The CSO Role in New School Development

September 6, 2018
About the National Charter School Resource Center

- Funded through the U.S. Department of Education.
- Makes accessible high-quality resources to support the charter school sector.

Please visit the National Charter School Resource Center (charterschoolcenter.ed.gov) for news, resources and information on charter schools.
Agenda

▶ Introductions
▶ Reflections from a Career of New School Development
▶ Updates from Arizona’s New School Development Program
▶ Updates from Colorado’s New School Development Program
▶ Information & Resources from the NCSRC
▶ Discussion
Moderator
Alex Medler, National Charter School Resource Center

Presenters
- Linda Brown, Building Excellent Schools
- Damon Norris, Arizona Charter Schools Association
- Yvonne Watterson, Arizona Charter Schools Association
- Kathy Zlomke, Colorado League of Charter Schools
Agenda

➤ Introductions

➤ Reflections from a Career of New School Development: Linda Brown and Building Excellent Schools

➤ Updates from Arizona’s New School Development Program

➤ Updates from Colorado’s New School Development Program

➤ Information & Resources from the NCSRC

➤ Discussion
MISSION

Building Excellent Schools trains high-capacity individuals to take on the demanding and urgent work of leading high-achieving, college preparatory urban charter schools.
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- Updates from Arizona’s New School Development Program: Yvonne Watterson and Damon Norris
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AZ Charter Sector - by the Numbers

> 554 charter schools in Arizona
> 185, 900 students attended 2016-2017 school year (17% of public schools)
> Charters serve a majority minority student population – non-white students comprise 55%

### Arizona Public School Enrollment

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<tr>
<td><strong>Enrollment</strong></td>
<td>145,273</td>
<td>155,545</td>
<td>163,673</td>
<td>175,535</td>
<td>185,900</td>
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<tr>
<td><strong>Percent Growth</strong></td>
<td>7.1%</td>
<td>5.2%</td>
<td>7.2%</td>
<td>5.9%</td>
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<tr>
<td><strong>Enrollment</strong></td>
<td>950,747</td>
<td>946,323</td>
<td>952,217</td>
<td>948,970</td>
<td>941,686</td>
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<td><strong>Percent Growth</strong></td>
<td>-0.5%</td>
<td>0.6%</td>
<td>-0.3%</td>
<td>-0.8%</td>
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*Source: Arizona Department of Education, October 1 Enrollment*
Where are the Charters?

Every campus supported by AZ Charter Schools Association touches some of the highest need areas of Phoenix, bringing much needed access to quality educational options.
Start Smart, Stay Smart

- In 2018, we launched a “Charter Smarter” orientation and “Start Smart, Stay Smart” professional development series to guide prospective and new charter school operators through the process of starting a charter school.

- Seven school leaders participated in the inaugural training series which, grounded in our Quality Standards address:
  - budget and financial management
  - charter application support
  - maintenance and operations
  - best practices in starting a charter school.
Governance Matters

- School founding committees often transition to public school governing board without any training
- Law does not require charter governing boards to undergo training
- Collaborated with authorizer to design and deliver Governance Week training in 2018
  - From Founding Committee to Public School Governing Board Member
  - Why Charter Boards Fail
  - Finding, Recruiting, and Retaining Quality Board Members
  - Ensuring Quality, Compliant Board Meetings
  - Support and Evaluation of the School Leader
  - Data-Driven Governance
- 60 participants attended, representing new and existing charters
New AZ Charter Schools

- Fall 2018: 5 new schools
- Fall 2019 (TBD): 13 applications, 7 received support from AZCSA
- In 2018 – 8 schools received CSP grants to support expansion. AZCSA supported 5 schools with consulting, professional development workshops, site visits
For Questions and Follow-up with AZ Charter Schools Association

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Impacting Colorado School Quality

Standards and Supports

- The League - Quality Standards for Developing Charter Schools - Soup to nuts checklist style document with over 100 hyperlinks to guide entirety of application writing
  [http://www.coloradoleague.org](http://www.coloradoleague.org)

- Quality Authorizers - Influencing Authorizer Quality - Through Authorizer outreach and State Department of Ed. Collaboration

- New School Development (NSD) added a third teammate for the first time in the history of the department/league

- Process Flowchart
Application Process Flowchart

**Preliminary Exploration**

**Communication and Networking**
- Begin building a relationship with the **authorizer** to understand process, expectations, and deadlines.
- Submit a **Letter of Intent** to the potential authorizer, as applicable.
- Network with other charter schools.

**Development and Process**
- Identify the **vision and mission**.
- Begin marketing the idea.
- Coalesce the steering committee.
- Explore pre-startup funding resources.
- Verify need and support.
- Draft a projected timeline.

**Training and Education**
- Become familiar with the **League, CDE, and the potential authorizer**.
- Required reading list.
- Access start-up documents.
- Attend the **CDF Application Training**.
- Glossary and acronyms.

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**Step 1: Initial Draft of the Application**

**Communication and Networking**
- Contact the **potential authorizer**.

**Development and Process**
- Assign tasks and develop a timeline.

**Training and Education**
- Attend **workshops**.

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Are resources, support, and need sufficient?
Is the founding group prepared to commit the time and energy required for start-up?

- YES
- NO

Re-engage in the process of defining support and need for the school.
OR
Abandon the application.

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Revised Initial Contact - Readiness Probes

- Follow-up to initial contact with email “thinking about starting a charter school” that includes probing questions
- Follow-up with a phone call to go over responses with their team
- Determine capacity - customize path
Set Planning Grants Gateways

New Schools Department operational grants pass-through funds:

- Provide schools with hard to find planning funds
- Invite to apply with links to webinars
- Questions asked and reviewed post-webinar
- Determination made if developer ready to move forward prior to sending grant application
- Grant process designed to help applicants write charter application sections with feedback
Welcome to the Charter School Community

- Congratulations email sent out to all approved New Schools
- Attachments relevant to startup included
- Onboarding - provide training for nearly/newly approved schools and meet the League office hours connecting developers with colleagues
- Also provide continuing referrals, resources and Technical Assistance throughout year 0 startup
Starting Strong Initiative Started

▶ Leveraging the whole League to support strong foundations from application development through operating
▶ Created a suite of business, governance, academic and outreach structures to systematically support new schools from inception through year three
▶ School Services team offers school visits, trainings, supports year 1 and beyond
Colorado Charter Results to Date

- Over 120,000 students attend 225 Colorado charter schools
- Represents 13% of total K-12 public school enrollment last year
- If charter schools combined into a single district, it would be the largest school district in the state.
- 10-15 new charter schools open in Colorado each year
- Colorado charter schools are enrolling students of color and English Language Learners (ELLs) at higher rates than the state’s non-charter schools.
- Charter school students — including those considered to be educationally disadvantaged — outperform peers in non-charter schools on state performance measures
Colorado Charter Performance (cont.)

2017 CMAS ELA Mean Scale Scores

All Students
- Charter: 744.2
- Non-Charter: 741.1

FRL Eligible
- Charter: 730.6
- Non-Charter: 726.9

English Language Learners
- Charter: 732.2
- Non-Charter: 725.5

Students with Disabilities
- Charter: 704.9
- Non-Charter: 701.8

CMAS English Language Arts and Math Mean Scale Score Guide

Level 5: Exceeded Expectations
Scores from 783 to 850

Level 4: Met Expectations
Scores from 750-782

Level 3: Approached Expectations
Scores from 725-749

Level 2: Partially Met Expectations
Scores from 700-724

Level 1: Did Not Yet Meet Expectations
Scores from 650-699
Colorado Charter Performance (cont.)

2017 CMAS Math Mean Scale Scores

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<thead>
<tr>
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<th>Charter</th>
<th>Non-Charter</th>
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<tbody>
<tr>
<td>All Students</td>
<td>737.2</td>
<td>734</td>
</tr>
<tr>
<td>FRL Eligible</td>
<td>723.7</td>
<td>720.4</td>
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<tr>
<td>English Language Learners</td>
<td>725.8</td>
<td>719.9</td>
</tr>
<tr>
<td>Students with Disabilities</td>
<td>704.7</td>
<td>702.2</td>
</tr>
</tbody>
</table>

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  - Scores from 650-699
League’s New School Development Team
for Questions/Follow-Up

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Opening & Expanding Focus Area on NCSRC Website

https://charterschoolcenter.ed.gov/category/focus-areas/opening-expanding

NCSRC toolkit focuses on supporting founding groups during the planning and start-up phases of a charter school’s life cycle. Founding groups can use this toolkit to:

- **Research** CSO new school development (NSD) services
- **Find advice** from charter school founders
- **Explore** NSD resources to strengthen their understanding of what it takes to open a new charter school
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