



NATIONAL
CHARTER SCHOOL
RESOURCE CENTER
AT SAFAL PARTNERS

SEA Webinar: Logic Models and Theories of Action - Developing and Using Tools for Effective Public Programs



December 21, 2016

About the National Charter School Resource Center

www.charterschoolcenter.ed.gov

The screenshot shows the homepage of the National Charter School Resource Center. At the top left is the logo with the text 'NATIONAL CHARTER SCHOOL RESOURCE CENTER AT SAFAL PARTNERS'. To the right is a search bar and social media icons for a book, Twitter, and Facebook. Below this is a teal navigation bar with menu items: FOCUS AREAS, AUDIENCE, PUBLICATIONS, VIDEOS, FUNDING, EVENTS, and FAQs. On the right side of this bar are links for LOGIN, CMO, CSO, and SEA. Below the navigation bar is a dark blue search area with the text 'What would you like to know about Charter Schools?' and a dropdown menu labeled 'Select Your Topic'. A yellow button labeled 'BEGIN YOUR SEARCH' is to the right. The main content area features a large image of diverse children with a semi-transparent overlay. The overlay contains the text 'Report: Charter School Discipline: Examples of Policies and School Climate Efforts from the Field' and a button that says 'Click here to access this report' with a right-pointing arrow. Below the image are three circular icons in teal: a house with a question mark, a folder, and a briefcase. Under each icon is a heading and a short paragraph of text.

What Are Charter Schools?
Charter schools are in 42 states, nearly 25 years old, and over 7% of k-12 students in the US are enrolled in one. Here is an explanation of this important trend

State Resources for Charters
Need help finding information about charter schools in your state? Click above for a map that will guide you to resources and contact information for each state

Most Popular Charter Resources
Click above for a list of our top resources. These resources include everything from reports on special education to documentaries on successful charters

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

Agenda (1)

- **Welcome and Introductions**
- *Theories of Action/Logic Models*
- *Florida's Theory of Action*
- *Florida's Logic Model*
- Q&A

Presenters



Alex Medler
National Charter School
Resource Center



Adam Emerson,
Charter Schools Director,
Office of Independent Education and
Parental Choice

Webinar Logistics

- Use the chat feature for technical questions and assistance
- Use the Q&A box to ask questions or provide input on the webinar content
- Questions will be answered during audience Q&A
- The webinar recording will be available on the NCSRC website by 12/27
- We will ask you to fill out a survey after the webinar concludes

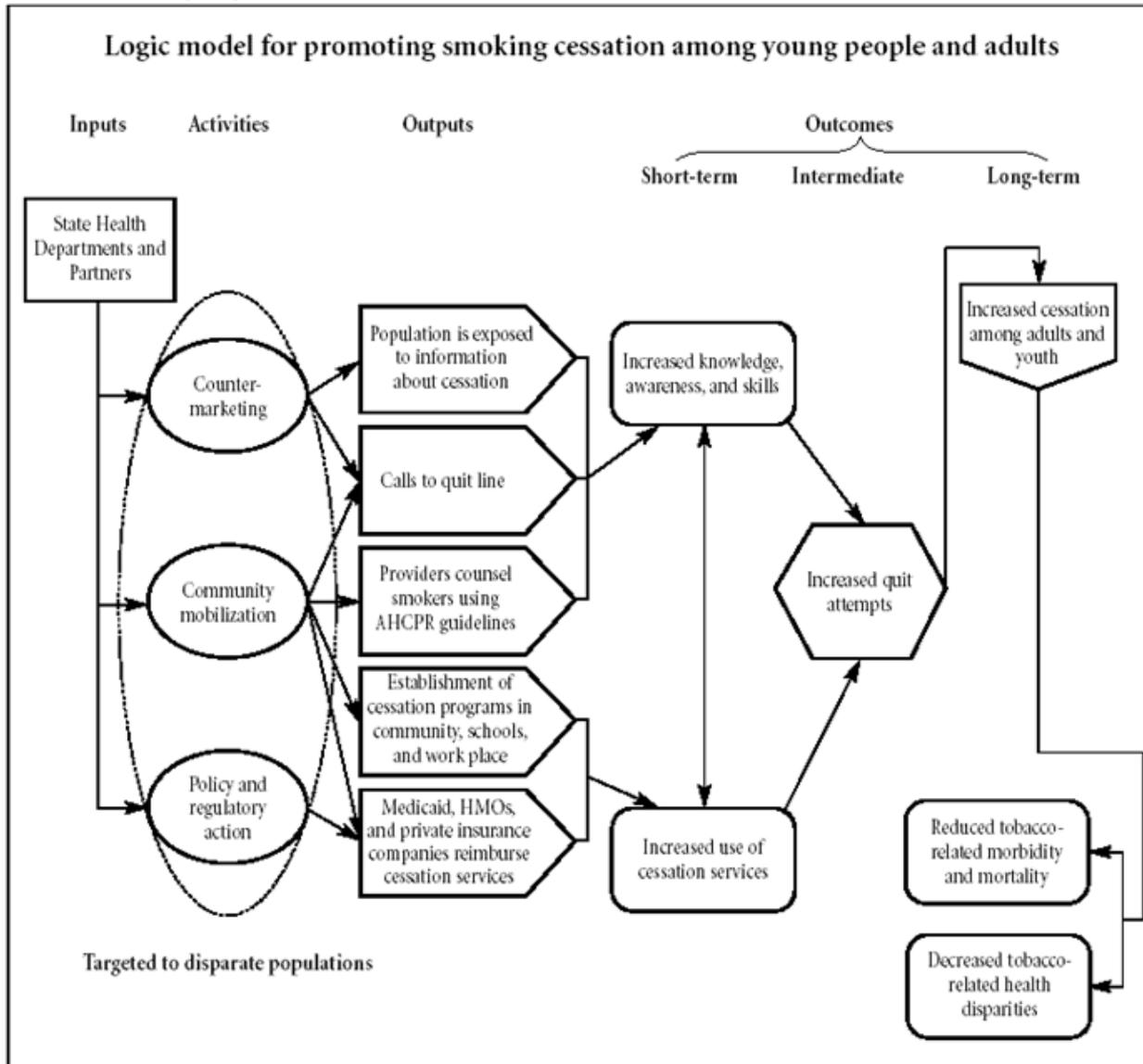
Agenda (2)

- ✓ Welcome and Introductions
- **Theories of Action/Logic Models**
- *Florida's Theory of Action*
- *Florida's Logic Model*
- Q&A

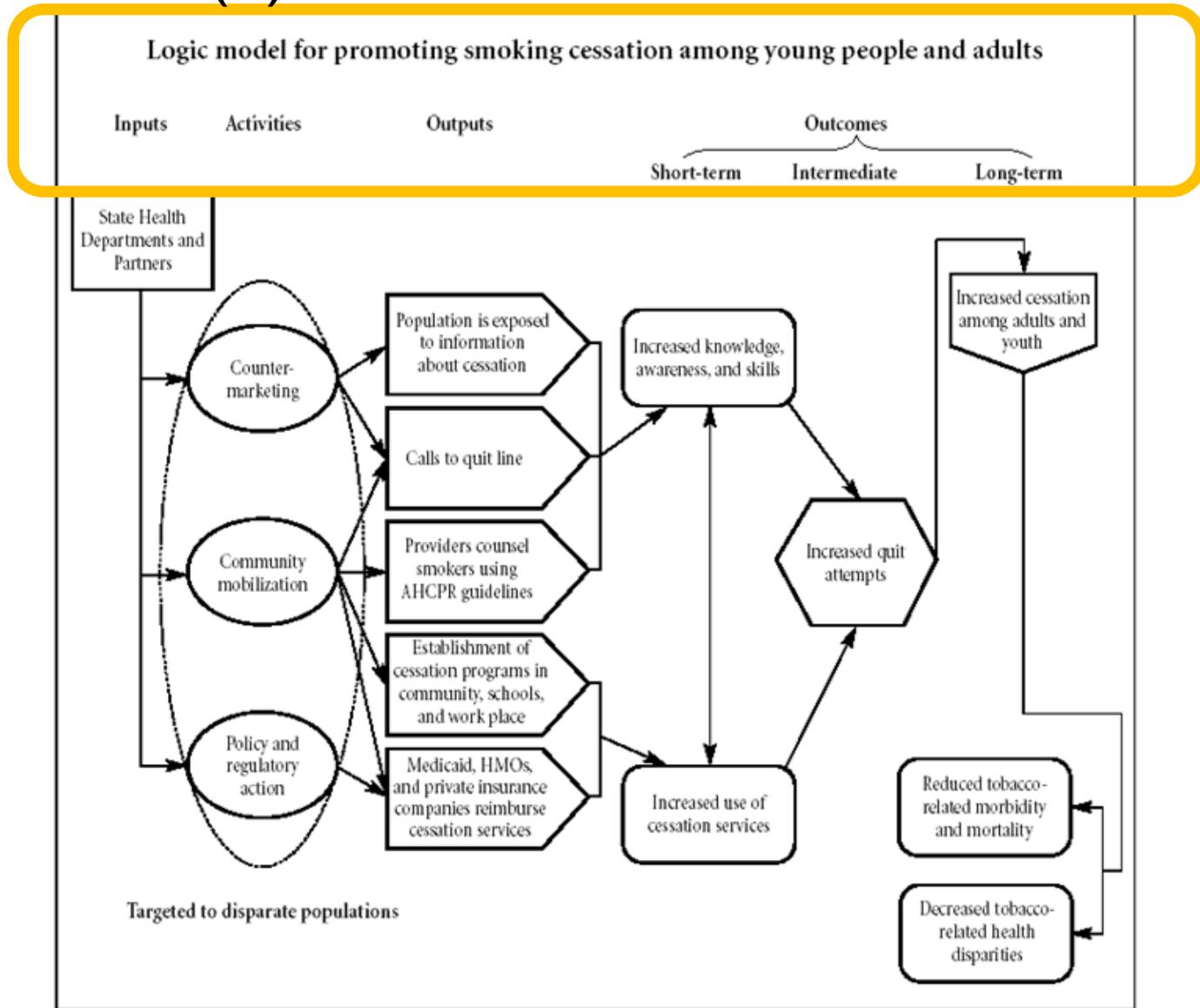
What is a Logic Model?

- Logic Models and related Theories of Action:
 - Visual
 - Concise
 - Portray important elements of a program
 - Connect what you receive with what you plan to achieve
 - Describe connections and not only what you plan to do, but WHY you think it is going to make a difference

Logic Model (1)

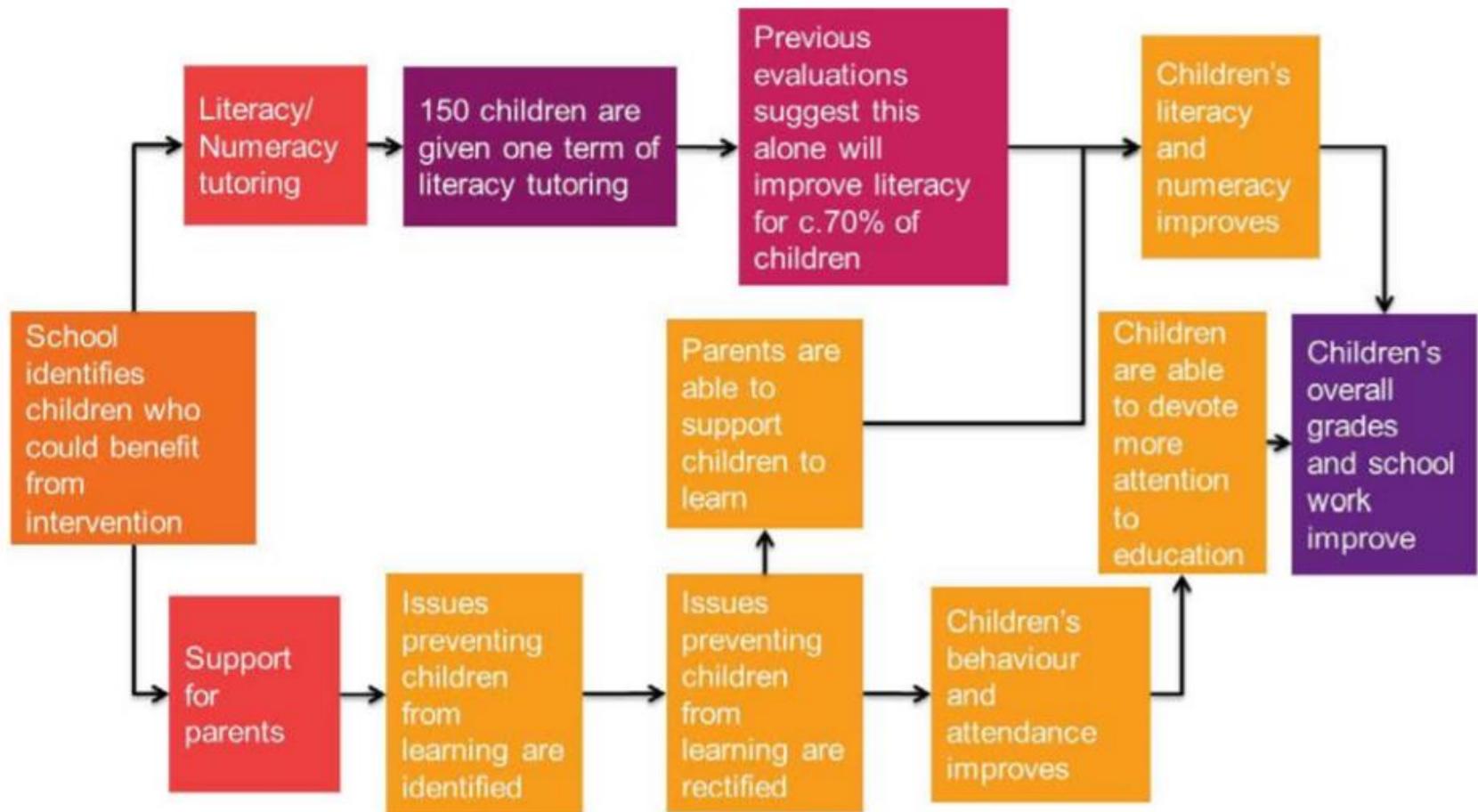


Logic Model (2)



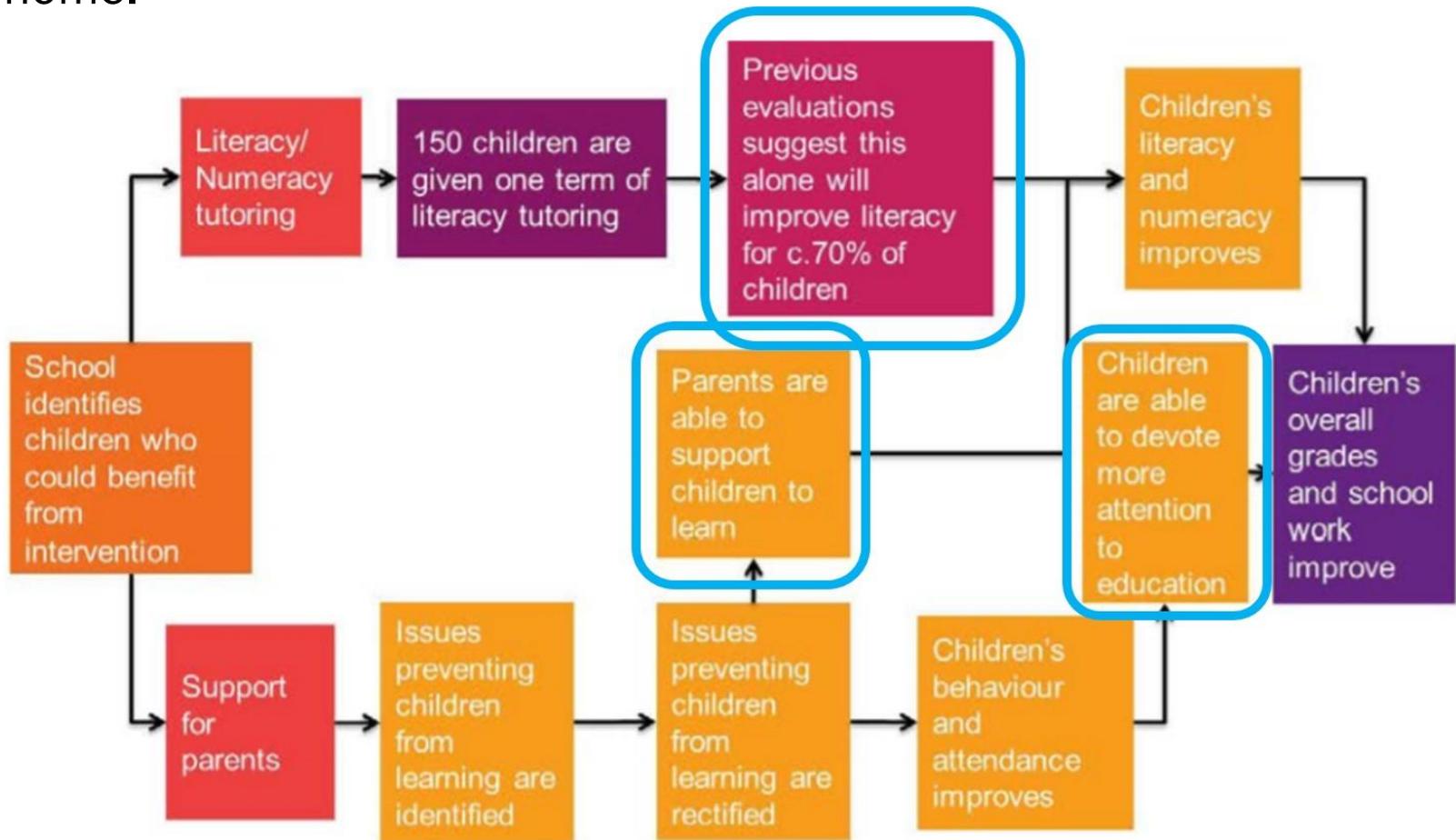
Theory of Action (1)

- Need: Children are falling behind at school because of problems at home.



Theory of Action (2)

- Need: Children are falling behind at school because of problems at home.



Why Logic Models and Theories of Action

- Connect the elements of a program to results
 - Articulate and reach agreement on a concise picture of the key elements of an initiative
 - Communicate to stakeholders
 - Funders
 - Partners
 - Internal colleagues (up, down, and beside you)
 - Those who join late.
 - To yourself to remember along the way

Once You Have a Good Logic Model

- With a strong Logic Model, you can
 - Plan and track your work and manage activity
 - Design MEANINGFUL evaluation
 - Not only “do you do what you said”, but “what happens because you did?”
 - Study whether it mattered the way you thought it would
 - Creates opportunities to learn as you work
 - Could resources produce the activity?
 - Did actions produce outputs?
 - Did outputs lead to outcomes?

Logic Models Versus Theories of Action (1)

➤ Theories of Action:

- Why are you doing what you have chosen to do?
- What makes you think it will matter?

➤ Logic Model:

- What are you doing?
- How will you know if it worked?

Logic Models Versus Theories of Action (2)

➤ Theories of Action:

- Explain how and why the things you are doing will matter
- Start with Goal/Long-Term Outcome
- Work back toward program
- Justify the work and resources based on your understanding how things work
- Focus on affects and understanding of “causal connections”

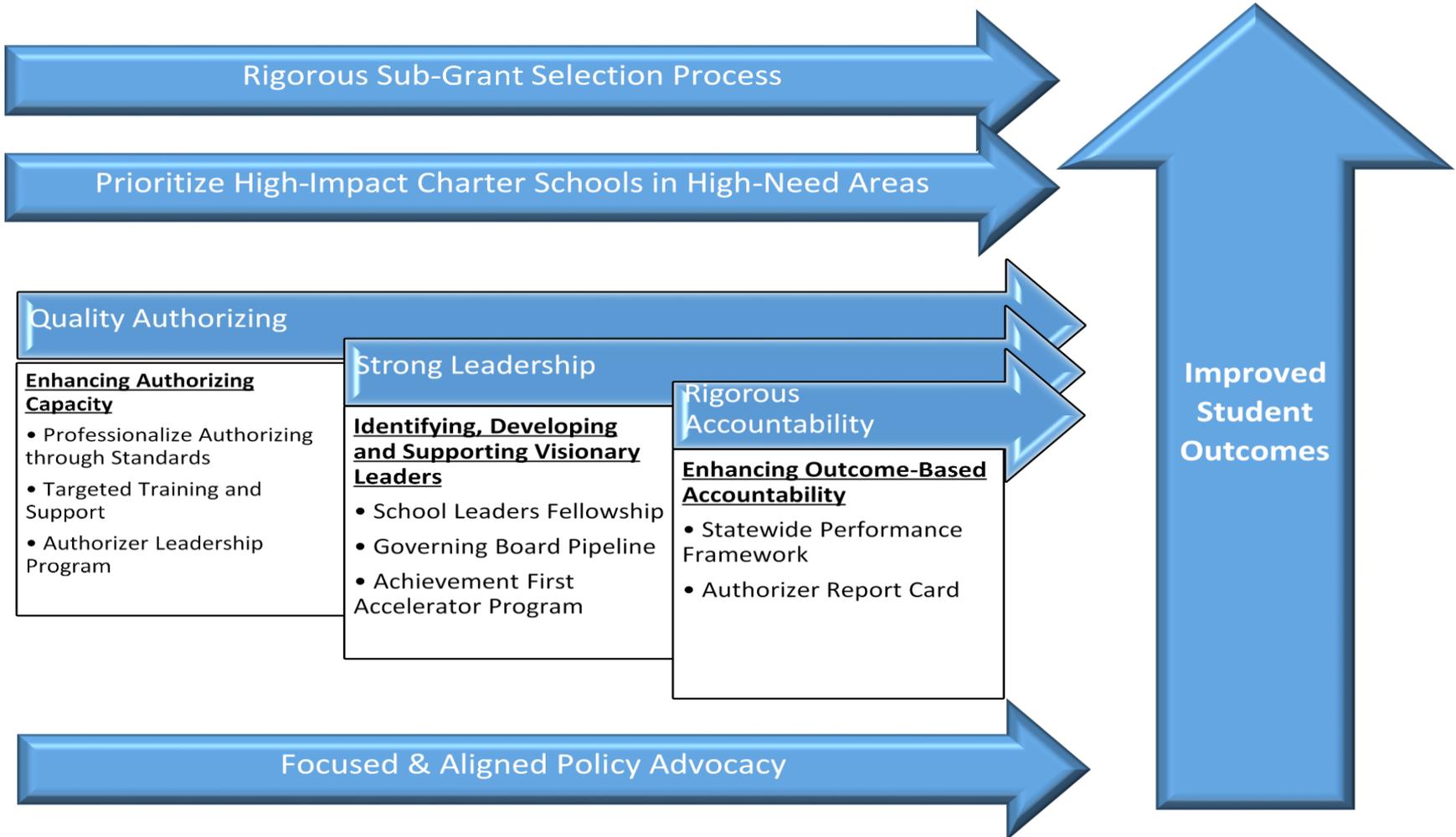
➤ Logic Model:

- Explain what you are doing and connect it to goals
- Start with resources
- Work through activities toward outputs and outcomes
- Explain how resources are used to pursue objectives
- Focus on the elements of your work, outputs, and outcomes

Agenda (3)

- ✓ Welcome and Introductions
- ✓ Theories of Action/Logic Models
- **Florida's Theory of Action**
- *Florida's Logic Model*
- Q&A

Florida's Theory of Action



Strategic Objective and CSP Grant Goals

- Drive, support and sustain the continued evolution of Florida's charter school sector into a high-impact system that dramatically improves opportunities and outcomes for educationally disadvantaged students.
- Goal 1: Increase academic achievement of educationally disadvantaged students.
- Goal 2: Increase academic achievement of all students.
- Goal 3: Decrease the achievement gap.
- Goal 4: Increase access to high-quality charter schools.

A Two-Pronged Approach

- We aim to achieve our grant goals by:
 - Providing direct financial support to new high-quality charter schools through an entirely new system of sub-grant application reviews;
 - And developing initiatives that focus on system-wide improvements in the areas of authorizing, leadership, and accountability.

State Board of Education Strategic Plan

➤ System Level Strategies:

- Implement high-quality standards and assessments
- Improve educator effectiveness
- Incentivize institutions to provide opportunities
- Improve accountability systems that promote institution improvements
- Improve effectiveness of and opportunity for career preparation
- Promote high-quality educational choice
- Strengthen stakeholder communications and partnerships
- Increase the quality and efficiency of services

Rethinking our Model

- We learned some lessons from past grant periods. So, for 2016, we rethought how we:
 - Review grant applications
 - Award preference points
 - Enhance authorizer capacity
 - Accountability
 - Develop leadership

New Operators

- Completeness Review
 - All sections submitted
 - All sections complete
- Threshold Review
 - Completed by external reviewers
 - Partial application review
 - Focus on 4-5 subsections of application
 - Substantially inadequate or Minimally Adequate
- Comprehensive Review
 - Completed by external review team
 - Full review of complete application
 - Including attachments, addenda and applicant history
 - In-Person capacity interview

Established Operators

- Evaluation and scoring is based primarily upon past performance of network.
- Value Added Score
- School Grades
- High Need
 - Percentage of schools that are Title I
 - Percentage of students with disabilities
- Stability
 - School Closures
- Financial Performance

Preference Points (New and Established)

- Service Area
 - Schools that will operate in districts that received a grade of “C” or lower for last two years
- Student Recruitment and Enrollment
 - Applicants who score a rating of “Exceeds Expectations” on relevant section of the model charter application
- District Partnership
 - District-Charter Compact

Authorizing

- Evaluation and scoring is based primarily upon past performance of network
 - [Principles and Standards of Quality Authorizing](#)
 - Continue supporting adoption and implementation
 - Targeted Training and Support
 - Six trainings per year
 - Application reviews
 - Applicant interview
 - Florida Leaders in Authorizing (FLA)

Leadership (1)

➤ School Leaders Fellowship.

- Identify, prepare and support high-caliber individuals with the vision, passion and capacity to open and operate high-impact charter schools in high-need areas
- K-12 Lab at Stanford University D-School
- Develop framework
- Scope and sequence
- Develop content
- Procedures and processes
- Transition to non-profit partner

Leadership (2)

- Governing Board Pipeline
 - Identify, recruit, train and prepare highly skilled and committed civic and business leaders to serve on charter school governing boards
 - Partnership with Charter Board Partners
 - Pilot project in Tampa initiated in 2016
 - Expand to two new districts
- Achievement First Accelerator Program

Accountability (1)

- Statewide Performance Framework
 - Regular and Alternative Charter Schools
 - Identify a set of common metrics by which all schools can be evaluated and can serve as a supplement to the state accountability system
 - Increases transparency for families, authorizers and policy makers
 - May include financial and organizational performance
 - Develop in collaboration with operators, authorizers and national experts

Accountability (2)

➤ Authorizer Report Card

- Develop in collaboration with Florida authorizers
- Focus on both process and outcomes
- Increase transparency
- Provide authorizers with feedback for continued growth and improvements

Agenda (4)

- ✓ Welcome and Introductions
- ✓ Theories of Action/Logic Models
- ✓ Florida's Theory of Action
- **Florida's Logic Model**
- Q&A

Building the Logic Model (1)

- Investments (inputs) in:
 - Sub-grant reviews
 - Priorities for high-impact schools in high-need areas
 - Authorizer development
 - Leadership pipelines
 - Enhanced accountability tools

Building the Logic Model (2)

➤ Outputs:

- Only high-quality charter schools selected for sub-grants
- High-quality charter schools open in high-need areas
- Authorizer report card
- Developed authorizer capacity and skills
- Performance framework
- Participants in School Leaders Fellowship
- Matchmaking between governing boards and the skilled and experienced recruits they need

Logic Model (3)



Agenda (5)

- ✓ Welcome and Introductions
- ✓ Theories of Action/Logic Models
- ✓ Florida's Theory of Action
- ✓ Florida's Logic Model
- **Q&A**

Questions & Answers

- Please submit any questions in the Q&A box.
- Please complete the survey at the end of the webinar.

Links to Additional Resources

- Florida Department of Education
www.FLDOE.org

- **Adam Emerson**, Charter Schools Director
Office of Independent Education and Parental Choice
Adam.Emerson@fldoe.org
850.245.9631



Contact

Contact Us

Alex.Medler@safalpartners.com

mukta@safalpartners.com

info@safalpartners.com

Visit Us

www.charterschoolcenter.org

Follow Us

[@safalpartners](https://www.instagram.com/safalpartners)

[Subscribe to the NCSRC Newsletter](#)

NCSRC Resources (1 of 3)

Webinars

- [General Webinar: I Just Joined a Charter School Board...Now What?](#)
- [General Webinar: Rural Charter Schools – Building Bridges](#)
- [General Webinar: Using Data to Create Positive School Climates and Discipline Practices in Charter Schools](#)
- [General Webinar: Charter Schools and Food Services: Options, Planning, and Decision-Making](#)
- [General Webinar: Supporting Students with Disabilities](#)
- [General Webinar: Serving English Language Learners and Families](#)
- [SEA Webinar: The Role of States and Charter School Authorizers in Overseeing Student Discipline in Charter Schools](#)
- [SEA Webinar: Overview of CSP's Recently Released Dear Colleague Letter and of the NCSRC](#)
- [SEA Webinar: Use of Funds](#)
- [SEA Webinar: Annual Independent Audits](#)
- [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](#)
- [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](#)

NCSRC Resources (2 of 3)

White Papers and Reports

- [A User's Guide to Fiscal Oversight for Charter School Governing Boards and Authorizers](#)
- [Charter School Discipline: Examples of Policies and School Climate Efforts from the Field](#)
- [Charter School Discipline Toolkit: A Toolkit for Charter School Leaders](#)
- [Authorizer Evaluation Summary: An Analysis of Evaluations of Authorizer Quality](#)
- [District-Charter Collaboration: A User's Guide](#)
- [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](#)

Case Studies

- [Student Discipline and School Climate in Charter Schools](#)
- [AppleTree \(Early Learning\)](#)
- [DC Public Charter School Board \(Authorizer\)](#)
- [Camino Nuevo's Kayne Siart Campus](#)
- [Indianapolis Mayor's Office \(Authorizer\)](#)
- [Cornerstone Prep \(Turnaround\)](#)
- [Yes Prep/Houston \(District-Charter Collaboration\)](#)
- [Two Rivers Public Charter School \(SWD\)](#)
- [Folk Arts Cultural Treasures Charter School \(EL\)](#)
- [Alma del Mar \(EL\)](#)
- [El Sol \(EL\)](#)
- [Brooke Roslindale Charter \(SWD\)](#)

NCSRC Resources (3 of 3)

CSO Master Classes

- [Communications](#)
- [School Leadership Development](#)
- [New School Development](#)
- [Emerging Legal Issues](#)
- [Federal Funding Opportunities](#)
- [Legal Issues Impacting the Public Charter Sector Webinar: Student Discipline – Policy & Practices in Public Charter Schools](#)
- [Closing Low-Performing Public Charter Schools - State Level Strategies](#)
- [Parent & School Engagement for CSOs](#)
- [Board Development and Governance](#)

Newsletters

- [Discipline Resources](#)
- [Rural Charter Schools Report](#)
- [Aldine ISD and YES Prep District-Charter Collaboration Case Study](#)
- [District-Charter Collaboration: A User's Guide](#)
- [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](#)