
<td>12:30 pm</td>
<td>2015 Illinois Charter Excellence Awards Luncheon</td>
<td>7th Floor Salon I/II</td>
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<tr>
<td>2:00 pm</td>
<td>Charter School Fundamentals: Key Components for Planning a Great School</td>
<td>6th Floor Indiana/Iowa</td>
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<tr>
<td>3:15 pm</td>
<td>Break</td>
<td>6th Floor Foyer</td>
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<tr>
<td>3:45 pm</td>
<td>You Can’t Do it Alone! Community Engagement in Your Hood</td>
<td>6th Floor Indiana</td>
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<tr>
<td>5:00-7:00 pm</td>
<td>INCS Education Networking Cocktail Reception</td>
<td>5th Floor Chicago Ballroom E</td>
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Charter Application Jigsaw

Part 1: Becoming Experts (25 min)

- “Letter Off” into groups – A, B, C, D
- Move to A, B, C, D “Expert” tables
- Read + Notes (15 min)
- Discuss (5)
- Key Take-Aways on Chart Paper (5)

Guiding Questions

- What Fundamental/s of Charter Design does this section address?
- What key questions did the charter designer answer in this section?
- Is there anything notable about how the charter designer structured their answer?
- What was most effective about this answer? What was less effective?
- What “off the page” work do you think the charter designer did in order to develop this part of the application?

Part 2: Report Out (15 min)
Expert Groups

Expert Group A
• Section 1.1 - Mission, Vision and Culture, pp. 1-22

Expert Group B
• Section 1.2 - Demonstrated Track Record In Driving Academic Success, pp. 22-28
• Section 2.3 - Governance Model, pp. 70-76
• Section 4.1 - Community Engagement Plan, pp. 83-86
• Section 4.2 - Targeted Community, pp. 87-88

Expert Group C
• Section 1.3 - Academic Goals and Assessment Plan, pp. 29-35
• Section 1.4 - Curriculum and Instruction, pp. 35-56

Expert Group D
• Financial Forms
• Section 3.1 - School Budget, 77-79
• Section 3.2 - Financial Controls, 79-80
• Section 3.3 - Facility, 81-83

Sections listed in outlined boxes are stapled together.
Fundamentals

A series of three online, interactive training modules on key areas of charter school design. The full suite of modules cost $250 and participants will come out of the course having drafted three sections of a charter school application.

- Module One: Mission and Vision
- Module Two: Educational Philosophy
- Module Three: Finance and Budgeting:
Thank you

C. Allison Jack
Director, Charter School Growth & Support
Illinois Network of Charter Schools
312 690-2708
ajack@incschools.org
The Evolution of Support for Charter Developers
Lessons from Illinois

Master Class
Charter Growth
Charleston, South Carolina
December 2, 2015
The spectrum of charter starter support

One-off workshops and materials
- Reach more people
- Less labor intensive

Work with cohorts
- Build a community
- Efficiencies of scale

One-on-one consulting
- Customized approach
- Better chance of success
Where to start

Community

Team/Individual
2008
Expanding the Charter School Model Statewide: Lessons Learned from the Illinois Statewide Charter Expansion Strategy


Sylvia Ewing,
Illinois Network of Charter Schools

Anne Levy Brown,
Illinois Network of Charter Schools

Carlos Perez,
Illinois Network of Charter Schools

Rhea Byer-Ettinger,
Lake County United

Laurie Preece,
Rockford Charter School Initiative

Mayor Morrissey,
City of Rockford

Roberta Parks,
Peoria Area Chamber of Commerce

Vickie Stewart,
Peoria Charter School Initiative
Where to start

Community

Team/Individual
Building Local Support for the Charter School Concept

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
Charter Starter Entry Points Catalysts

- Political Leadership
- Coalition or group of stakeholders from multiple categories
- Business/Civic Leadership
- Community-Based Leadership
- School Board
- School District
- Superintendent
- Charter School Developers

INCS may organize in target communities

A MUST in non-target communities

Charter Starter Critical Stakeholders
Identify Target communities
Meetings to assess interest/educate
Provide Basic Resources
Catalyst Emerges
Submits Community Concept Paper: Needs & Vision for Charters
Local Charter Growth Strategy Developed (using INCS template/TA session)
MUST Identify Charter Starter Teams & Catalyst/s
School Board Buy-in
Charter Teams
Submit charter applications

Legend

Target Community Path
Target/No Catalyst Path
Non-Target Path
Successful outcomes

INCS Completes SWOT Analysis & Strategy for Building Support
INCS Organizes community to show demand
Evidence of Strong Support
No Catalyst
Assess Community-Based Support

V. Compelling Strategy
Completes Local Charter Growth Strategic Plan
MUST Identify Charter Starter Teams & Catalyst/s
Develops Strategy (INCS Provides Community Support Strategy/No TA)

Legend

Resources for Charter Dev.
• Funding
• Facilities
• Other

TA to authorizers ready to accept applications (NACSA)
Where to start

Community

Team/Individual
How we defined the work

Charter School Fundamentals

1. Vision, Mission and Outcomes
2. Leadership and management
3. Education program, including curriculum, assessment and special populations
4. Teacher recruitment, support and evaluation systems
5. School culture and discipline
6. Governance
7. Finance and Operations
8. Facilities
9. Community outreach and parent engagement
10. Fundraising
Recruitment Pipeline

- 625 Know of Program
- 125 In Pipeline
- 25 Applicant Goal
- Email blast, website posting, job board posting
- Name sourcing for targeted applicants
- Individualized outreach
## Recruitment Timeline

### Email blast, website posting, job board posting

### Name sourcing for targeted applicants

<table>
<thead>
<tr>
<th>Item</th>
<th>Due Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff meeting one: brainstorm potential groups/leaders</td>
<td>9-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>CGS ID high potential applicants from Design Institute</td>
<td>12-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>Compile outreach list: list of job boards to post on, outreach partners to submit nomination, INCS affiliates to reach out to, community groups for info sessions, partner orgs for info sessions, partner orgs for lists of candidates and get names, ask if we can do info session, 3 target communities for community specific outreach plan, DI attendees, teacher groups and awards, charter starter consulting list</td>
<td>12-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>INCS website update one</td>
<td>16-Apr</td>
<td>Done</td>
</tr>
<tr>
<td>Prep info webinars</td>
<td>19-Apr</td>
<td>Done</td>
</tr>
<tr>
<td><strong>Reach out, meet, make ask of those on outreach list above</strong></td>
<td>26-Apr</td>
<td>In progress</td>
</tr>
<tr>
<td>INCS website and social media update two</td>
<td>3-May</td>
<td>Done</td>
</tr>
<tr>
<td>Info sessions, collect names of attendees interested in starting schools</td>
<td>15-May</td>
<td>In progress</td>
</tr>
<tr>
<td>Compile names of targeted applicants (priority, bios, etc.)</td>
<td>1-Jun</td>
<td>In progress</td>
</tr>
</tbody>
</table>
INCS Fast Forward Consulting Services Overview

Consulting services

- **One-on-One with INCS Consultant:** Up to five hours per month
- **Investing in High Needs Areas:** Up to 20 hours of expert support in identified priority areas
- **Application Review**
- **Authorizing Interview Preparation**

Training

- Provide expert-led “Charter Design: Fundamentals” training sessions
- Include conference attendance and school tour opportunities

Resources

- Access to successful charter applications, model school policies and charter design tools and resources.
What the Charter Starters Had to Do

• Prepare for and participate fully in all consulting sessions, including phone calls, webinars and/or in-person meetings
• Complete charter application sections by deadline
• Submit a final charter application to the authorizer by August 2014
• Monthly status update via phone or email.
• Track their work regularly in a work plan or project planning tool.
• Participate fully in any Charter Design: Fundamentals sessions identified in their Targeted Growth Plan and any additional sessions they choose to attend.

### Saturday Session
- Webinar
- Team Check In/Office Hours
- Design Institute at State Conference
- Assignment Due
- School Tour

### Calendar

#### February 2014
- Feb. 18: Finance

#### September 2013
- Sep. 14: Kickoff

#### October 2013
- Oct. 15: Project Management

#### March 2014
- Mar. 15: Teacher Quality, School Leadership
- Mar. 25: Facilities

#### April 2014
- Apr. 7: School Tour
- Apr. 22: Fundraising
Climate in Chicago

Chicago Teachers Strike 2012

50 School Closures 2013
Where to start

Community

Team/Individual
The Consulting Model

Fewer clients = More success

- High bar for partnership
  - Fee based
  - More support
- Focus on community engagement
CMO Contract

- Asset mapping
- Communications support
- Community research
- Community engagement support
- Social media consulting
- Mobilizing the community
- Application review
- Public hearing support
- Appeal support
## INCS Charter Starter

### Community Mapping Tool: Community Leadership and Potential Supporters

<table>
<thead>
<tr>
<th>Categories</th>
<th>Names of Community Leaders and Education Stakeholders</th>
<th>Relevant Background Info and Relationships</th>
<th>Views on Education (including charter schools); note any relevant voting</th>
<th>Strategy and Tactics to Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education Leaders</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Official</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• Individual school board members</td>
<td></td>
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<tr>
<td>• District and school administrators</td>
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<td></td>
</tr>
<tr>
<td>• Teachers union</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• School-based parent/ teacher groups</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Elected government officials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unofficial</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Parents and families</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• Individual teachers/ educators</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• Community-based organizations</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>• Neighborhood groups</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Religious leaders</td>
<td></td>
<td></td>
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<tr>
<td>• Donors/funders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Business and civic leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other Community Leaders</strong></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Charter Starter consulting provides expert knowledge, coaching, resources and connections to help school designers open excellent public charter schools.

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
<th>Selection</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charter Design Institute</td>
<td>One day introduction to charter school design</td>
<td>All are welcome</td>
<td>$200</td>
</tr>
<tr>
<td>Fundamentals</td>
<td>Online, interactive modules on key areas of charter school design</td>
<td>All are welcome</td>
<td>$250</td>
</tr>
<tr>
<td>Fast Forward</td>
<td>Individualized support to complete high-quality charter school proposal</td>
<td>By application only</td>
<td>Varies by need</td>
</tr>
</tbody>
</table>
Charter Design Institute
Illinois Charter Schools Conference

October 26, 2015
# Overview of Institute: Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 am</td>
<td>School Visit: Muchin College Prep</td>
<td>Muchin College Prep 1 North State</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Conference General Session</td>
<td>Marriott 7th Floor Salon I/II</td>
</tr>
<tr>
<td>10:30 am</td>
<td>Break</td>
<td>7th Floor Salon III</td>
</tr>
<tr>
<td>11:00 am</td>
<td>Achieving Excellence: Best Practices from High-Performing Charter Schools</td>
<td>6th Floor Michigan/Michigan St.</td>
</tr>
<tr>
<td>12:30 pm</td>
<td>2015 Illinois Charter Excellence Awards Luncheon</td>
<td>7th Floor Salon I/II</td>
</tr>
<tr>
<td>2:00 pm</td>
<td>Charter School Fundamentals: Key Components for Planning a Great School</td>
<td>6th Floor Indiana/Iowa</td>
</tr>
<tr>
<td>3:15 pm</td>
<td>Break</td>
<td>6th Floor Foyer</td>
</tr>
<tr>
<td>3:45 pm</td>
<td>You Can’t Do it Alone! Community Engagement in Your Hood</td>
<td>6th Floor Indiana</td>
</tr>
<tr>
<td>5:00-7:00 pm</td>
<td>INCS Education Networking Cocktail Reception</td>
<td>5th Floor Chicago Ballroom E</td>
</tr>
</tbody>
</table>
UCSN
Esmeralda Santiago Charter School
Melissa Sweazy, School Director

Paving a Path to Personalization Through Student Centered Practices
Part 1: Becoming Experts (25 min)

- “Letter Off” into groups – A, B, C, D
- Move to A, B, C, D “Expert” tables
- Read + Notes (15 min)
- Discuss (5)
- Key Take-Aways on Chart Paper (5)

Guiding Questions

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- What **key questions did the charter designer answer** in this section?
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- **Module Three: Finance and Budgeting**
Thank you

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Director, Charter School Growth & Support
Illinois Network of Charter Schools
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By the Numbers

Arizona

#1 in PK-12 STUDENT GROWTH

15% expected growth of Arizona’s K-12 population through 2020

1 of 8 states with this large growth rate

5th highest poverty rate
School Development Support

Membership

The Association offers membership support to educators, parents, and community leaders who are developing a charter school. There are two memberships options in this category.

Consulting

Additional, customized support including charter petition guidance and review, governing board development, academic program design consulting, business planning, etc. is available for select teams on a fee for service basis.

New Schools For Phoenix

New Schools For Phoenix works to recruit and equip leaders to open and lead high-quality schools in Phoenix. The Association partners with New Schools For Phoenix for some of our school start-up programs and membership support services.
Membership and Services

- Hour long initial meeting
- Technical support on application
- Online resources (videos, pdfs, worksheets)
- Facility technical assistance
- General advocacy
- Consulting on plan development
- Application reviews
- Mock interviews
- Webinar and in-person trainings
New Schools For Phoenix
By the Numbers

Phoenix urban core

**220-square miles** Northern Avenue (North) to South Mountain (South) 59th Avenue (West) to 40th Street (East)

**15** Phoenix Union High School District campuses

**120** feeder elementary schools in 13 feeder K-8 districts

**82** charter schools

**135,000** K-12 students within district boundaries; 79% Hispanic
Phoenix Union District Student Demographics

84% of students enrolled in a high poverty school (70% or more FRL)

&

Estimates show a continuous increase of school aged children living in poverty
### Current Reality

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Number of Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% of students</td>
<td>217 schools</td>
</tr>
<tr>
<td>84% students attending high poverty schools</td>
<td>171 schools</td>
</tr>
<tr>
<td>7% students in “A” rated high poverty schools</td>
<td>18 “A” rated schools</td>
</tr>
</tbody>
</table>
New Schools For Phoenix

2-Yr Program: Recruit & Train Leaders

25 high-quality A-rated schools

Enroll 12,500 low-income students
New Schools For Phoenix

**Triple** number of low-income students attending a highly-effective school within Phoenix urban core
Phases of Support and Development

Phase 1: Fellowship
Phase 2: Plan Development
Phase 3: Capacity-Building
Phase 4: Start-Up
Phase 5: Implementation

Incubation

Leadership Pipeline
Ongoing Support
Phases of Support and Development

Phase 1: Fellowship
- Sat. seminar
- School Visits
- Presentation
- Personal Feedback
- Grant Support

Phase 2: Plan Development
- Consulting
- Workshop
- Webinars
- Resources
- Plan Feedback
- Completeness Review

Phase 3: Capacity-Building
- In-person training
- Webinars
- Mock Interviews
- Approval mtg. prep
- Academic and Business Summits
- Monthly check-in

Phase 4: Start-Up
- In-person workshops
- Training
- Checklists
- Charter
- Marketplace
- Monthly check-in

Phase 5: Implementation
- Quality Schools Program
- Observations
- Customized Consulting
- Academic and Business Summits
- School Showcase
- Media Support
## Ensuring Quality

<table>
<thead>
<tr>
<th>Recruit, Apply, and Interview</th>
<th>5 Month Fellowship</th>
<th>Plan Development</th>
<th>Coaching and Training</th>
<th>Charter Approval</th>
<th>Coaching and Training</th>
<th>School Opens</th>
<th>Monitoring/Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb - May</td>
<td>July – Nov</td>
<td>Dec – May</td>
<td>June – Dec</td>
<td>Dec</td>
<td>Jan – July</td>
<td>August</td>
<td>3 years +</td>
</tr>
<tr>
<td>Spring</td>
<td>Year 1</td>
<td></td>
<td>Year 2</td>
<td></td>
<td></td>
<td></td>
<td>First years of operation</td>
</tr>
</tbody>
</table>
Fellowship Components

- Vision/Theory of Change
- Key Drivers of Excellence
- Educational Models
- System-Based Design
- School Culture
- Community Context

Weekend Sessions

- Cohort Model
- Like-minded peers
- Local and national leaders
- Experts in a variety of fields

Leadership Coaching

- Leadership Competency Framework
  - Self-Assessment
  - One-on-one coaching sessions
  - School Plan Development
  - Leadership Skill Development

Professional Network

- Proof point schools
  - Variety of school models
  - Local and national tours
  - Study guides and structured analysis

Excellent School Visits
Indicators of Quality | Leadership

Dispositions and Competencies

Transformative Leader Indicators
Six key dispositions for transformative leaders serve as the basis for leadership success:

- **Ambitious**: Transformative leaders have high aspirations and goals.
- **Strategic**: Transformative leaders are logical, critical thinkers.
- **Purposeful**: Transformative leaders are values-based and mission-driven.
- **Inspiring**: Transformative leaders encourage others to take action.
- **Reflective**: Transformative leaders are self-aware, with an ability to learn and perform.
- **Entrepreneurial**: Transformative leaders are innovative and adaptable, continuously creating opportunities to drive improvement.

School Leader Competencies

**Domain 1 | Vision and Strategy**
The school leader fosters the success of all students by facilitating the development, articulation, implementation, and stewardship of a management strategy that is shared and supported by the school community.

**Performances**

1. **Creating and implementing a vision** | Create and implement a shared vision for school purpose centered on rigorous academic school culture.
2. **Aligning to the vision** | Align school policies, resources, structures, decision-making processes, and other leadership actions with the vision.
3. **Articulating connection to the vision** | Articulate how implementing the programs, plans, and practices help the school achieve its vision.
4. **Identifying and removing barriers** | Identify and remove impediments that threaten achieving the vision.
5. **Championing the vision** | Champion the vision to all stakeholders through formal communications, interpersonal relationship building, and continual improvement.
6. **Developing support** | Develop broad support within the community to advocate for the school and its vision.
7. **Planning improvement** | Develop, implement, and continually revise a performance management and school improvement strategy, and actions aligned to a clearly articulated need.
8. **Setting and monitoring goals** | Lead school staff to set various levels of student achievement, curriculum, instruction and assessment goals for individual students, and establish and implement a process to monitor and respond to the implementation of these goals.
9. **Affirmation of progress** | Recognize and celebrate legitimate successes of individuals and the whole school, also recognize areas for improvement.

The Arizona Charter Schools Association (ACSA) supports and advocates for school leaders to continuously improve the education of every student.
Success

100% approval rate

$12MM in start-up funding

Average 1.5 years of growth – New Schools For Phoenix schools
education > poverty