



NATIONAL  
CHARTER SCHOOL  
RESOURCE CENTER

# When Your Reputation Precedes You

*How Does School Reputation Impact ....Everything?  
What Can You Do About It?*

February 2022 | Virtual

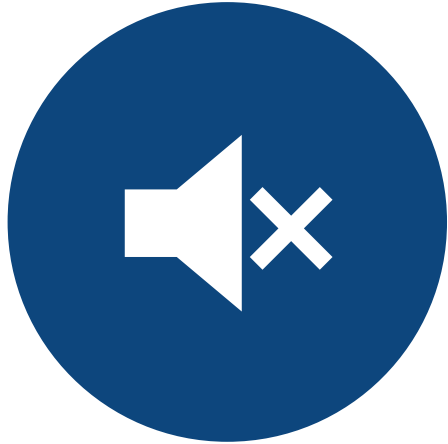
[charterschoolcenter.ed.gov](https://charterschoolcenter.ed.gov)

## About the NCSRC

The National Charter School Resource Center (NCSRC) provides technical assistance to federal grantees and resources supporting charter sector stakeholders. NCSRC is funded by the U.S. Department of Education (ED) and managed by Manhattan Strategy Group (MSG) in partnership with WestEd.



## Norms for Discussion



Remember to mute yourself



Use the chat for questions  
and comments



Respond to the survey



*This session is being recorded, so you and your peers may access it at a later date.*

# Speakers



**Aimee Evan,  
Ph.D.**

National Charter  
School Resource  
Center



**Hannah  
Sullivan**

National Charter  
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**LaRetha C. P.  
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*Executive Director*  
Charter School of  
New Castle Middle  
School



**Ryan Gall**

*Executive Director*  
Victory College  
Prep

This session is based on a recent research report from the National Charter School Resource Center.

<https://charterschoolcenter.ed.gov/publication/identifying-indicators-distress-charter-schools-part-2-roles-and-perspectives-charter>

# Identifying Indicators of Distress in Charter Schools

## Part 2: The Roles and Perspectives of Charter School Leaders and Board Members

*September 2021*



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## Today's Big Questions

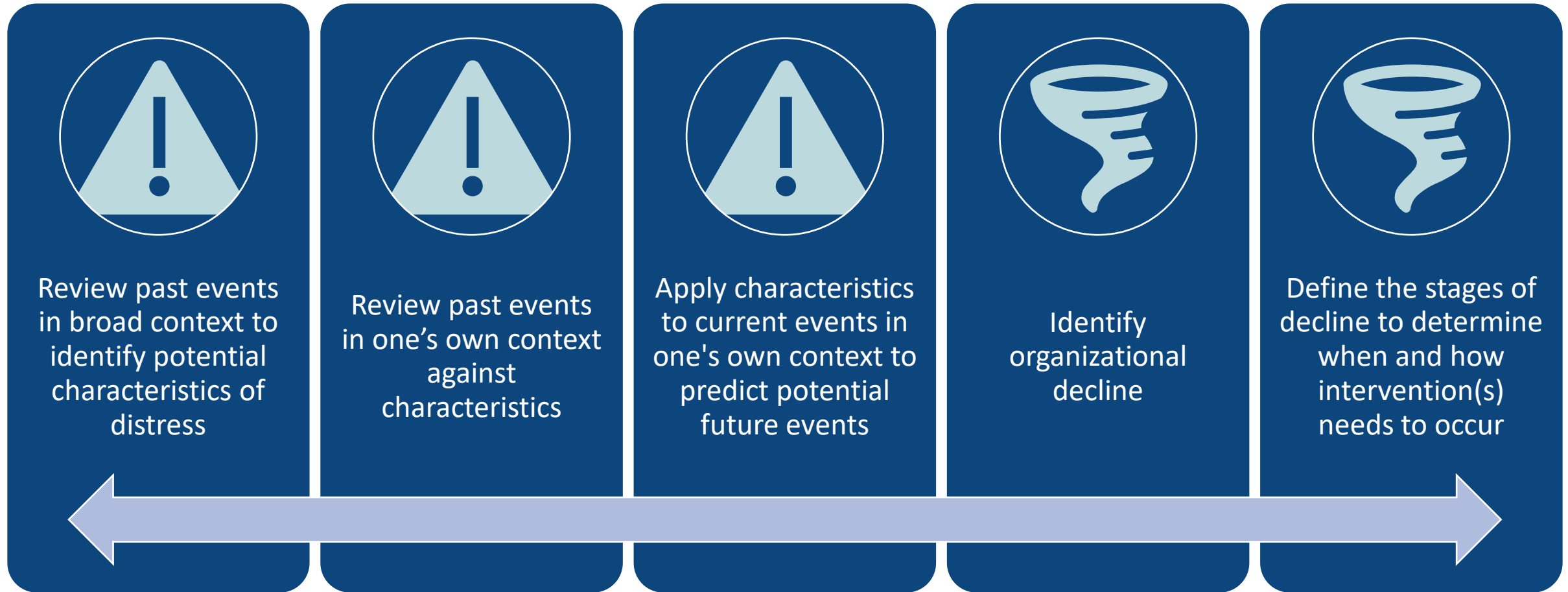


What does school reputation impact?

What impacts school reputation?

How can you change the narrative of your school's reputation?

# Early Warning Systems and Death Spiral



## When Used Together...



Indicators can help identify schools in distress *and* determine the type of intervention(s) necessary ***prior to school failure and negative impact on students.***



# Effects Beyond the Stratosphere

## Above the Stratosphere

*External domains*

*Farther from direct student impact but  
closer to impact at the school*

Reputation

Market

Authorizer

## Upper Stratosphere

Aligned with Authorizers' Purview

Leadership

Governing  
Board

Operations/  
Finance

## Lower Stratosphere

Beyond Authorizers' Perspective

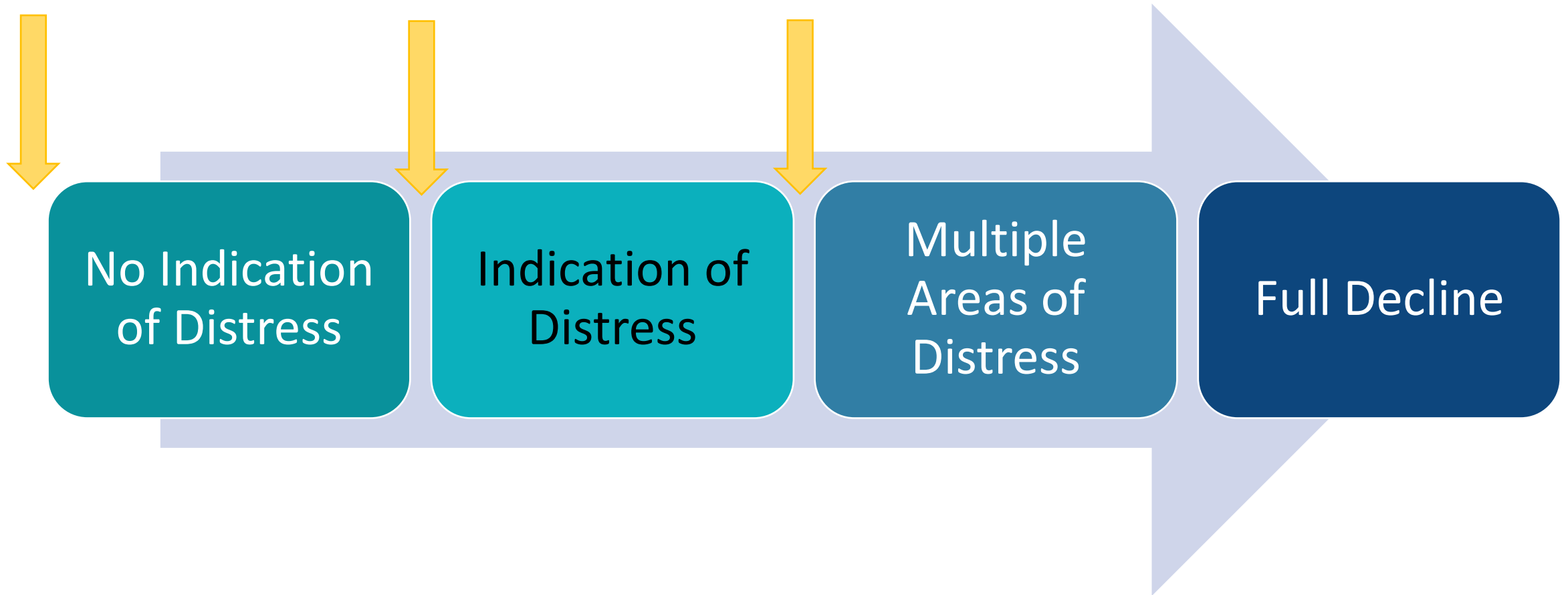
Talent

Culture

Instruction

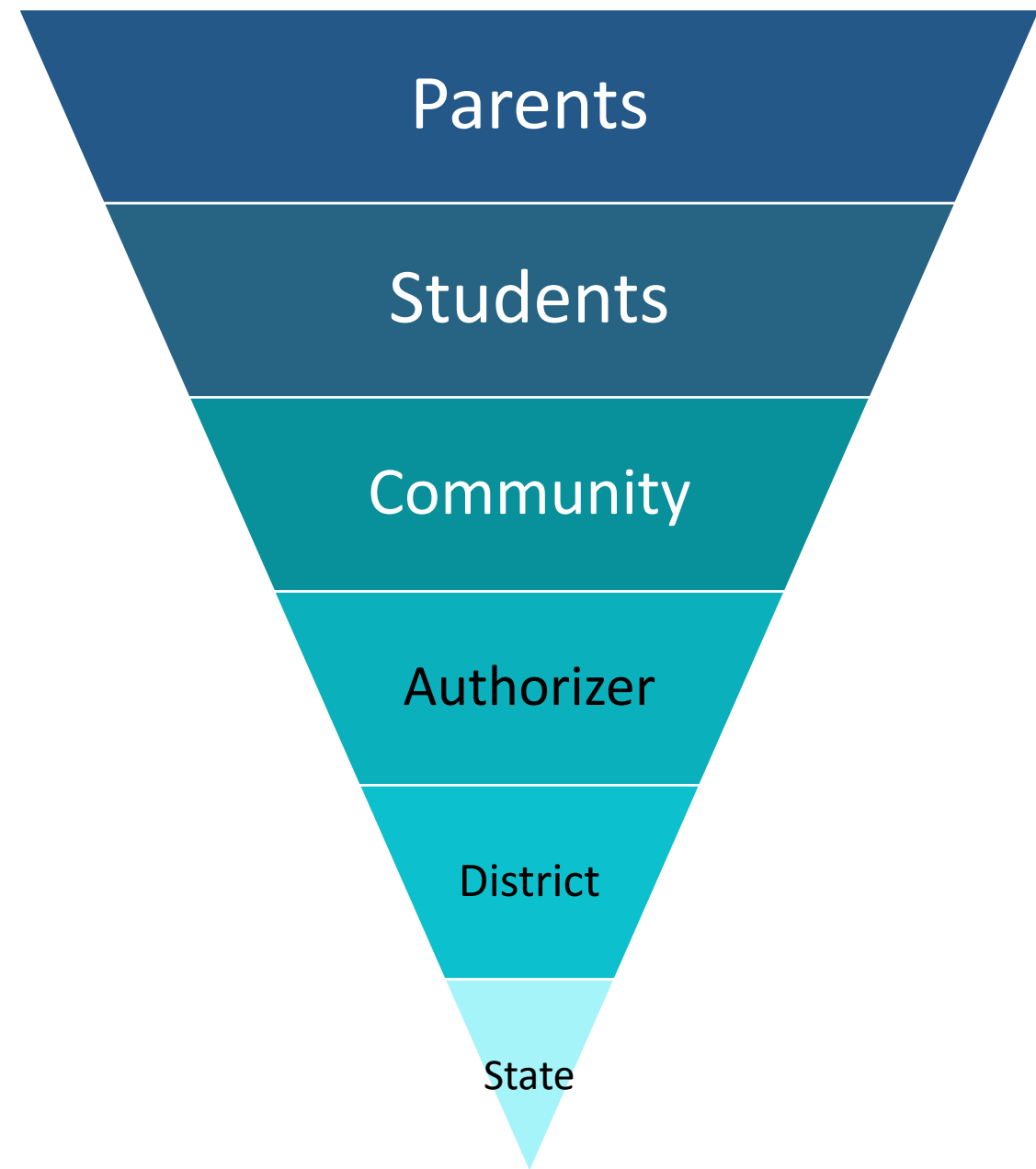


# When is the Best Time to Think About Your Reputation?



# What IS Reputation?

## To whom?





**What does reputation impact?**

# Student Recruitment and Enrollment



"We were losing enrollment... The school was operating at a good level, [but] the school had a poor reputation. It was in an old Catholic school building wasn't necessarily best maintained and it just seemed like that part of the school was completely neglected."

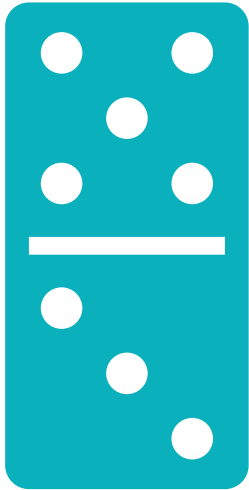
# Teacher Recruitment



“There was that stigma in this community. They hated us and treated our teachers the same way.

Our teachers would take off their [school] hoodies when they'd go to the grocery store. So, there was almost a shame. There was no pride in the school.”

## The Domino Effect..



“When you have a bunch of vacancies listed on every employment portal, [teachers] look at that and think, they must be desperate. So, increase[ing] staff retention, increases reputation...[which] increases student retention.”

**Enrollment decline = financial decline = school decline**



**What impacts reputation?**



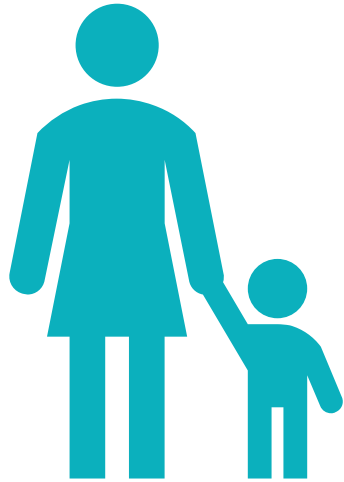
## Impact of Exclusivity



“There's an invisible force, moving perception through the city that has a lot more to do with reputation than it does with performance. The workings of parents' minds when they're trying like mad to get their kids into good school...

And whether I like it or not, exceeding your enrollment targets create rejection to families who want to be here, which creates demand and a sense of exclusivity, which creates a brand elevation.”

## Parent Sentiment



“We had disgruntled parents and...they got a political organization or a social community organization involved and their goal was to go to the board and complain.

So, once they go to the board and complain, then the board gets involved. From [there], that becomes a news story.”

## Legacy



“There's a kind of legacy around high schools that are considered not good schools.

One of the challenges we faced is just on that alone: this is a school that was bad back in the 90s, and only ‘bad kids’ go there.

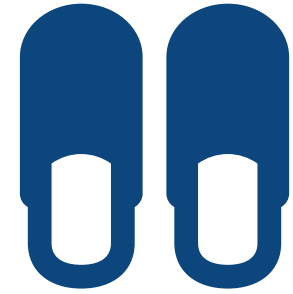
So, kids that are applying there are not really applying; they're just kind of ending up there.”



## Role Playing Activity

## Put Yourself in Someone Else's Shoes: Roles

- Prospective student's parent
- Teacher looking for employment
- Authorizer considering adding an existing charter school to their portfolio



# Put Yourself in Someone Else's Shoes

## *Individual Reflection Questions:*



What are you looking for in a school in your specific role?



What would turn you away from choosing a school?



How might you determine if a prospective school meets what you're looking for?




What distress indicators could you not overcome?

# As a group, what is the reputation of each of the schools?

- What were your impressions of each school?
- What drove the positive/negative aspects of your impressions of the school's reputation?
- What would you like to know more about?
- Which school would you choose? Why?

Neutral Face	<input type="checkbox"/>
Happy Face	<input type="checkbox"/>
Sad Face	<input type="checkbox"/>



**How can you change  
the narrative of your school's reputation?**



## Panel



**LaRetha C. P. Odumosu, Ph.D.**

Executive Director

Charter School of New Castle Middle School



**Ryan Gall**

Executive Director

Victory College Prep

## Panel Discussion



What tools did you use to change the narrative of the school?



What were some lessons learned from that experience?



What do you continue to do to maintain your school's reputation?

# Develop a Community Relations Action Plan



Goal



Objective



Strategies



Staff



Resources



Timelines



Indicators of  
success

Next to doing the right thing, the most important thing is to let people know you are doing the right thing.

-John D. Rockefeller


## Additional Resources:

- National School Public Relations Association ([www.nspr.org](http://www.nspr.org))
- Future Ready Schools' Community Relations Plan ([www.futureready.org](http://www.futureready.org))



**Any questions?**

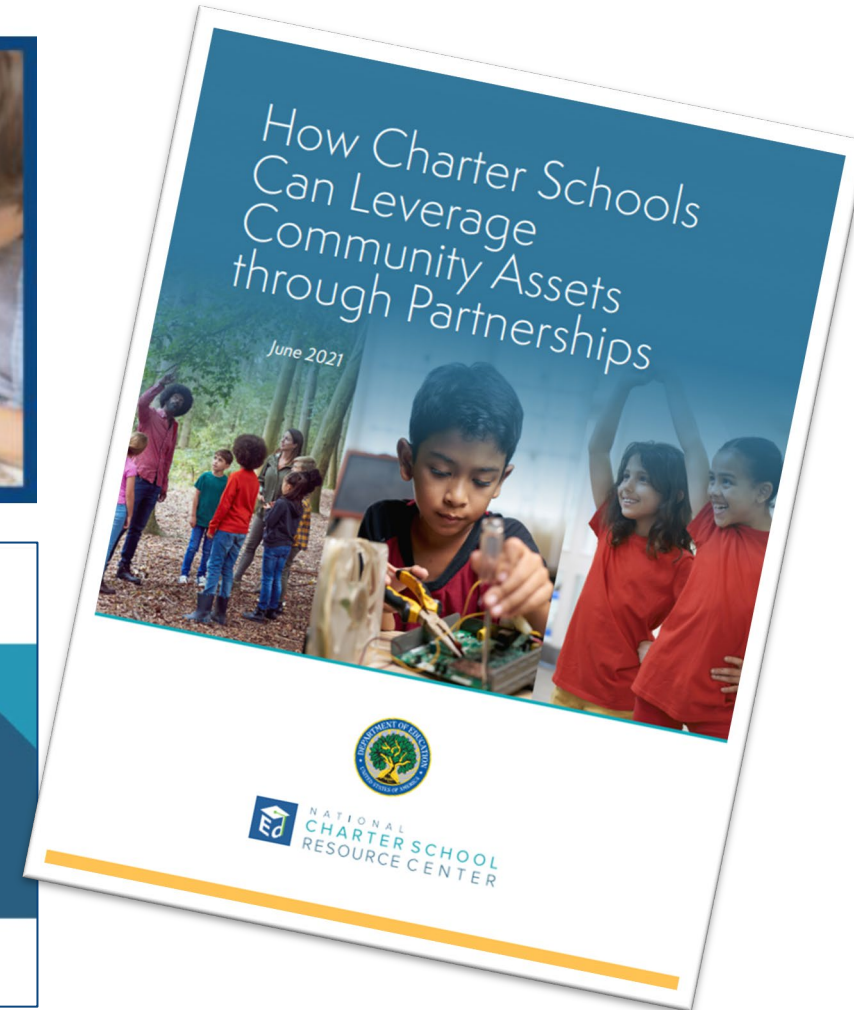
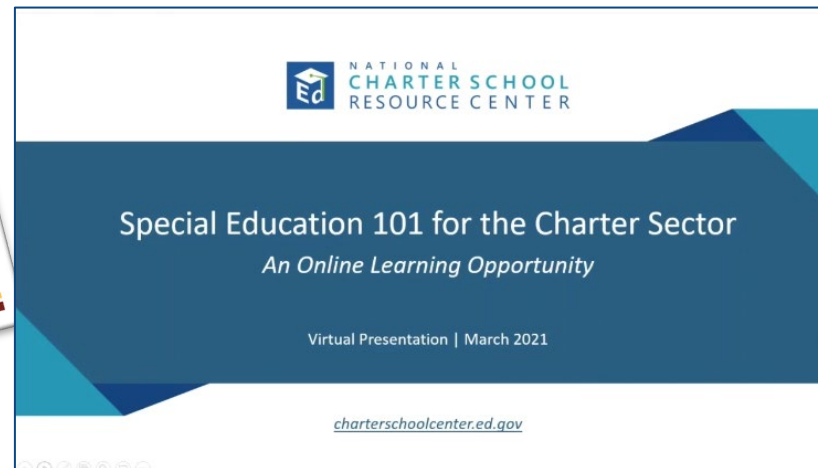
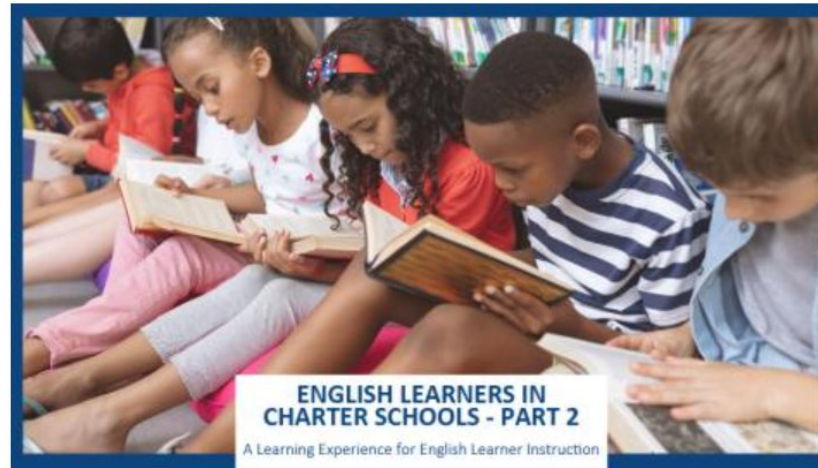
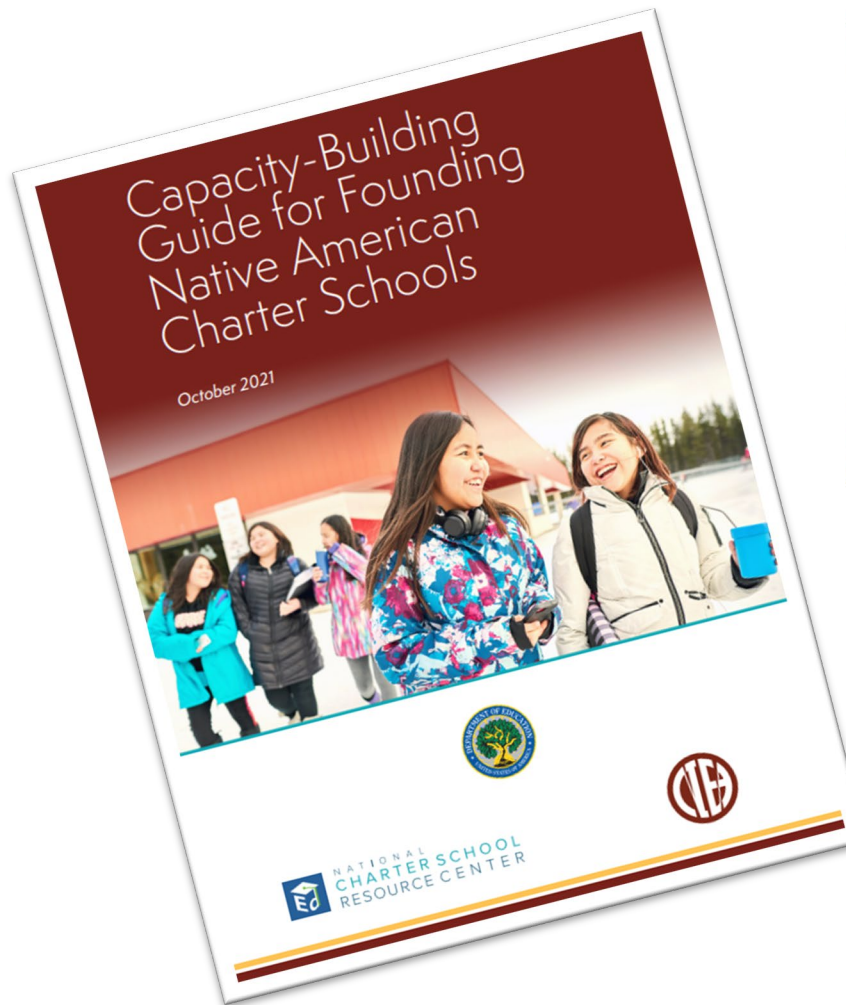
## Want to Go Deeper on the Indicators of Distress?



Put the  
Indicators  
into Practice

Pre-recorded videos and discussion prompts to help your team and governing board prepare, prevent, and respond to potential distress events.

# Recently Released NCSRC Virtual Events & Resources



# We'd Love Your Feedback!



## How can you contact us?



[charterschoolcenter.ed.gov](http://charterschoolcenter.ed.gov)



[contact-us@charterschoolcenter.org](mailto:contact-us@charterschoolcenter.org)





THANK YOU!

