



COLORADO  
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# Will This Marriage Last? The Renewal Process

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School Board

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## Do Now:

Using the law that governs charter schools in your state, list the steps needed to renew a school. If you don't know your state's charter law on renewal, use the example below (or partner with someone in the room).

In DC, a charter school is chartered for 15 years, with a high-stakes review at least once every 5 years. A school must apply for renewal prior to their charter expiring and the Authorizer must allow for a public hearing, if requested by the school.

The renewal decision must be based on whether the school:

- met its goals and student achievement expectations;
- is compliant with applicable laws;
- is financially viable

## Reactions:

What is common among charter renewals across states?

What did you hear that was new or different that is something that you might “borrow” (even if it’s not legally required)?

What makes renewal hard to do?



# Session Objective:

Understand the key components of a quality charter renewal process that results in high quality charter schools

- Talking to schools about their renewal
- Measuring success of schools
- Making tough decisions

# Agenda

- The Charter Authorizing Process
- Quality Renewal Process
- Renewal Process Components
- Q & A



# The Authorizing Process



## *Purpose of chartering (state law)*

- e.g. improve educational options

Approve only strong demonstrably viable applications



## *Purpose of renewal (state law)*

Renew schools only if they meet or exceed rigorous, clearly-defined performance standards

# Renewal Process – Is this enough?

Authorizer Compiles Body of Evidence on School Performance



School Response: Renewal Application and Site Visit



Renewal Recommendation (based on body of evidence and published performance expectations)



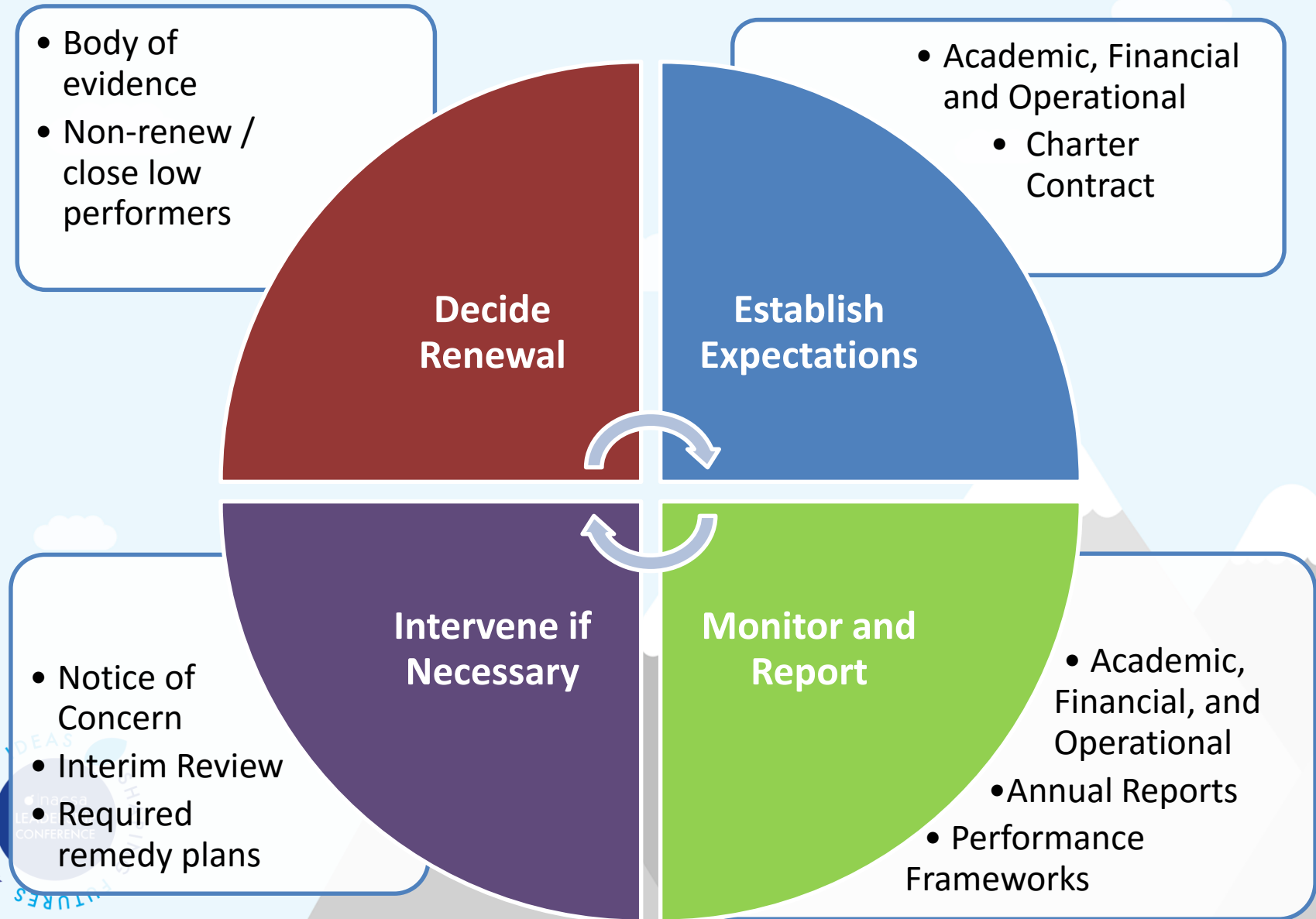
Public Hearing (consistent with law and policy)



Renewal Decision



# Quality Renewal Process





Decide  
Renewal

- Body of evidence
- Non-renew / close low performers

There should be NO SURPRISES in renewal decisions. The schools that are higher performing, should know that they will be renewed, and those that are low performing should know that they will not.

# Your School(s) up for Renewal

- Think of one (or more) school in your portfolio that will be up for renewal.
- Does the school know what you (the authorizer) think of its **academic** performance?
- Does your opinion of the school jive with what local leaders, other stakeholders, and the parent community think?
- What disconnect, if any, exists? How will you reconcile these differing opinions?
- What is the timing of a decision? (right before the end of the school year)

**So, how do you get here...?**

- Meet with the **School's Board** –not their leadership
- Provide the school with all the **performance data** you can to show their performance **comparative** to others/similar schools
- Talk to them about their options—**improvement** (restart/reconstitution) or **relinquishment or revocation** (with a take over or not)
- Focus on the **students and their families**

### Intervene if Necessary

- Notice of Concern
- Interim Review
- Required remedy plans

# Your School(s) up for Renewal

- How many times have you informally met with the school's leadership (board) to discuss academic performance?
- How would you characterize your relationship with the school? (e.g. warm, friendly, neutral, unfriendly, hostile)
- What can you do between NOW and DECISION TIME to inform the school of their performance?

- Are you monitoring a school's performance?
- Are you gathering both quantitative data (e.g. test scores) and qualitative (e.g. site visit reports)?
- Are you providing reports that provide an assessment of expected outcomes so there are no surprises? Is it easy to read?

Intervene if  
Necessary

Monitor and  
Report

- Academic, Financial, and Operational
- Annual Reports
- Common Performance Management Frameworks

# Your School(s) up for Renewal

- What are you monitoring?
- How are you monitoring the performance of your school and when are you providing an assessment?
- What information do YOU publish about the school? Who is your audience? How often?
- What other information do you wish you could have?

# CMU Reauthorization Timeline – Five Year Contract

## YEAR 1

### ACADEMIC

- Promote schools' analysis and use of contractually required achievement and growth data
- Utilization of assessment data for improvement
- Educational Program Review (site visit, interviews, document review, report)
- Assessment monitoring
- Special education monitoring

### GOVERNANCE

- New board member orientation
- Board meeting attendance
- Board policy development

### FISCAL

- New business manager training
- Fiscal document reviews (budgets, quarterlies)

### OPERATIONAL

- Staff review (Fall)
- Site/Facility review (Fall)
- Master Calendar of Reporting Requirements submission reviews

### PERFORMANCE REPORTS

- Academic Performance Report (June)

## YEAR 2

### ACADEMIC

- Educational Program Review (site visit, interviews, document review, report)
- Assessment monitoring
- Special education monitoring

### GOVERNANCE

- Conflict of Interest Disclosure Review
- Board nomination/recommendation/appointments
- New board member orientation
- Board meeting attendance
- Board policy updates, if necessary

### FISCAL

- Fiscal document reviews (budgets, quarterlies)

### OPERATIONAL

- Master Calendar of Reporting Requirements submission reviews

### PERFORMANCE REPORTS

- Operational Performance Report (August)
- Fiscal Performance Report (February)
- Academic Performance Report (June)

## YEAR 3 AND YEAR 4

*Oversight activities for each year*

### ACADEMIC

- Educational Program Review follow-up (if necessary)
- Education Program and Curriculum Review development sessions
- Assessment monitoring
- Special education monitoring

### GOVERNANCE

- Conflict of Interest Disclosure Review
- Board nomination/recommendation/appointments
- New board member orientation
- Board meeting attendance
- Board policy updates, if necessary

### FISCAL

- Fiscal document reviews (budgets, quarterlies)

### OPERATIONAL

- Master Calendar of Reporting Requirements submission reviews

### PERFORMANCE REPORTS

- Operational Performance Report (August)
- Fiscal Performance Report (February)
- Academic Performance Report (June)

## YEAR 5

### ACADEMIC

- Educational Program Review follow-up (if necessary)
- Education Program and Curriculum Review development sessions
- Assessment monitoring
- Special education monitoring

### GOVERNANCE

- Conflict of Interest Disclosure Review
- Board nomination/recommendation/appointments
- New board member orientation
- Board meeting attendance
- Board policy updates, if necessary

### FISCAL

- Fiscal document reviews (budgets, quarterlies)

### OPERATIONAL

- Staff review (Fall)
- Site/Facility review (Fall)
- Master Calendar of Reporting Requirements submission reviews

### PERFORMANCE REPORTS

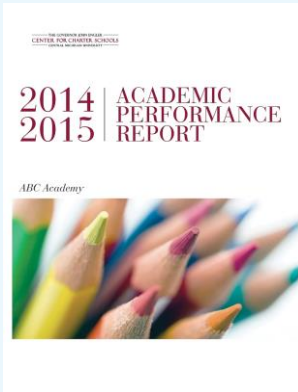
- Operational Performance Report (August)
- Fiscal Performance Report (February)
- Academic Performance Report (June)

### REAUTHORIZATION ACTIVITIES

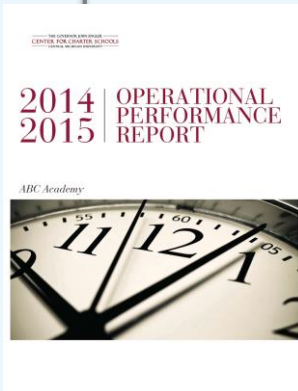
- Internal reauthorization discussion/review (October)
- Communicate with schools (October/November)
- Reauthorization contract submissions and review (December-February)
- Internal reauthorization review and recommendations sent to Board of Trustees (March)
- Board of Trustees action (April)
- Final reauthorization contract document review (April-June)
  - Terms and conditions
  - Amended bylaws
  - Fiscal Agent agreement
  - Oversight agreement
  - Position descriptions
  - Educational Service Provider agreement
  - Lease agreement
  - Education Goal
  - Educational Program
  - Curriculum
  - Methods of pupil assessment
  - Application and enrollment
- Contract signing (June)



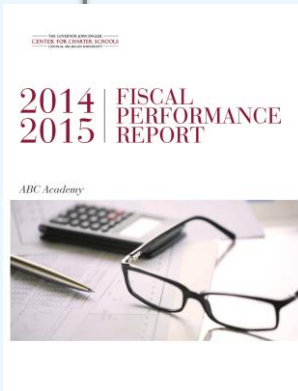
# CMU Performance Suite Reports



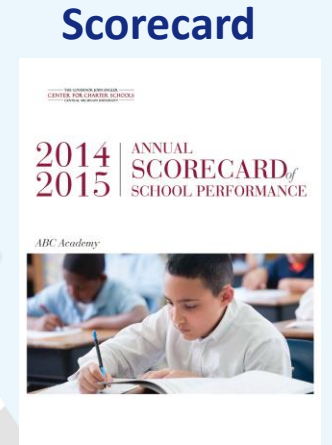
## Academic Performance Report



## Operational Performance Report



## Fiscal Performance Report



## Scorecard

- Academic, Financial and Operational
- Charter Contract

## Establish Expectations

- When a school is chartered, how do you determine the goals and student academic achievement expectations?
- How often do you review?
- Where is the data from (school or third party or you)?
- What does your charter contract / agreement allow you to do?

# Your School(s) up for Renewal

- What is your responsibility as an authorizer in the renewal process?
- What is the school's responsibility?
- What authority does your charter contract provide you as an authorizer?
- What expectations/outcomes (academic, fiscal, operational) are contained in your charter contract?
- What renewal decision-making process is described in your charter contract?

## Selected Contract Provisions

### Authorizer Monitoring

1. Oversight Responsibilities of Authorizer. Authorizer shall monitor and evaluate the School's academic, financial, operational, and student performance, including the School's compliance with this Contract and Applicable Law. Authorizer shall monitor and evaluate School performance **using the criteria, processes, and procedures set forth generally in Article VI and Exhibit M.**

2. The School agrees that, in the spirit of continuous improvement, **Authorizer may monitor and evaluate any indicator of academic, financial, operational, and student performance, including indicators not expressly set forth in this Contract,** which shall inform Authorizer's evaluation of the School and the School's continuous improvement plan.

## Selected Contract Provisions

### Authorizer Access to Information and Use of Third Parties

3. School Cooperation and Use of Third Parties. **The School agrees to cooperate with and assist Authorizer** or its designee in providing the access, information, and data Authorizer requires at Authorizer' sole discretion in executing this Contract. The School understands and agrees that **Authorizer may contract with a third party** to perform any of Authorizer' oversight functions.

## Selected Contract Provisions

### Conditions for Renewal / Considerations Determining Renewal

#### 4. Contract Renewal.

a. Considerations Determining Renewal. **The School acknowledges that improving all pupil learning and all student achievement is the most important factor Authorizer will consider in determining Contract renewal, which determination shall be based substantially on the School's attainment of its academic outcomes/goals** identified in Exhibit F. Authorizer will also consider any **compelling evidence of improved pupil learning** and student achievement for all students on Department of Education measures other than the attainment of outcomes/goals specified in Exhibit F.

- b. **Authorizer will consider other factors in its renewal determination, which factors are considered secondary to improving all pupil learning and all student achievement.** Specifically, Authorizer will consider the achievement of any additional statutory purposes identified in Exhibit D, and financial and operational performance obligations and compliance with Applicable Law as set forth in this Contract.
- c. The School will be **eligible for renewal only if the School has improved pupil performance and student achievement for all students, notwithstanding superior performance in financial, operations, governance, or legal compliance factors.**

5. Considerations Warranting Nonrenewal. Nonrenewal is warranted based on the existence of grounds identified in section 10.1 or 10.2 [statutory nonrenewal provisions] or Applicable Law, notwithstanding the existence of improved pupil learning and student achievement for all students. **For example,** nonrenewal will result from the School's failure to improve all pupil learning and all student achievement notwithstanding superior performance in financial, operations, governance, or legal compliance factors, and nonrenewal may result from the School's improvement of all pupil learning and all student achievement combined with a significant financial, operational, governance, or legal compliance deficiency, or multiple deficiencies in any of the financial, operational, governance, or legal compliance areas, or deficiencies in multiple areas.



6. Corrective Action Renewal. **If the School has improved all pupil learning and all student achievement, but School performance also indicates the existence of a significant financial, operational, governance, or legal compliance deficiency, or multiple deficiencies in any of the financial, operational, governance, or legal compliance areas, or deficiencies in multiple areas, Authorizer may, but is not obligated to, renew this Contract.** If Authorizer renews the Contract in these circumstances, the renewal is for corrective action with a term not to exceed three years, and the **School acknowledges and agrees that the School must continue to improve all pupil learning and all student achievement and must eliminate and resolve the deficiencies causing the Corrective Action Renewal and that no additional deficiencies are created or identified during that renewal term, in order to be eligible for a subsequent renewal.**

7. Application. By [due date] of the school year in which this Contract terminates, the School will submit an application to Authorizer **which shall contain [describe]. Authorizer will notify School within** four weeks of receipt of the School's final external audit for the immediately preceding fiscal year as to whether or not Authorizer intends to offer School a renewal contract.

# Questions & Discussion