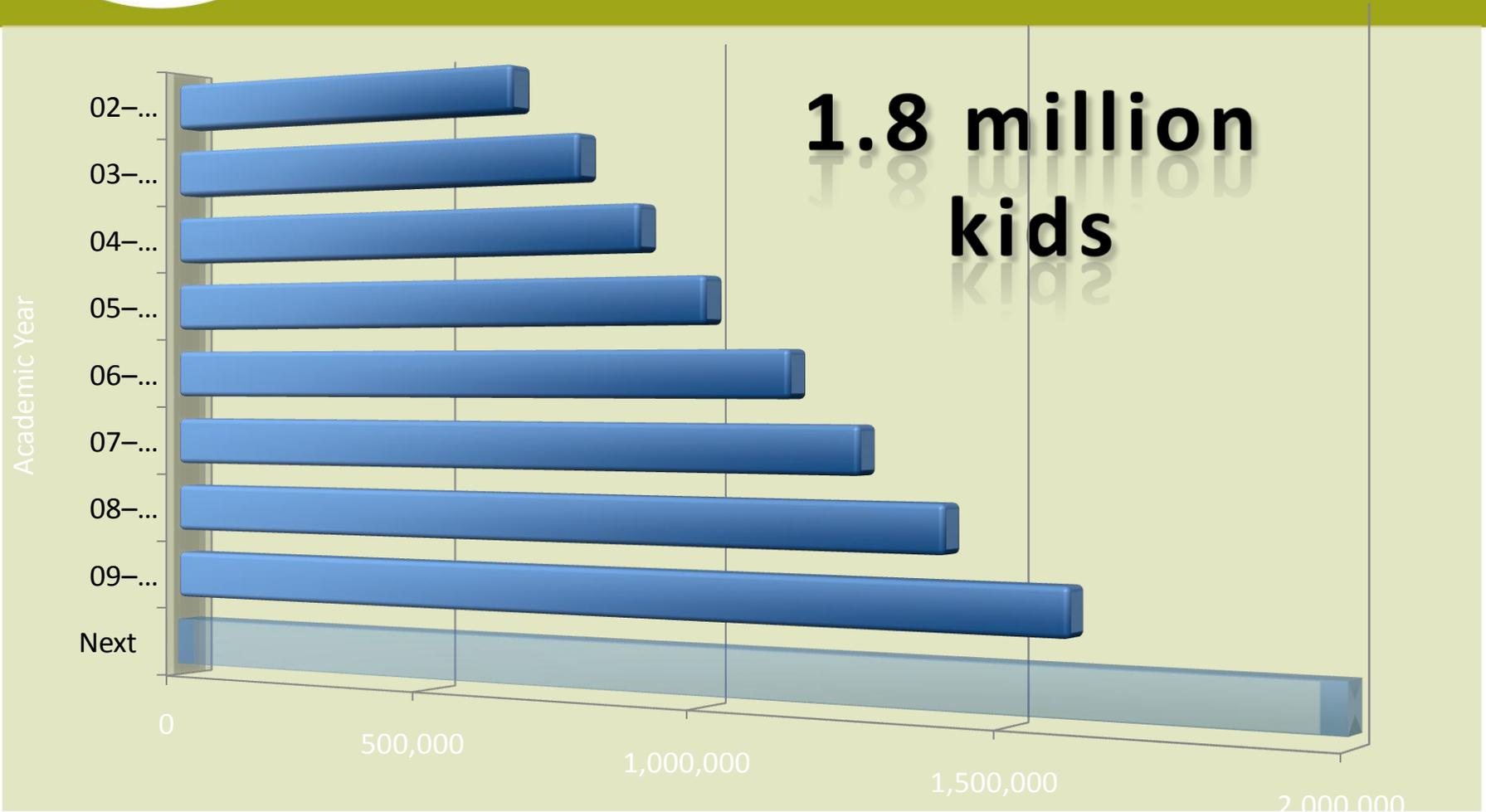


Exploring the Potential of Citywide Charter Strategies

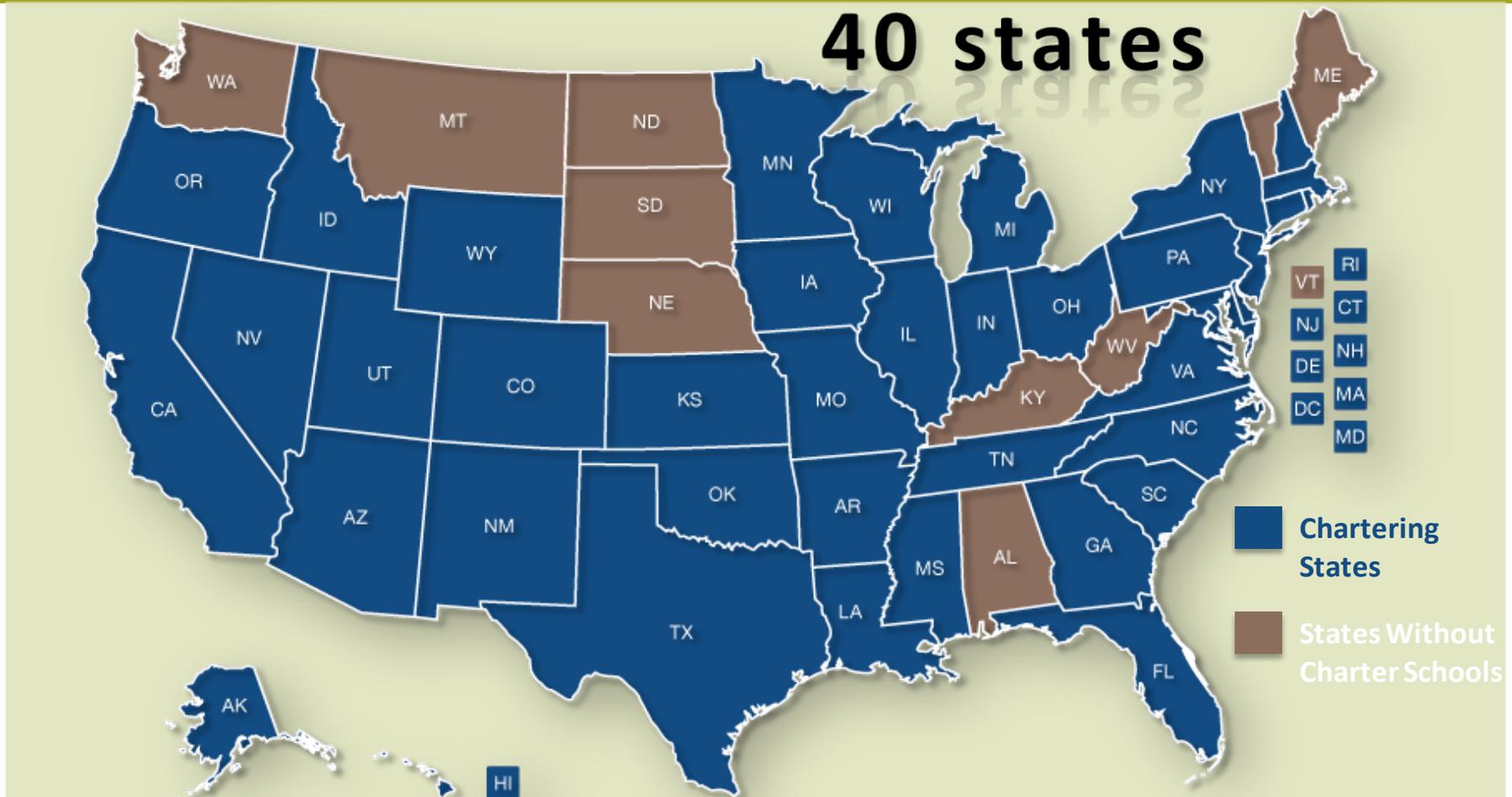
May 12th, 2011

Charter schools now serve



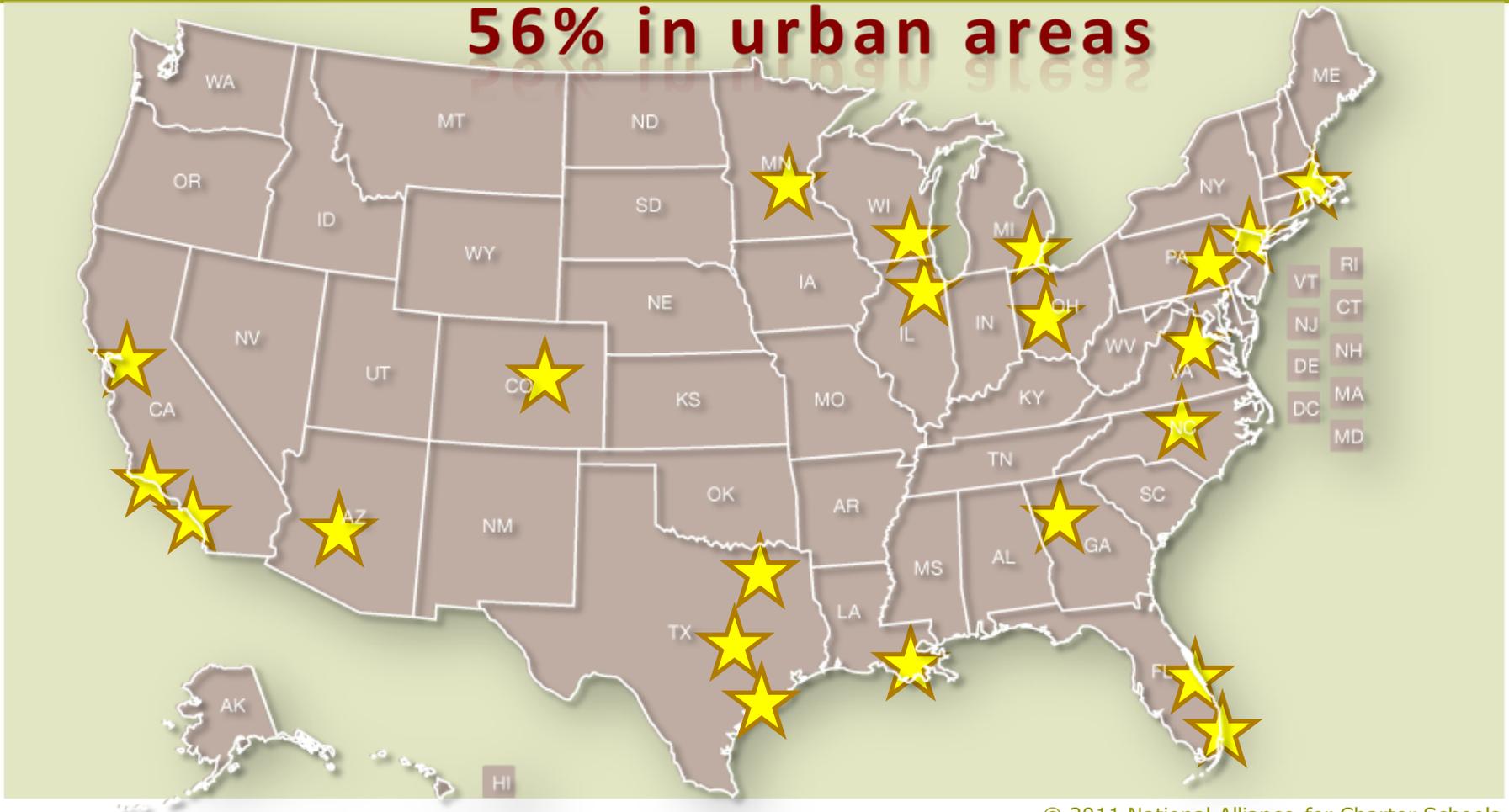
Charter schools now in

40 states

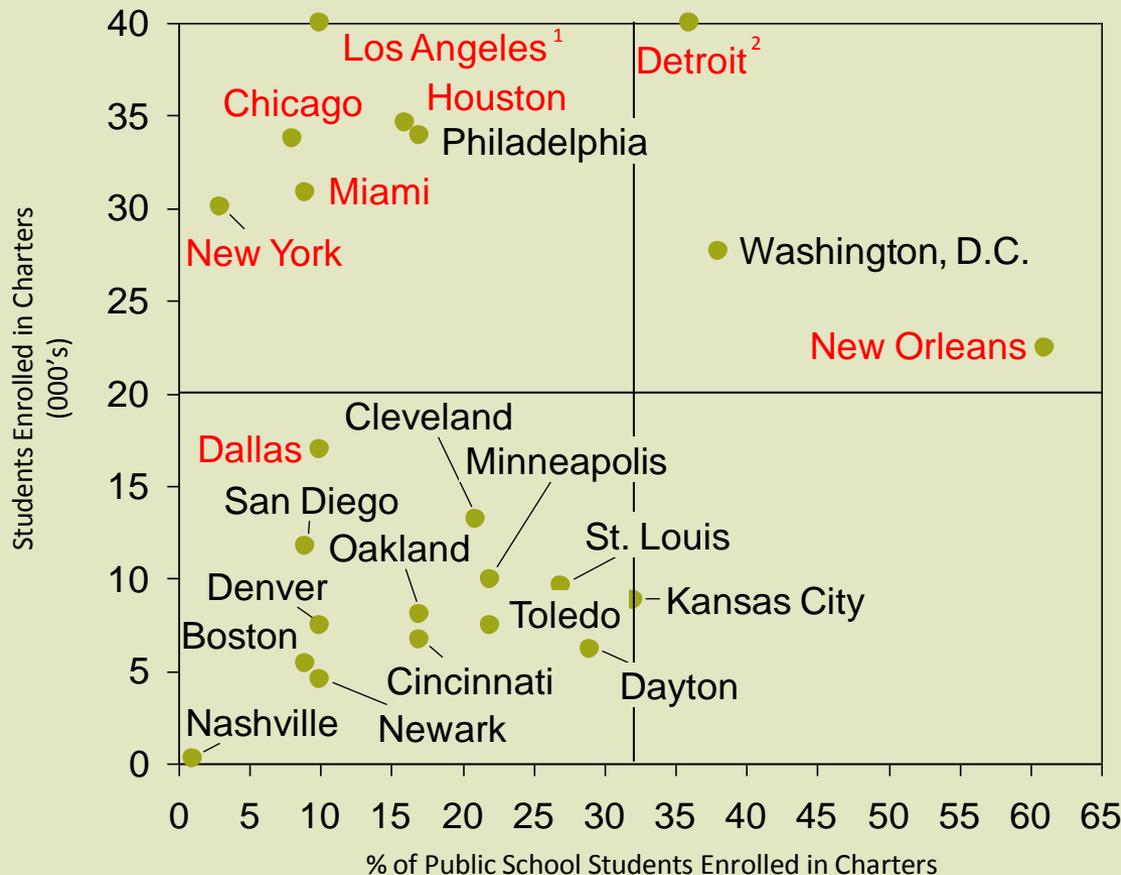


Where are the schools?

56% in urban areas



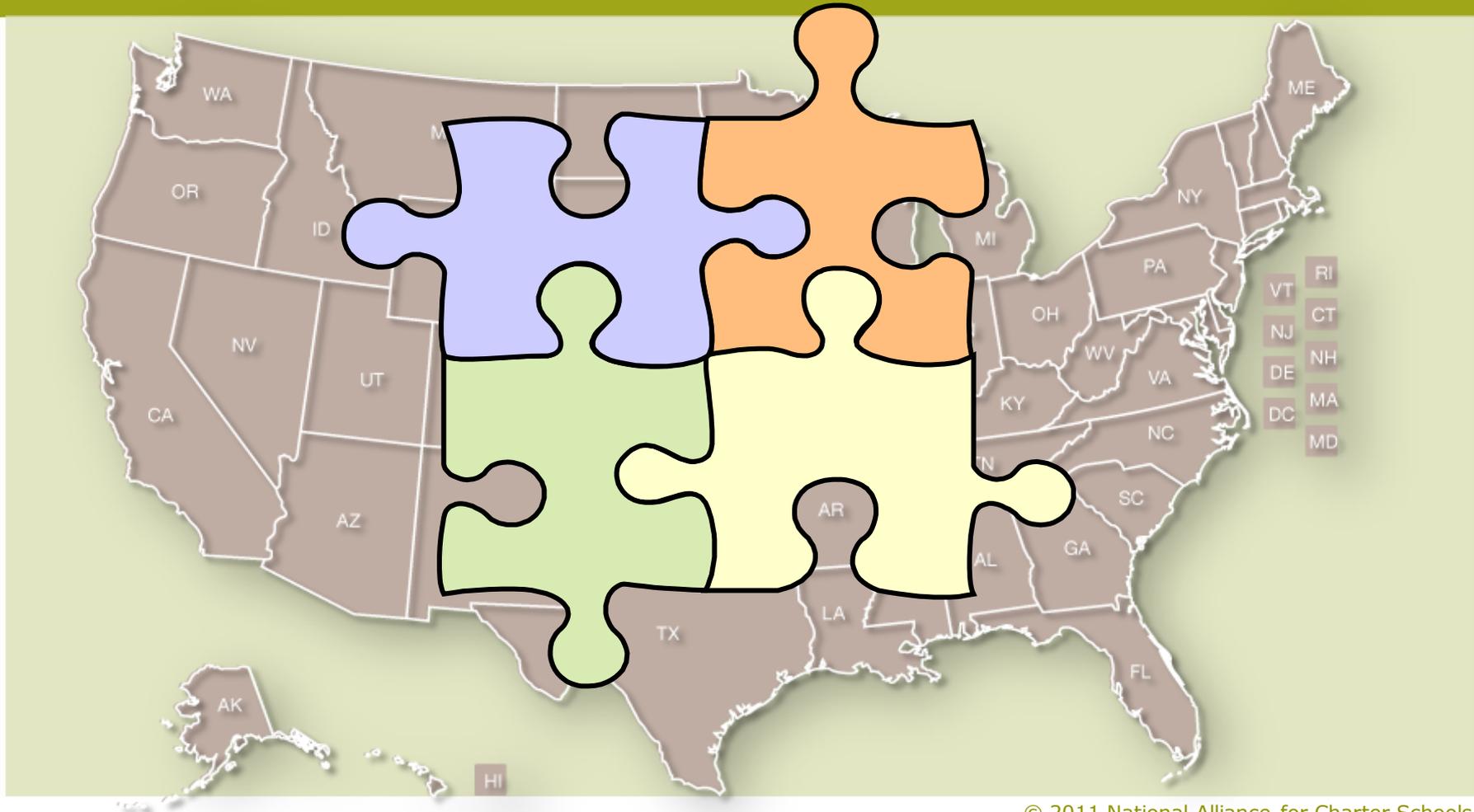
Major Growth in Certain Cities



Comparing Cities' Charter Enrollment, 2009-2010

5 Source: Analysis of the Alliance's Public Charter School Dashboard. The total number of students served by charters in Los Angeles (footnote #1) and Detroit (footnote #2) is not to scale. The total number of students served by charters in L.A. is 68,469. The total number of students served by charters in Detroit is 50,139. Cities highlighted in red have more than 10% growth in charter enrollment from 2008-2009 to 2009-2010.

Does support match needs?



Charter Support

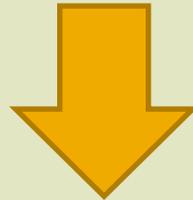
- Fragmented Market for Support
 - Disaggregated Services
 - Barriers to opening and operating high quality charter schools (e.g. facilities, funding, human capital) impede the charter movement's long-term sustainability
- Lack of coordination between stakeholders (e.g., charter operators, CSOs, authorizers, district and local leadership, funders, service providers, and advocacy organizations) results in wasted resources, duplication of efforts, and missed opportunities to improve quality

NAPCS History & Context



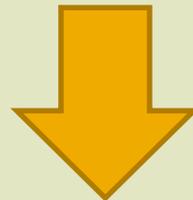
2006-2009 Federal Grant

Build the capacity of state charter support organizations to grow and support public charter schools



2008-2010 Gates Capacity Grant

CSOs are lean, and can't provide enough support for charter schools



Support Gaps Exist

Addressing a Range of Charter Needs

Specific Charter School Needs

Human Capital

Facilities

Special Education

Funding

New School Development / Incubation

Cross-Cutting Charter Sector Needs

Accountability and Quality

Alignment and Coordination

Community Engagement

Support Indicators for City Strategies

State Policy Environment

- Supportive state policies around charter funding, charter growth, and charter laws

Local Political Support

- City leaders (e.g., Mayor, city commissioners) are proponents of charters

Strong Authorizing

- Authorizer (e.g., district, state, university, other entity) is focused on ensuring charter quality

District Support

- Charter commitment from Superintendent, School Board, and district's charter office

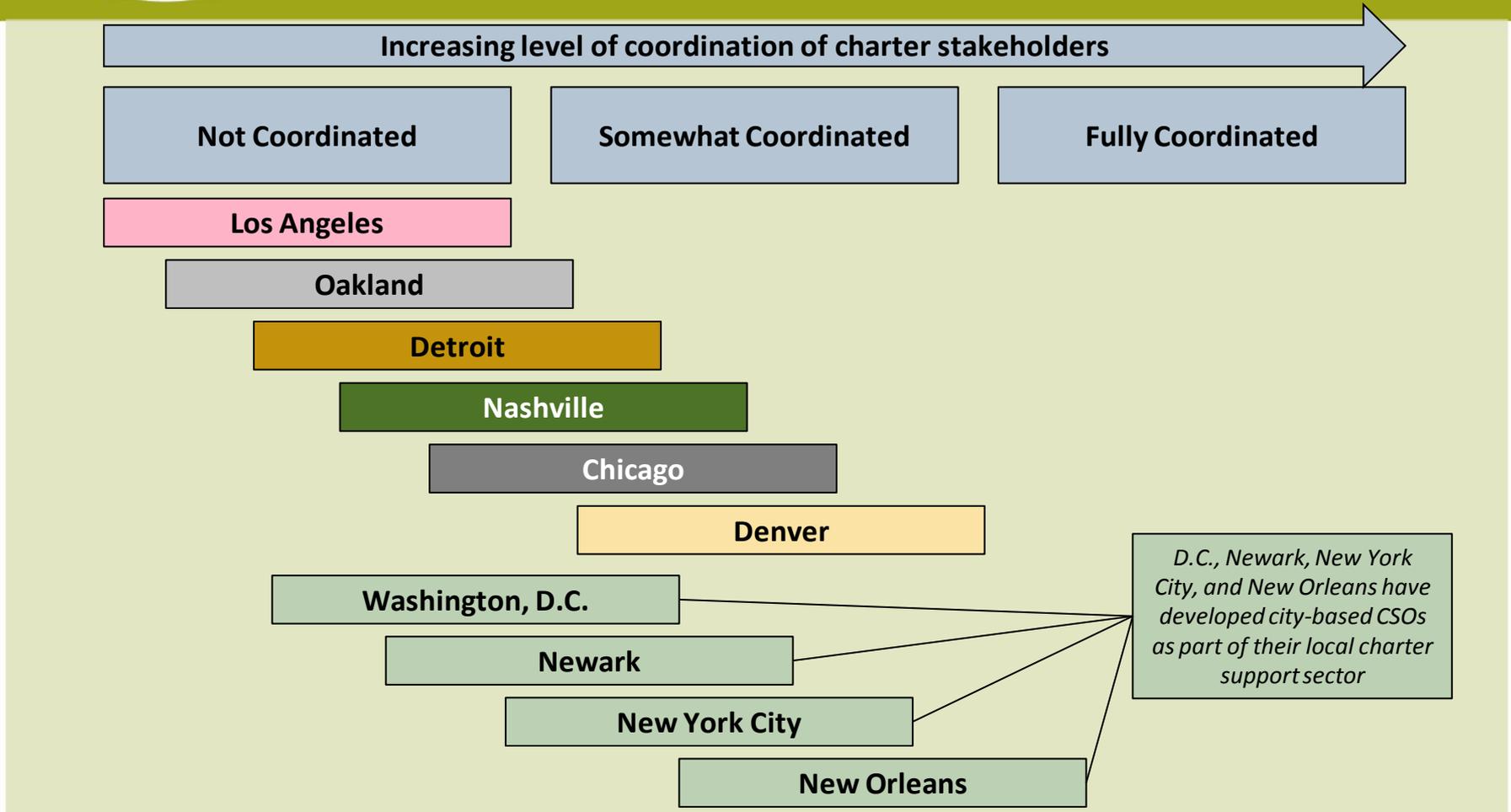
High-Performing Charters

- Existence of one or more high-performing charters with the ability to scale and carry the voice of quality for the charter sector

Infrastructure Support

- State CSO leads advocacy efforts
- Strong service provider network (e.g., back office)
- Local funder support of charters
- Deep pool of quality talent (e.g., leaders, teachers)

Illustrative Map of Charter Coordination



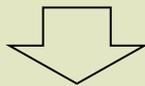
Current Citywide Organizing Structures

Organizing Structure	Primary Role(s)	Examples
<p>Use Existing Local Organizations</p>	<ul style="list-style-type: none"> • Informal convener • Locally staffed facilitator 	<ul style="list-style-type: none"> • CEI-PEA in New York • CCSA's Oakland Collaborative
<p>Create a City-Based CSO</p>	<ul style="list-style-type: none"> • Technical assistance provider and local advocate • Grantmaker 	<ul style="list-style-type: none"> • New Schools for New Orleans • New York City Charter Center • Newark Charter School Fund • DC Schools Fund

Implementing a Citywide Strategy

Step 1: Situation Assessment

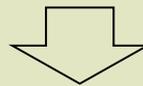
- What is the current state of the local charter sector?



- Charter school needs and charter sector needs
- Existing players
- Local support environment

Step 2: Goal Development

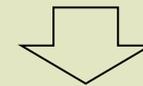
- What are the goals and corresponding activities for a citywide charter strategy?



- Improve charter sector coordination
- Investing in capacity building for charters
- Improve district-charter alignment

Step 3: Organizing Structure

- What is the best organizing structure for a citywide charter strategy?

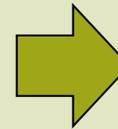


- Resource requirements
- Staffing needs
- Plan for sustainability over time

Step 1: Situation Assessment

Charter Needs Assessment

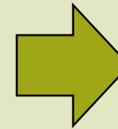
- Identify charter needs that a citywide charter strategy should address



Specific Charter School Needs ¹	Cross-Cutting Charter Sector Needs ¹
<p>Human Capital</p> <ul style="list-style-type: none"> Talent pipeline is essential with a particular emphasis on new school developers, school leaders, and high-quality teachers 	<p>Alignment / Coordination</p> <ul style="list-style-type: none"> Charter-to-charter alignment: Lack of coordination between operators, CCSOs, advocacy groups, and other service providers (e.g., TFA, NCSO), resulting in duplication of effort Charter-district alignment: Lack of agreement between district and charters, resulting in conflicting agendas
<p>Facilities</p> <ul style="list-style-type: none"> Charters struggle to secure cost-effective facilities, particularly when attempting to find open space in district facilities that may face declining enrollment 	<p>Community Engagement</p> <ul style="list-style-type: none"> Local advocacy and parent outreach: Need to increase local understanding about the role that charters play in providing quality education to kids. Parents to be mobilized to advocate for charters and be aware of enrollment options
<p>Special Education</p> <ul style="list-style-type: none"> Charters, particularly "mom and pop," are challenged to meet special needs students with limited resources available 	<p>Accountability / Quality</p> <ul style="list-style-type: none"> Common metrics: opportunity to develop shared measurement practices among charters or between district and charters Performance management: need to regularly collect and analyze data to improve school operations, curriculum, and instruction
<p>Funding</p> <ul style="list-style-type: none"> Charters schools face hurdles with securing necessary per-pupil resources to cover costs of ensuring high-quality education for all students 	
<p>New School Development / Incubation</p> <ul style="list-style-type: none"> Incubating new schools is a high-priority need for new operators who are putting together proposals 	

Existing Players

- Map the ecosystem of existing charter support organizations to better understand potential gaps in service



	Advocacy		Facilities	Special Education	Talent Pipeline	Convening and Coordination
	State	Local				
CCSA	✓					✓
Oakland Collaborative		✓				✓
CSDC	✓		✓	✓		✓
EdTec			✓	✓		
East Bay Charter Connect						✓
GO Public Schools		✓				
EdVoice	✓					
OCO		✓				
NLNS					✓	
Teach for America						
Oakland Teaching Fellows (OTFP)					✓	
Add Talent Support Orgs					✓	

Support Environment

- Assess the key elements that provide a supportive environment for a citywide charter strategy



<p>State Policy Environment</p> <ul style="list-style-type: none"> Supportive state policies around charter funding, charter growth, and charter laws 	<p>Local Political Support</p> <ul style="list-style-type: none"> City leaders (e.g., Mayor, city commissioners) are proponents of charters 	<p>Strong Authorizing</p> <ul style="list-style-type: none"> Authorizer (e.g., district, state, university, other entity) is focused on ensuring charter quality
<p>District Support</p> <ul style="list-style-type: none"> Charter commitment from Superintendent, School Board, and district's charter office 	<p>High-Performing Charters</p> <ul style="list-style-type: none"> Existence of one or more high-performing charters with the ability to scale and carry the voice of quality for the charter sector 	<p>Infrastructure Support</p> <ul style="list-style-type: none"> State CSO leads advocacy efforts Strong service provider network (e.g., back office) Local funder support of charters Deep pool of quality talent (e.g., leaders, teachers)

Step 2: Goal Development

Improve Charter Sector Coordination

- Increase collaboration and best practice sharing among operators and service providers, leading to improved efficiency

Invest in Capacity Building for Charters

- Provide resource-intensive support to address high-priority needs such as human capital

Improve District-Charter Alignment

- Work collaboratively with district to increase the overall quality of schools and drive-system wide reform

Step 3: Organizing Structure

<i>Organizing Options</i>	Existing Entity with <u>Low Resource Requirements</u>	New Entity with <u>Moderate Resource Requirements</u>	New Entity with <u>High Resource Requirements</u>
<i>Description</i>	<ul style="list-style-type: none"> Leverage existing charter support provider or local education organization 	<ul style="list-style-type: none"> Establish backbone supporting organization with dedicated staff 	<ul style="list-style-type: none"> Create a city-based CSO like NYC Charter School Center
<i>Resource Requirements</i>	<ul style="list-style-type: none"> \$100K-\$500K per year 	<ul style="list-style-type: none"> \$500K+ per year 	<ul style="list-style-type: none"> \$4M+ per year
<i>Staffing Needs</i>	<ul style="list-style-type: none"> 1-2 FTEs 	<ul style="list-style-type: none"> 3+ FTEs 	<ul style="list-style-type: none"> 3+ FTEs
<i>Key Roles</i>	<ul style="list-style-type: none"> Coordinator and Facilitator 	<ul style="list-style-type: none"> Project Manager, Facilitator, and Data Manager 	<ul style="list-style-type: none"> Funder, Incubator, Technical Assistance Provider, Coordinator, and Advocate

Future Vision: Collective Impact

