

National **Charter School**  
**Resource** Center

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at American Institutes for Research

**Welcome to the Webinar!**

**SEA Community of Practice:  
Performance Frameworks**

We will be starting soon.



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The National Charter School Resource Center is funded by the U.S. Department of Education's Office of Innovation and Improvement and administered by American Institutes for Research, under contract number ED-04-CO-0109/0004.



National Charter School  
**Resource Center**

.....  
at American Institutes for Research

# SEA Community of Practice: Performance Frameworks

September 17, 2012



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# About the Resource Center

The **U.S. Department of Education** is committed to promoting effective practices, providing technical assistance, and disseminating the resources critical to ensuring the success of charter schools across the country. To that end, the Education Department, under a contract with American Institutes for Research, has developed the **National Charter School Resource Center**.

## Presenter

**Amy Ruck**

Acting Director

Charter School Program

New Jersey Department of Education

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Vice President

Quality Initiatives

Texas Charter Schools Association



# Charter School Performance Framework

**New Jersey Department of Education**

**Office of Charter Schools**

September 2012



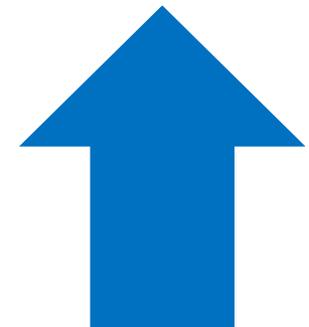
## What is the Performance Framework?

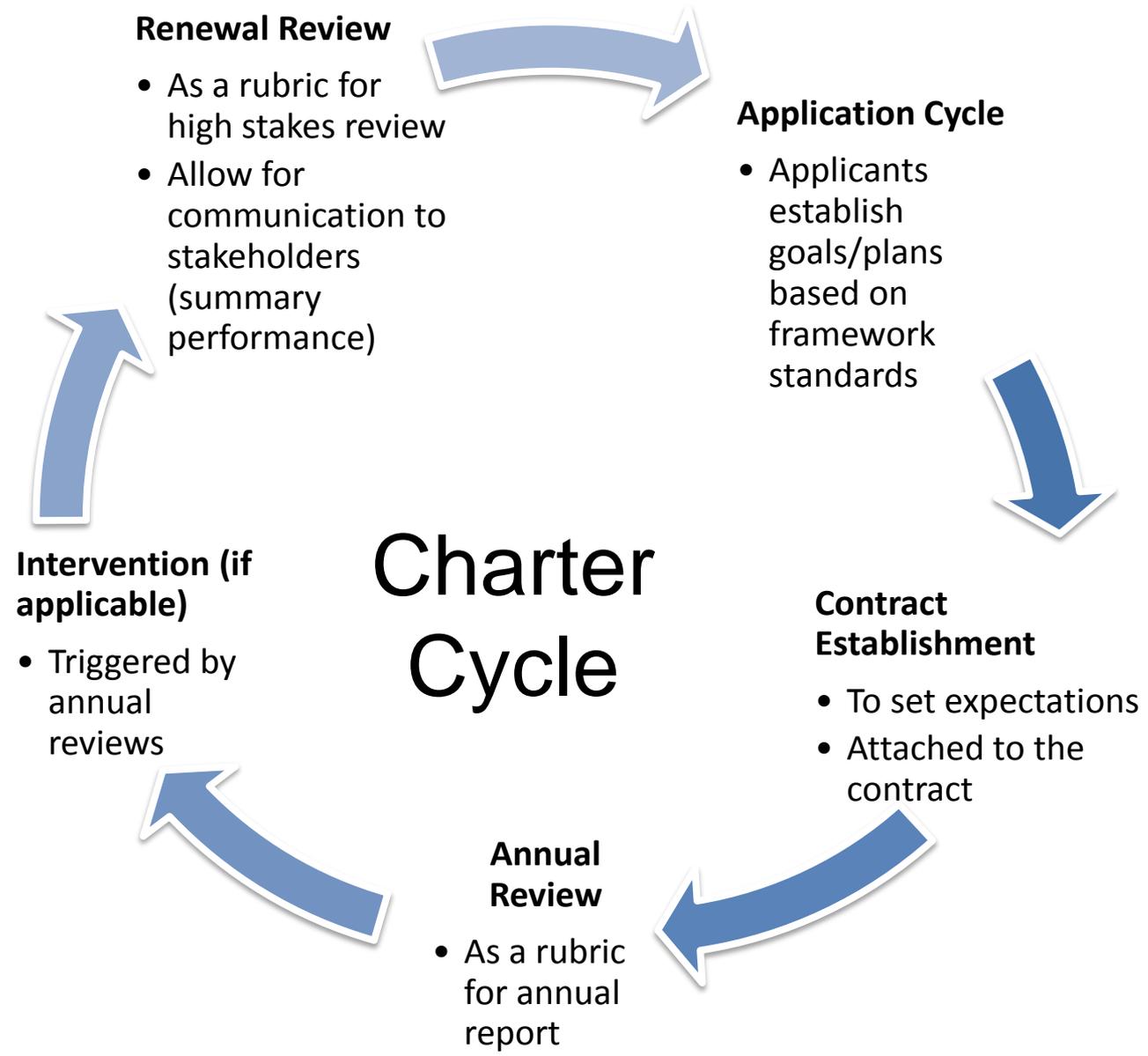
- 3-part document that sets forth *agreed upon* expectations of performance and compliance
- Established in the charter agreement
- Basis for school evaluation, monitoring, and intervention that informs the NJDOE's high stakes decision-making.



Autonomy

Accountability







## Performance Framework Purpose and Goals

- **Ensures** that each and **every NJ charter school** is serving students with a **high-quality** public education.
- **Sets clear academic, organizational and fiscal standards** by which all NJ public charter schools will be **evaluated**.
- **Provides continuity of charter cycle** with consistent language from the application to renewal.
- **Allows stakeholders**, including **NJ families**, to make **informed decisions** about charter school **performance and quality**.



# Performance Framework Guiding Questions

## Academic

## Financial

## Organizational

Is the academic program a success?

Is the school financially viable?

Is the school equitable and organizationally sound?



# Academic Framework Components

<b>Component</b>	<b>Definition</b>	<b>Example</b>
<b>Indicators</b>	General categories of academic performance	Student Achievement (Absolute)
<b>Measures</b>	General means to evaluate an aspect of an indicator	Proficiency on State Assessments
<b>Metrics</b>	Method of quantifying a measure	Percentage of students achieving proficiency on state assessment
<b>Targets</b>	Thresholds that signify success for a specific measure	70% of students achieve proficiency on state assessment



# Academic Framework Indicators

**Student  
Achievement  
(Absolute)**

**Comparative  
Performance**

**Student  
Progress Over  
Time (Growth)**

**State and  
Federal  
Accountability**

**Post-Secondary  
Readiness**

**Mission-  
Specific Goals**



# Academic Framework Measures

## STUDENT ACHIEVEMENT

- Proficiency Status (LAL/ Math)
- Advanced Proficiency (LAL/ Math)

## COMPARATIVE PERFORMANCE

- District Comparison (LAL/ Math)
- Peer School Rankings (LAL/ Math)

## STUDENT PROGRESS OVER TIME

- School-Wide Adequate Growth (SGP)
- Subgroup Adequate Growth (SGP)

## STATE AND FEDERAL ACCOUNTABILITY

- State Performance Targets Achieved

## POST –SECONDARY READINESS

- ACT/SAT Performance
- ACT/SAT Participation
- Graduation Rate
- Enrollment in post-secondary institutions (6 mths)
- Enrollment in post-secondary institutions (18 mths)

## MISSION-SPECIFIC ACADEMIC GOALS

- By School (Approved by DOE)



# Financial Performance Framework

- Gauges both **near term financial health** and **longer term financial sustainability**.
- Identifies schools that may be **in severe financial distress** (at risk for closure for failure to meet financial obligations) and schools that are experiencing **negative financial trends** that could leave the school in financial distress.
- Authorizers will use the following to evaluate schools against the framework:
  - **Audited balance sheet**
  - **Audited income statement**
  - **The notes to the audited financial statements**
  - **Board-approved budget with enrollment targets**
  - **Actual enrollment information**
  - **Annual Debt schedule, indicating the total principal and interest due**



# Financial Framework Indicators and Measures

## Long Term - Sustainability Indicators

- Debt to Asset Ratio
- Total Margin
- Cash Flow
- Debt Service to Coverage Ratio

## Near Term Indicators

- Current Ratio
- Unrestricted Days Cash On Hand
- Enrollment Variance
- Default on Loans



## **GUIDING QUESTION:**

**Is the school equitable  
and organizationally  
sound?**

# ORGANIZATIONAL PERFORMANCE FRAMEWORK

- Expectations the charter school is required to meet through **state and federal law or the charter agreement**:
  - **Spend public funds responsibly;**
  - **Practice sound governance; and**
  - **Adhere to laws and charter requirements**
- **Balance** between appropriate **oversight** and **infringement on autonomy**.



## EDUCATION PROGRAM

- Essential Terms of Charter
- Curriculum Alignment
- Data Use
- Education Requirements

## EQUITY

- Admissions and Enrollment
- Students with Disabilities
- English Language Learners
- Attrition/Enrollment Stability

## SCHOOL CULTURE

- Mission Alignment/High Expectations
- Family and Community Involvement

## GOVERNANCE

- Governance
- Accountability of Management

## FACILITIES / SAFE SCHOOL ENVIRONMENT

- Safe and Secure Facilities
- Safe and Secure School Environment

## FINANCIAL MANAGEMENT / OVERSIGHT

- Reporting / Compliance
- GAAP

## REPORTING AND COMPLIANCE

- Federal and State Compliance
- Other Compliance



# QUESTIONS?

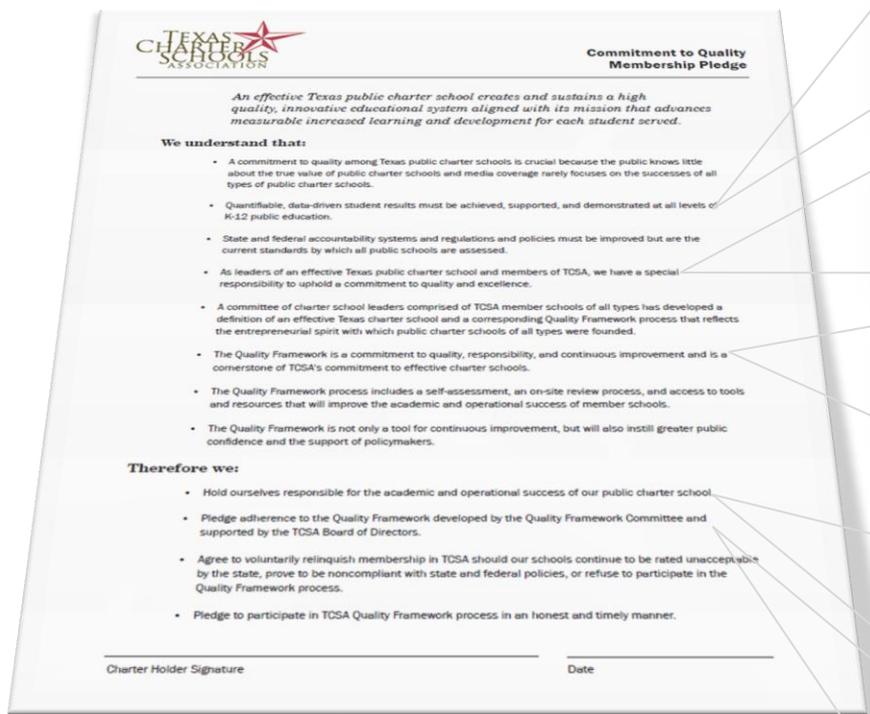


# TCSA Quality Framework: Continuous Improvement for Texas Charters





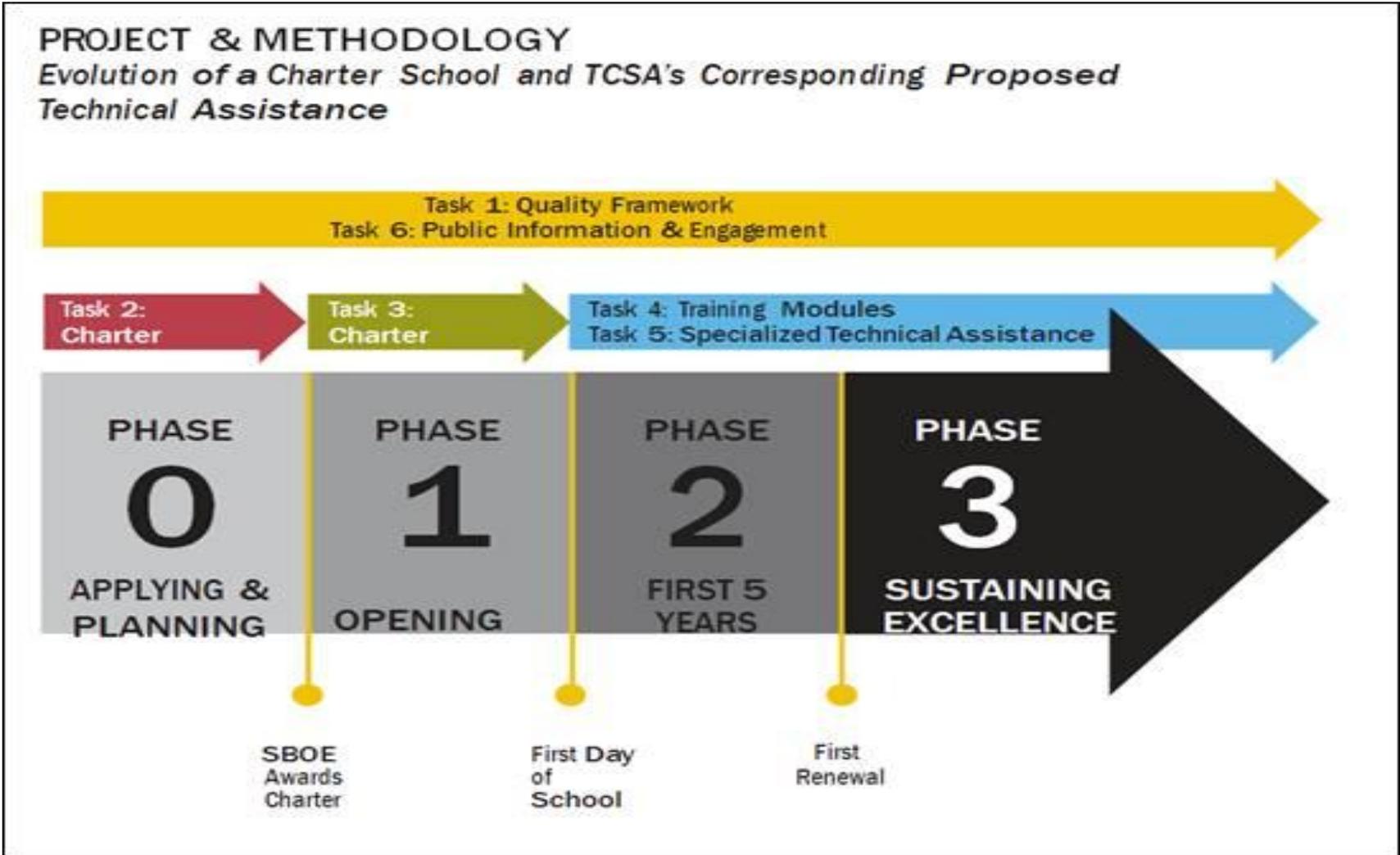
# TCSA Quality Commitment Member Pledge



- Quantifiable, data-driven student results must be achieved, supported, and demonstrated at all levels of K-12 public education.
- As leaders of an effective Texas public charter school and members of TCSA, we have a special responsibility to uphold a commitment to quality and excellence.
- The Quality Framework is a commitment to quality, responsibility, and continuous improvement and is a cornerstone of TCSA's commitment to effective charter schools.
- Hold ourselves responsible for the academic and operational success of our public charter school.
- Pledge adherence to the Quality Framework developed by the Quality Framework Committee and supported by the TCSA Board of Directors.

Every charter must sign the Quality Pledge and complete their assessment to renew membership and therefore continue accessing Association benefits and privileges.

# TCSA Quality Framework Meeting Members Where They Are



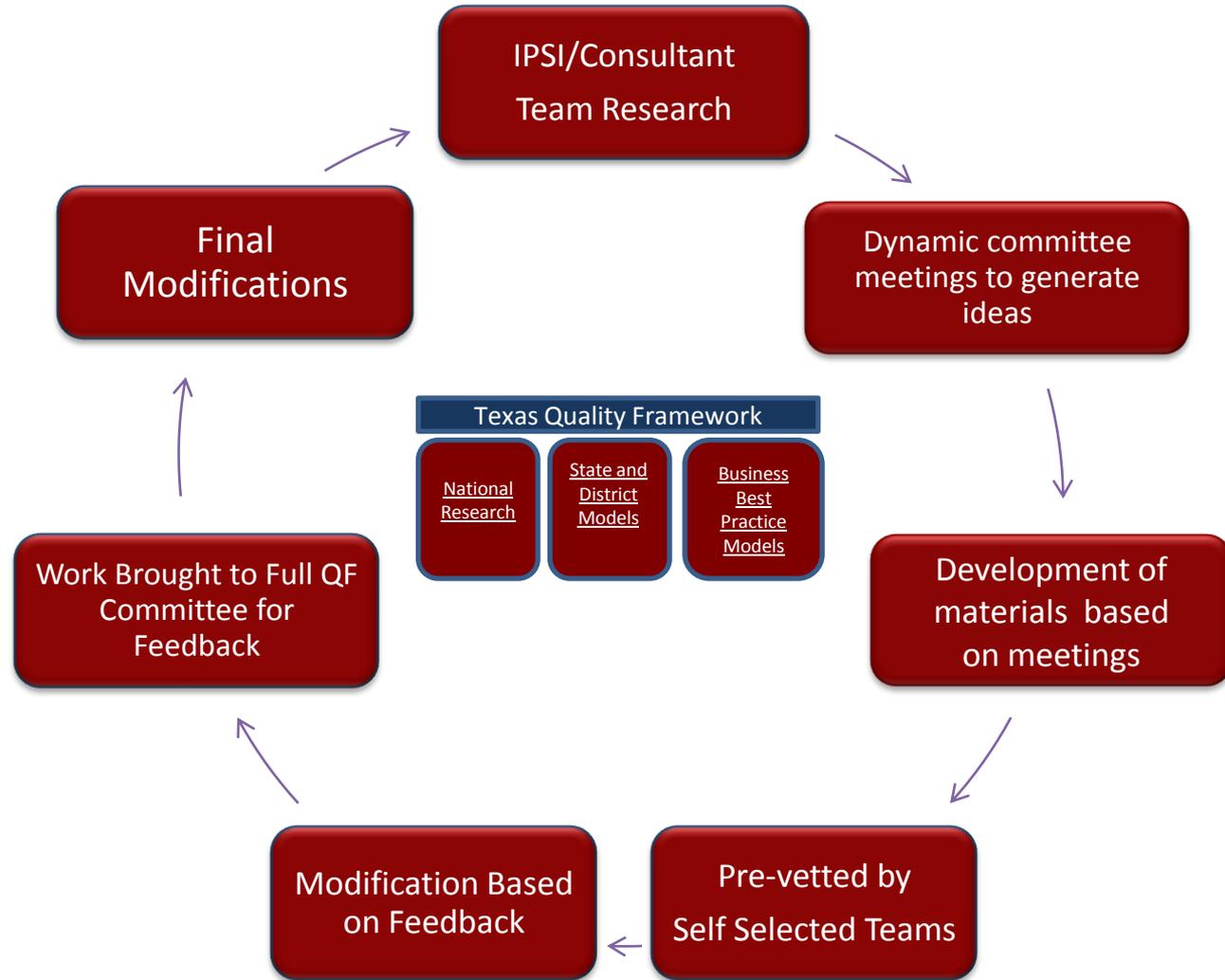
# TCSA Quality Framework Development Process

Balance of being member-driven and research-based

Committee of charter leaders committed to quality and continuous improvement

Institute for Public School Initiatives at the University of Texas and high-caliber consulting team provided exhaustive research on best practices from education and other industries

An iterative process was used to create / revise / endorse the Quality Framework



### What it IS

- Common definition of quality
- Continuous improvement process
- Holistic—operational, financial, academic

### What it IS NOT

- NOT a separate accountability system
- NOT pass / fail
- NOT an evaluation without action

### Quality Framework: A Simple, 3-step Process

#### Step 1. Progress Self-Evaluation

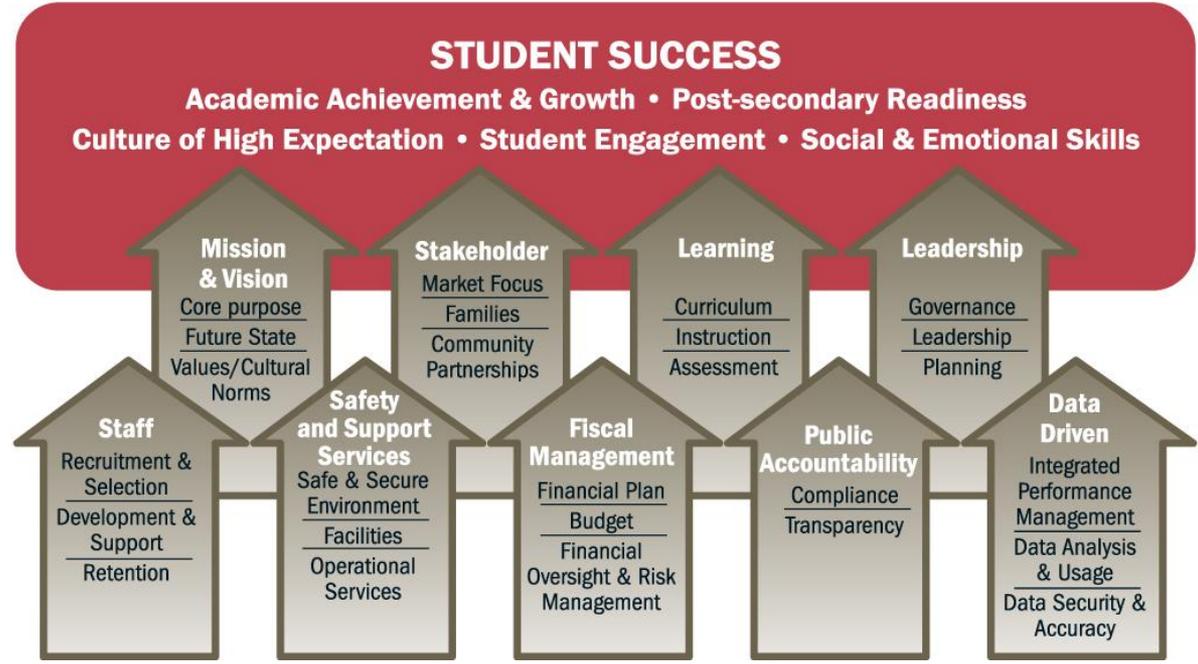
School leaders begin by engaging in a self-assessment of the current status of their schools within 10 Quality Framework systems. TCSA staff members are available to help support the process, but school leaders themselves choose how to conduct the evaluation.

#### Step 2. Review + Data Pack

TCSA visits with school leadership to review the Results Report and the Data Pack, two comprehensive reports that present both qualitative and quantitative school-level and district-level data to help schools identify and prioritize needs.

#### Step 3. Tools + Resources

TCSA works to match identified priorities with the tools, resources, and technical assistance that will help schools improve.





# TCSA Quality Framework Components Indicators and Levels of Effectiveness

## FISCAL MANAGEMENT SYSTEM

Quality Standard: An effective Texas public charter school uses its resources in alignment with its mission to advance measurable, increased learning and development for each student served.

ELEMENT AND INDICATOR	NOT EVIDENT	EARLY EFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE	MODEL
<p>BUDGET ELEMENT</p> <p><b>The school has an annual budget and budget process in place.</b></p>	<p>No evidence consistently in place at the organization.</p>	<p>The school has developed and implemented a budget that is approved by the board.</p>	<p>The school uses historical data and appropriate metrics to compare year-against-year budgets and expenses.</p> <p>The school's budget forecasting is created with consideration of best-case and worst-case scenarios.</p> <p>The school executes timely budget amendments.</p>	<p>Monthly budget review and analysis are scheduled and occur.</p> <p>The school's budget process includes tracking actual expenditures versus forecasts.</p>	<p>The school has implemented a spending profile.</p>

Members find themselves on this continuum to assess their level of effectiveness.



[www.txcharterschools.org/quality](http://www.txcharterschools.org/quality)

## Welcome to the Quality Framework Portal



### TCSA Quality Framework Continuous Improvement Cycle

The Quality Framework process helps schools assess various elements and indicators across ten key systems: Student Success; Mission, Vision, and Values; Leadership; Learning; Safety and Support; Staff; Stakeholder; Data Driven; Public Accountability; and Fiscal Management.

The goal of the Quality Framework is to help schools move beyond their current levels of success in each system by helping school leaders recognize their strengths and focus on areas where the school can be better.

To learn more about each step in the process, select one of the arrows to the left or see below.



**Self-Assessment:** Each year, TCSA members and their respective campuses complete a self-assessment as part of their commitment and pledge to work toward quality and continuous improvement, and as part of annual membership.



**Review and Data Pack:** Upon submission of self-assessments, TCSA members can view their scores and compare performance with other members. Further reports are published by TCSA to members via this portal.



**Tools and Resources:** With development needs identified, TCSA members gain access to various resources based on the specific areas identified during the Self-Assessment process. Resources have been pre-screened and are recommended by TCSA.

## Login

Email Address

Password

Login 

[Forgot Password?](#)

Don't have an account?

Request Account 



Email: [qualityframework@txcharterschools.org](mailto:qualityframework@txcharterschools.org)



Home | Self-Assessments | Resources | Help

Quality Framework Portal

Logged in as: Telca Porras — Logg

**Overall Completion**

100%

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**Completion of this System**

100%

## Spring 2012 Self-Assessment for Early Adopters - Test Academy Preparatory

### Mission & Values System

Use the Guiding Statements to select the appropriate level, where applicable. Each selection indicates that the statements for previous levels, if applicable, are also consistently true, met, or exceeded. Please note that clicking "Save" anywhere on this page, or clicking any item on the System navigation to the left will save ALL data you have entered.

**Core Purpose Element**

**Indicator: The school or organization is mission-driven.**

Level	Guiding Statements
<input type="radio"/> Model	The school or organization regularly reviews and, if appropriate, updates the mission statement with stakeholder input. The mission is evident in the day-to-day operations of the organization.
<input type="radio"/> Highly Effective	Stakeholders can articulate the school mission. Decision-making processes are documented as aligned to mission.
<input checked="" type="radio"/> Effective	Stakeholders can identify the school's mission statement. The mission statement is developed with stakeholder input. The mission statement is publicly posted and featured in appropriate communications pieces and correspondence and other collateral material.
<input type="radio"/> Early Effective	The school or organization has a documented mission statement, or is in the process of developing one.
<input type="radio"/> Not Evident	No evidence consistently in place at the organization.

**Levels of Effectiveness**

**Systems**

**Guiding Statements**

# TCSA Quality Framework Results by System, Element, & Indicator

 **Reports - Quality Framework: 2011-2012**

**Charter Holder-Level Results**

System	Score
Student Success System	
Mission & Values System	
Leadership System	
Learning System	
Safety & Support System	
Staff System	
Stakeholder System	
Data Driven System	
Public Accountability System	
Fiscal Management System	

**Reports for this Self-Assessment**

-  [View Charter Holder Scores](#)
-  [View Comparative Report](#)
-  [Printable PDF of Charter Holder Scores](#)
-  [Download Guiding Statements](#)

- Safety & Support System
- Staff System
- Stakeholder System
- Data Driven System
- Public Accountability System
- Fiscal Management System**

## Fiscal Management System - Score: 66/100 Effective

**About scoring**  
Note: Indicators marked with an asterisk (\*) denote that the score was entered by the charter holder. They are displayed here to form a complete organizational report. All other scores are campus-level scores.

[Expand All] | [Collapse All]

**Financial Plan Element** + Resources 5/25  Not Evident

Indicator	Score
* The school or organization has a financial plan in place.	 Not Evident

**Budget Element** + Resources 38/40  Model

Indicator	Score
The school has an annual budget and budget process in place.	 Highly Effective
* The school or organization appropriately incorporates grant funds.	 Model
* Number of months of expenses that can be covered by unrestricted assets/fund balance. — Quantitative value not available	 Model

**Financial Oversight and Risk Management Element** + Resources 23/35  Effective

Indicator	Score
* The school or organization staff members have appropriate financial expertise for relevant positions.	 Model
* The school or organization has appropriate financial controls and oversight.	 Effective
* The school or organization ensures accuracy and reliability of financial information.	 Highly Effective
* The school or organization has processes in place for contracts and procurement.	 Highly Effective
* The school or organization has financial reporting processes in place.	 Effective
* The school or organization has a risk management plan in place.	 Early Effective
* The organization successfully completes the annual independent audit.	 Highly Effective



# TCSA Quality Framework NEW! Year-to-Year Comparisons

## Fiscal Management System

Current Score 52/100 Effective  
 Prior-Year Score 66/100 Effective

Note: Indicators marked with an asterisk (\*) denote that the score was entered by the charter holder. They are displayed here to form a complete organizational report. All other scores are campus-level scores.

Areas whose score increased over the prior year will be highlighted in green.  
 Those which decreased will be highlighted in red.

[Expand All] | [Collapse All]

Financial Plan Element	Resources	10/25	Early Effective	PY:  Not Evident
Budget Element	Resources	21/40	Effective	PY:  Model
Financial Oversight and R...	Resources	21/35	Effective	PY:  Effective

### Financial Oversight and Risk Management Element

Indicator	Current Score	Prior-Year Score
* The school or organization staff members have appropriate financial expertise for relevant positions.	Effective	Model
* The school or organization has appropriate financial controls and oversight.	Highly Effective	Effective
* The school or organization ensures accuracy and reliability of financial information.	Highly Effective	Highly Effective
* The school or organization has processes in place for contracts and procurement.	Effective	Highly Effective
* The school or organization has financial reporting processes in place.	Effective	Effective
* The school or organization has a risk management plan in place.	Effective	Early Effective

## Reports - Quality Framework: 2011-2

### Charter Holder-Level Results

System	Score
Student Success System	→
Mission & Values System	→
Leadership System	→
Learning System	→
Safety & Support System	→
Staff System	→
Stakeholder System	→
Data Driven System	→
Public Accountability System	→
Fiscal Management System	→

### Reports for this Self-Assessment

- View Charter Holder Scores
- View Comparative Report
- Printable PDF of Charter Holder Scores
- Download Guiding Statements

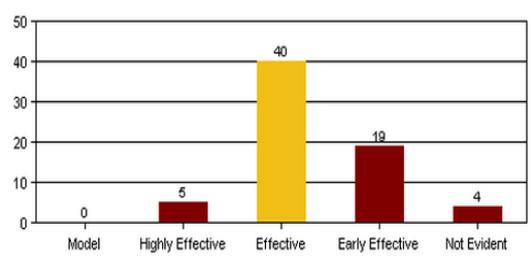
- Student Success System
- Mission & Values System
- Leadership System
- Learning System
- Safety & Support System
- Staff System
- Stakeholder System
- Data Driven System
- Public Accountability System
- Fiscal Management System

viewing scores.

### Student Success System Scores and Distribution

Your score: Effective - 180 / 250

How others rated themselves (your score category, if available, is denoted by the gold bar):



[Expand All] | [Collapse All]

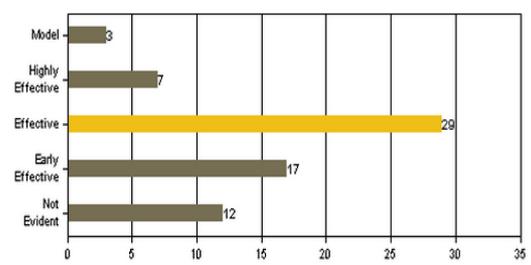
### Academic Achievement Element

### Post-Secondary Readiness Element

### Post-Secondary Readiness Element Distribution

Your score: Effective - 31 / 50

How others rated themselves (your score category, if available, is denoted by the gold bar):



High Comparative Systems

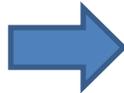
High Comparative Elements

High Comparative Indicators

Low Comparative Systems

Low Comparative Elements

Low Comparative Indicators

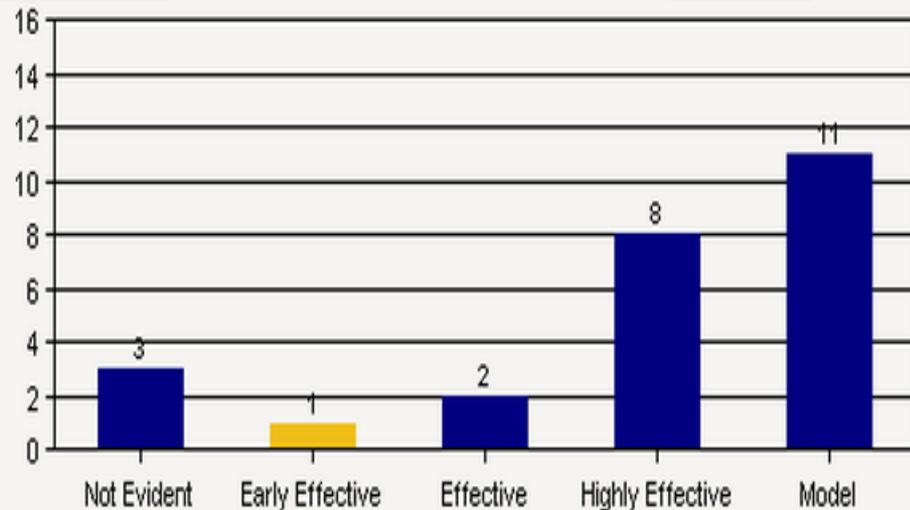


 Fiscal Management System: The organization successfully completes the annual...

 Early Effective

### Results

"The organization successfully completes the annual independent audit." is an Indicator of the Fiscal Management System, Financial Oversight and Risk Management Element. The organization noted above scored  Early Effective in this Indicator. The score with the highest frequency of all assessments submitted in the same year is  Model.



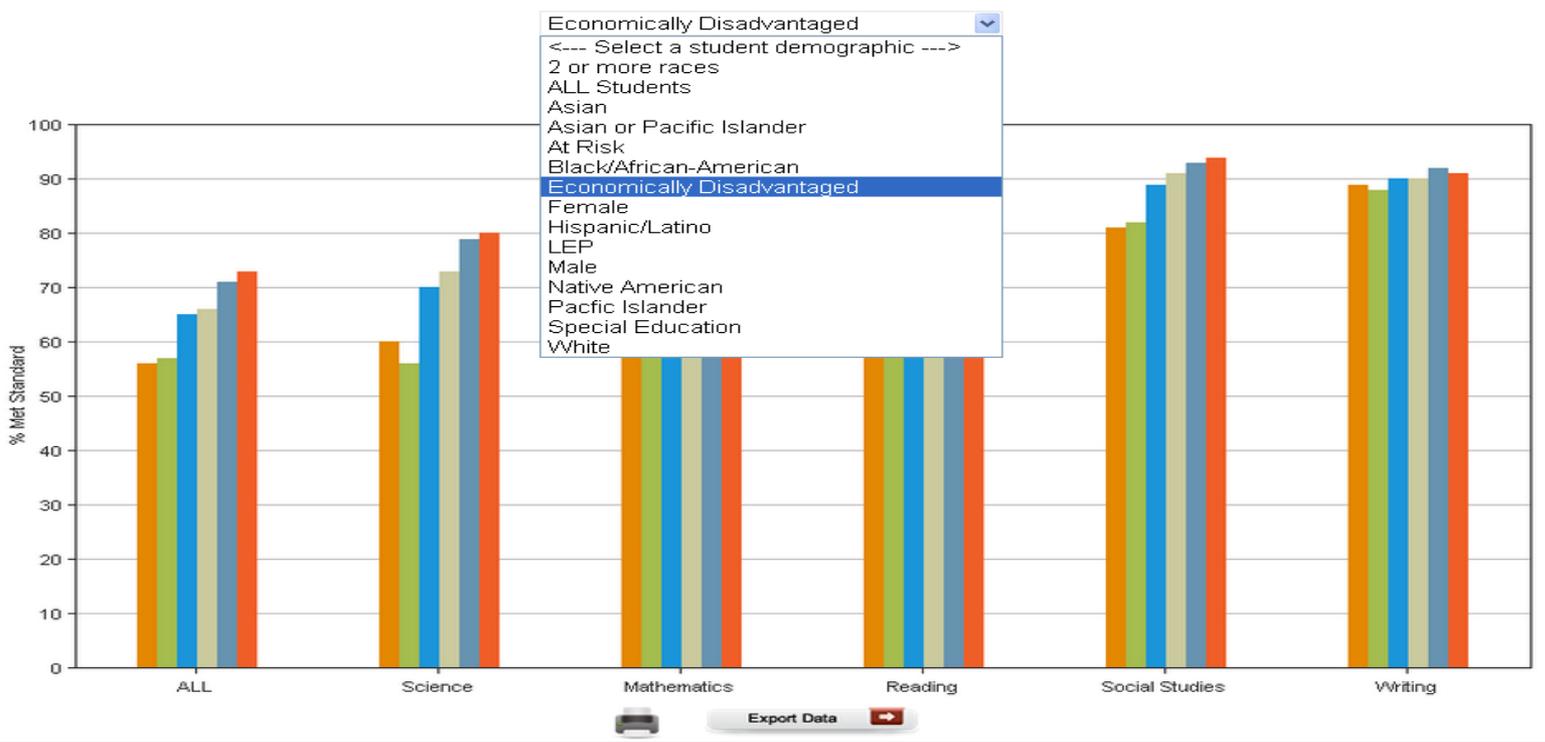
 Reports - Data Pack - TAKS Detail

The TCSA Data Pack is available to member organizations based on publicly-available TAKS, enrollment, and other data available from the Texas Education Agency. Further questions about this data should be sent to [qualityframework@txcharterschools.org](mailto:qualityframework@txcharterschools.org).

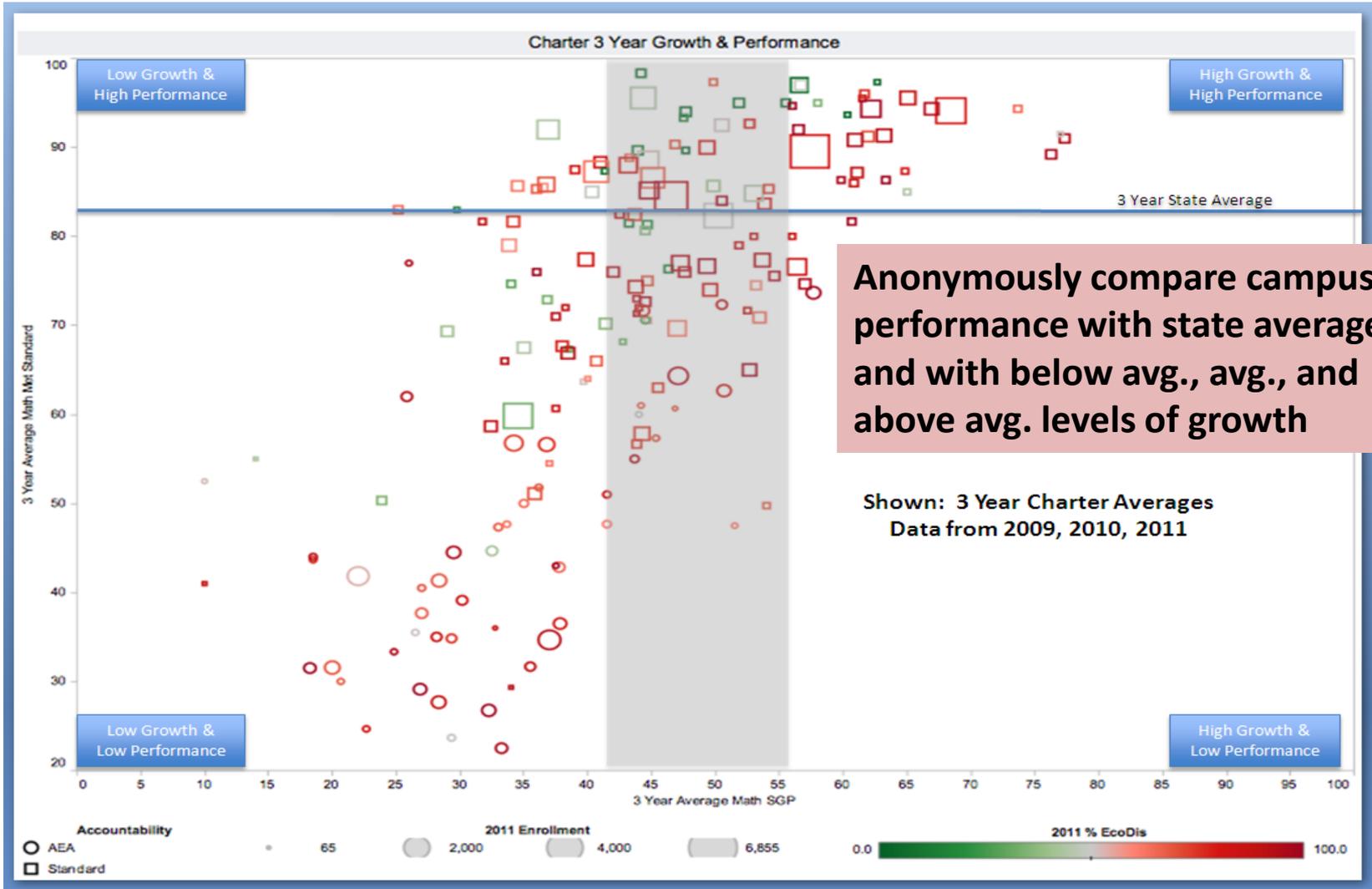
You are viewing reports for TEA Entity Name: HOUSTON ISD  
County District Number: 101912

[Back to Data Pack](#) [Go Back](#) 

**TAKS Performance - ALL Students Passing Rates, Summed Grades 3-11 without TPM**



# TCSA Quality Framework Data Pack Coming Soon – Growth Metric



**Anonymously compare campus performance with state average and with below avg., avg., and above avg. levels of growth**

**Shown: 3 Year Charter Averages  
Data from 2009, 2010, 2011**

Student Success System      You are viewing the Grade III Historical Self-Assessment for Test Academy Department

**Resource list - Fiscal Management System** [X]

procedures, annual budget processes, and audit components.

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Indicator: The school or organization has a risk management plan in place. (5)

- 
**What is Risk Management?**
Downloadable presentations

Description: Presented at the 2011 Texas Charter Schools Conference, this presentation provides information on: Risk Management and the TCSA Quality Framework; Risk Management Self-Assessment; Defining Risk Management; Co-Presenter Odyssey Academy's Experience; Risk Management Plan Components; and, "Now what?" Action Steps for Today
- 
**TCSA Insurance Program**
Clickable links

The TCSA Insurance Program is designed to provide schools with adequate coverage to manage legal risks at a competitive price. Your school will save money by leveraging your purchasing power with other Texas schools. We have gone through a rigorous selection process to create a team of insurance companies that not only understand charter schools, but have customized programs aimed directly at charter school needs. Property & Casualty, Educators Legal Liability, Auto, Professional Liability Workers' Compensation Group Medical, Vision and Dental Life and Disability TCSA member schools will also receive a Free Risk Management & Safety Training Portal and a Free Online Enrollment and Administration Program. For more information contact Eric Smith at 210-249-2396 or [esmith@worthmsa.com](mailto:esmith@worthmsa.com).
- 
**Violence Prevention in Schools –A Proactive Approach**

Description: This free information is provided by TCSA Preferred Vendor, Wortham Insurance. Learn about violence prevention in schools, including early warning signs, safe schools planning, and creating a prevention and response team. See many more information briefs in the Wortham Insurance Client Portal by participating the TCSA Insurance Program.
- 
**Educational Institutions Liability Under FERPA**
Downloadable documents

Description: This free information is provided by TCSA Preferred Vendor, Wortham Insurance. Learn about rights of parents and eligible students, directory information, and sanctions and liability risks regarding FERPA. See many more information briefs in the Wortham Insurance Client Portal by participating the TCSA Insurance Program.
- 
**Emergency Response Safety for Schools**

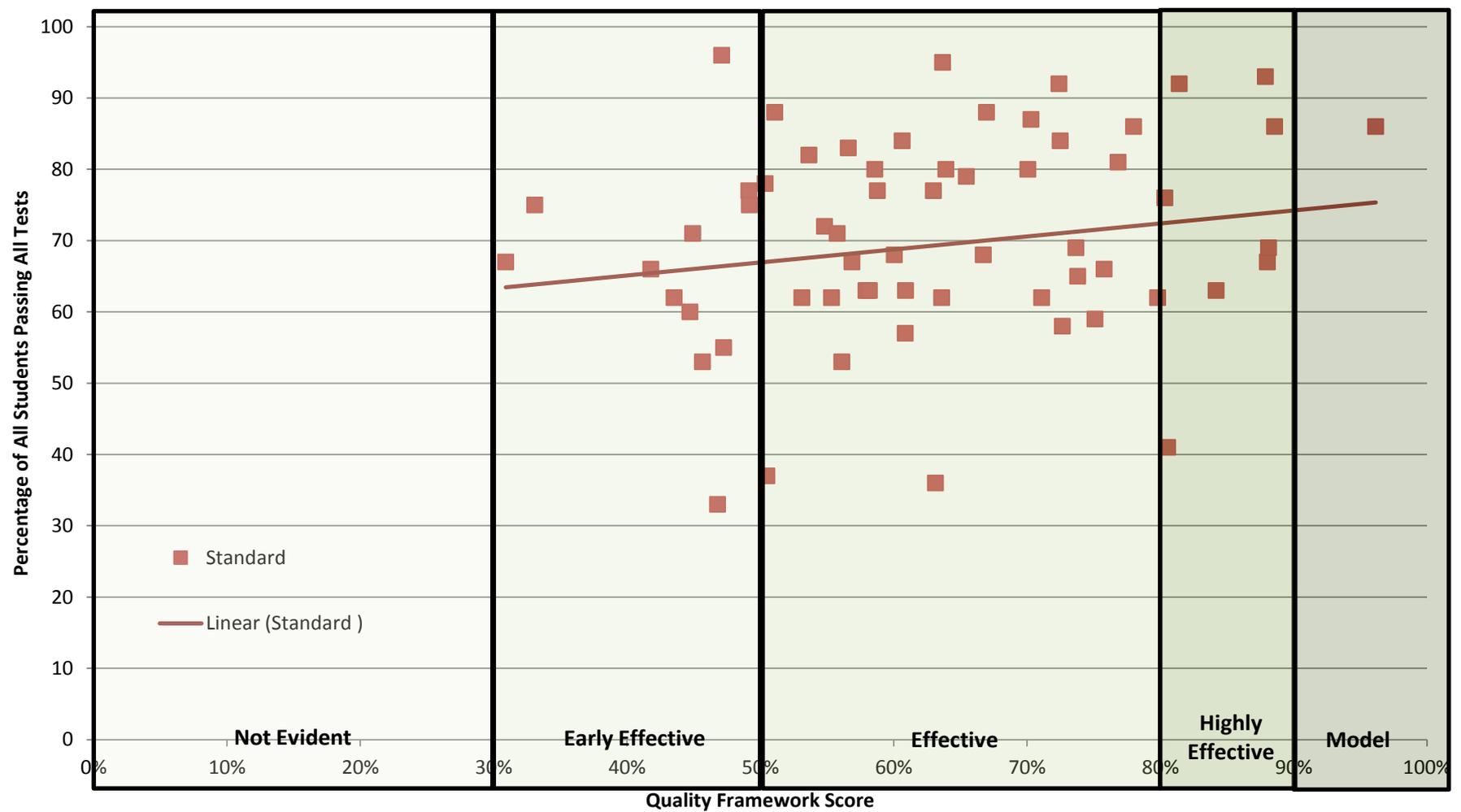
Description: This free information is provided by TCSA Preferred Vendor, Wortham Insurance. Learn about mitigation and prevention, preparedness, response, and recovery after crisis or emergency situations. See many more information briefs in the Wortham Insurance Client Portal by participating the TCSA Insurance Program.



# TCSA Quality Framework Results

## Candid and Correlated

### Quality Framework Score and Student Performance





# TCSA Quality Framework Results Benchmarked Areas for Improvement

Aggregated indicator-level data can be sorted to determine highest areas of need.

TCSA Quality Framework - SYSTEMS, ELEMENTS, INDICATORS	MODE
Board conducts self-evaluations.	 19%
A succession plan is in place.	 19%
The school or organization has a risk management plan in place.	 31%
The school or organization has a focused marketing plan that is aligned to school/organization mission.	 31%
School provides mentors for students.	 31%
The school or organization has a clearly articulated vision.	 31%
Stakeholder satisfaction with leadership is assessed.	 31%



# TCSA Quality Initiatives Team Contact Info

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Call any of us at 512-584-8272, or email [qualityframework@txcharterschools.org](mailto:qualityframework@txcharterschools.org)

# Questions?



Raise your hand or enter your question in the chat box  
on the left side of your screen.

# Thank you for participating.

- Continue the conversation at the meeting of SEA Project Directors next week or online through the CSP Exchange:  
<http://www.charterschoolcenter.org/group/csp-exchange>.
- This webinar will be archived at the following website:  
<http://www.charterschoolcenter.org/webinars/>
- Please share your feedback with us through the evaluation.

# National Charter School Resource Center

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at American Institutes for Research

## **National Charter School Resource Center**

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