

SUBJECT

Victory Charter School Annual Update

APPLICABLE STATUTE, RULE, OR POLICY

N/A

BACKGROUND

Victory Charter School (Victory) is a public charter school authorized by the Public Charter School Commission (PCSC) and located in Nampa since 2004. Victory serves approximately 400 students in grades K-12.

DISCUSSION

Victory will provide an annual update on the status of the school.

Victory's [Star Rating](#) for the 2011-12 school year is 4 out of 5, and the school met [AYP](#). The Achievement and Growth categories evidence the school's strong academic program, which resulted in 100% reading proficiency in several grades on the ISAT. Although Victory received 10/10 for its 100% graduation rate, the school received a score of 1/5 in the Advanced Opportunity category. This is the result of an error in the SDE's data collection system, which remains reflected in Victory's rating because the school missed the appeal window.

Victory met the Measurable Student Educational Standards (MSES) in the charter and continues to produce stellar academic results.

Based on the success of Legacy Charter School's co-administrator model, Victory has implemented this model beginning in fall 2012. Each of two administrators teach half of each day and perform administrative duties during the balance of their time. Victory's original administrator, Marianne Saunders, remains with the school as a co-administrator.

The school's board continues to function in an effective manner and the school's fiscal stability is apparent.

Stakeholder survey results indicate some areas in which communication could be improved; the school has taken steps to address these issues.

IMPACT

Information item only.

STAFF COMMENTS AND RECOMMENDATIONS

Staff has no recommendations or comments.

COMMISSION ACTION

Any action would be at the discretion of the PCSC.

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CHARTER SCHOOL DASHBOARD

Date: 8-15-2012

School Name: Victory Charter School

School Address: 9779 Kris Jensen Lane

School Phone: 208-442-9400

Current School Year: 2011-2012

School Mission: To develop students who are competent, confident, and responsible young adults who possess the habits, skills, and attitudes to succeed in life and be offered the invitation of post-secondary education and satisfying employment

CHARTER SCHOOL BOARD

Board Member Name	Office and Term	Skill Set(s)	Email	Phone
Leslie Mauldin	Chair/2013	Business Owner	leslie.mauldin@yahoo.com	208-870-8538
Dale Dixon	Vice Chair/2014	Public Relations/Business	info@daledixonmedia.com	208-908-3674
Susan Larson	Sec,Treasurer2013	Education/Office Mgt.	sjlrun@yahoo.com	208-463-4408
Ebe Amaechi	Member/2014	Counselor/Juvenile Corrections	eamaechi@msn.com	208-440-4411
Darren McKenzie	Member 2012	Attorney/Legal	darrenmckenzie67@yahoo.com	208-461-3989
Niki Crow	Clerk	Accountant	clerk@victorycharterschool.net	208-442-9400

ENROLLMENT

Grade Level	Current Enrollment	Current ADA	Current Waiting List	Previous Year's Enrollment	Previous Year's ADA
K	24	96.29	127	24	96.84
1	28	97.30	120	28	97.05
2	30	97.69	171	30	96.30
3	30	97.89	201	32	96.94
4	32	97.22	178	32	97.24
5	33	97.32	210	33	96.72
6	33	97.20	224	33	96.86
7	35	97.24	197	34	96.35
8	35	97.03	219	35	96.53
9	34	97.74	154	37	97.14
10	23	97.23	118	30	97.51
11	39	98.19	78	36	96.18
12	24	97.01	34	18	95.93
TOTAL	399	97.37	2031	402	96.76

Student Attrition Rate: 8%

Is your school planning to increase or decrease enrollment opportunities for the upcoming school year? no

If yes, briefly describe planned enrollment changes, including numbers and grades affected: n/a

STUDENT DEMOGRAPHICS

School Year	Hispanic (# and %)	Asian (# and %)	White (# and %)	Black (# and %)	American Indian (# and %)	LEP (# and %)	FRL (# and %)	Special Education (# and %)
Current	34/8.5%	13/3.3%	335/84%	13/3.3%	1/.3%	0/0	147/37%	11/2.8%
Previous	36/8.8%	10/2.4%	349/85%	12/3%	3/.8%	0/0	217/53%	15/4%

FACULTY AND STAFF

Administrator Name(s): Dr. Marianne Saunders

Administrator's Hire Date: June 2004

Administrator Email(s): msaunders@victorycharterschool.net

Current Classified Staff (# FTE): 9.5

Classified Attrition Rate: 0

Current Faculty (# FTE): 18

Faculty Attrition Rate: 0

EDUCATIONAL PROGRAM

Did your school make AYP during the last school year? Yes

If no, please specify indicator and status: NA

If no, please describe plan for addressing need: NA

Was your school selected to participate in NAEP this year? No

REPORTING

Date of last programmatic operations audit? July 25, 2012

Date submitted to authorizer? August 22, 2012

Who performed your most recent programmatic audit? Mr. Holland Johnson & Mrs. Brianne Gray

Date of most recent fiscal audit? July 31, 2012

Date submitted to authorizer? August 23, 2012

COMMENTS

Please describe any significant changes experienced by your school in the past year:

None

Please describe the greatest successes experienced by your school in the past year:

1. Victory took top honors at the 28th annual Academic Decathlon state competition. The school's team came in first place in the small schools category at the yearly event, which quizzes students in ten academic categories. In addition to the overall team category, three Victory students earned individual awards. The school took 3rd among ALL schools in Idaho, and represented the state in the national online competition where they....
2. Very proud to share that Victory has its first National Merit Scholar!
3. Victory students took first place honors for the National History Day Competition.
4. Victory's RAD program (Race Against Drugs production that's taken to area schools in the spring) received a CapEd Grant to support the program and its travel expenses. The RAD choir event is presented by the school's 5th & 6th graders.
5. The fourth senior class graduated June 1st. 100% of the seniors graduated.

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6. The boys basketball team, for the first time, went to a playoff game beyond the regular season.

7. Revamping of science across the grades continues to show improvement in student outcomes: ISAT science results improved as follows: 10th graders showed 9% increase in those who are proficient/advanced (86.4%) over last year, 7th graders improved 3% over last year (70.6% proficient/advanced), and 5th graders improved 21% over last year (87.9% proficient/advanced).

8. Other student success in state achievement outcomes: 100% of 3rd, 4th, 5th & 10 graders scored proficient/advanced in reading. 10th graders also scored 100% proficient/advanced in IST language.

Please describe any challenges you anticipate during the upcoming year:

None

Please add any additional information of which you would like to make your authorizer aware :

In 2012-2013, Victory has gone to a co-administrator/co-teacher position to model the success that its sister school, Legacy Charter School, has experienced with this arrangement in which two individuals teach half day and then carry out the administrative duties half day. In doing so, the governing board hired Mr. Matt McDaniel, a long-time teacher at Victory & Liberty Charter Schools, to share the administrative role with Dr. Marianne Saunders, who has been the principal since the school's inception.

REQUIRED ATTACHMENTS

- Most recent ISAT and IRI results (as applicable)
- Chart comparing ISAT and IRI scores over the past four years of operation (as applicable)
- Goals attainment report comparing the measurable student educational standards in your charter to actual results.
- Written response to recommendations from most recent programmatic operations audit.
- Most recent parent/stakeholder satisfaction survey results
- Budget actuals for most recent month-end
- Budget estimates for remainder of current year, and fiscal outlook for next year
- Exit interview data for most recent school year

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VICTORY CHARTER SCHOOL
2012 ISAT & AYP COMPARISONS (Expressed in %)

ISAT:

READING Proficiency	State	Nampa School District	Victory Charter School	Idaho Arts Charter School	Liberty Charter School
3 rd Grade	88.40	83.00	100	91.70	93.40
4 th Grade	88.90	85.40	100	93.80	90.90
5 th Grade	87.80	83.10	100	87.30	90.90
6 th Grade	89.50	85.90	87.90	93.80	88.50
7 th Grade	90.80	88.30	97.10	100	100
8 th Grade	92.30	88.70	97.10	98.40	96.90
10 th Grade	87.60	85.40	100	98.00	100
MATH Proficiency	State	Nampa School District	Victory Charter School	Idaho Arts Charter School	Liberty Charter School
3 rd Grade	88.40	85.80	96.60	89.60	96.70
4 th Grade	86.80	84.30	96.90	89.60	87.90
5 th Grade	78.60	74.60	93.90	81.00	93.90
6 th Grade	79.00	72.80	81.80	84.40	91.40
7 th Grade	75.60	70.80	94.10	80.30	97.00
8 th Grade	78.80	72.60	82.90	88.30	96.90
10 th Grade	78.00	73.00	86.40	79.60	82.30
SCIENCE Proficiency	State	Nampa School District	Victory Charter School	Idaho Arts Charter School	Liberty Charter School
5 th Grade	69.30	65.20	87.90	68.20	78.80
7 th Grade	59.40	57.10	70.60	59.00	76.50
10 th Grade	72.50	67.80	86.40	63.20	76.50
LANGUAGE Proficiency	State	Nampa School District	Victory Charter School	Idaho Arts Charter School	Liberty Charter School
3 rd Grade	74.60	68.70	96.60	72.90	86.70
4 th Grade	84.80	80.30	93.70	91.70	90.90
5 th Grade	79.40	73.60	93.90	84.10	87.90
6 th Grade	76.50	72.30	81.90	87.50	82.90
7 th Grade	74.20	66.60	82.40	88.50	97.10
8 th Grade	72.80	63.10	88.60	86.70	93.70
10 th Grade	76.60	73.10	100	85.70	91.20

AYP: 2010-2011 results as 2011-2012 results not available until after 8-31-2012

	State	Nampa School District	Victory Charter School	Idaho Arts Charter School	Liberty Charter School
ISAT Reading (Grades 3-10)	92.70	90.0	95.90	95.10	96.10
ISAT Math (Grades 3-10)	88.40	85.60	96.50	91.30	95.10
Graduation	92.40	91.90	92.20	87.20	100

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VICTORY CHARTER SCHOOL
ISATS: Four-year comparison – 2008-2012

READING	2008	2009	2010	2011	2012	5-yr AVERAGE
Proficiency						
3 RD Grade	83.3	86.7	96.7	87.5	100	90.84
4 th Grade	93.5	96.9	87.6	96.9	100	95.00
5 th Grade	84.9	93.8	100	90.9	100	93.92
6 th Grade	81.8	87.9	97.0	93.9	87.90	89.70
7 th Grade	87.9	88.2	91.2	94.1	97.10	91.70
8 th Grade	93.8	100	85.7	94.3	97.10	94.18
10th Grade	100	-----	92.0	100	100	98.00
School Avg	89.3	92.2	92.6	93.9	97.44	93.08
MATH	2008	2009	2010	2011	2012	5-yr AVERAGE
Proficiency						
3 RD Grade	93.3	83.3	93.3	93.8	96.60	92.06
4 th Grade	100	96.9	93.7	100	96.90	97.50
5 th Grade	90.9	93.8	100	90.9	93.90	93.90
6 th Grade	87.8	87.8	100	100	81.80	91.48
7 th Grade	93.9	88.2	88.2	91.2	94.10	91.12
8 th Grade	87.5	90.3	85.7	91.4	82.90	87.68
10th Grade	84.4	-----	92.0	93.6	86.40	89.10
School Avg	91.1	90.0	91.8	94.4	90.37	91.53
SCIENCE	2008	2009	2010	2011	2012	5-yr AVERAGE
Proficiency						
5 TH Grade	57.6	68.8	69.7	66.7	87.90	70.14
7th Grade	60.6	55.9	70.6	73.5	70.60	66.24
10 th Grade	81.3	71.5	79.2	77.4	86.40	79.16
School Avg	66.5	65.4	73.2	72.5	81.63	71.85
LANGUAGE	2008	2009	2010	2011	2012	5-yr AVERAGE
Proficiency						
3 RD Grade	70.0	80.0	76.7	78.1	96.60	80.28
4 th Grade	90.3	87.5	84.4	100	93.70	91.18
5 th Grade	78.8	93.8	90.9	81.8	93.90	87.84
6 th Grade	75.8	78.8	84.8	97.0	81.90	83.66
7 th Grade	87.9	85.3	79.4	88.2	82.40	84.64
8 th Grade	81.3	83.9	80.0	85.7	88.60	83.90
10th Grade	75.0	-----	84.5	87.1	100	86.65
School Avg	93.2	84.9	83.1	88.3	91.01	85.45

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VICTORY CHARTER SCHOOL -- IRI SCORES
Four-year Comparison

2011-2012	Benchmark	Strategic	Intensive
K-Fall	70.83%	20.83%	8.33%
K-Spring	83.3%	12.5%	4.2%
1 st -Fall	64.29%	28.57%	7.14%
1 st -Spring	82.14%	14.29%	3.57%
2 nd -Fall	80%	10%	10%
2 nd -Spring	86.67%	6.67%	6.67%
3 rd -Fall	93.33%	6.67%	0%
3 rd -Spring	96.67%	3.33%	0%
2010-2011	Benchmark	Strategic	Intensive
K-Fall	83.33%	12.50%	4.17%
K-Spr	72.73%	18.18%	9.09%
1 st -Fall	78.57%	14.29%	7.14%
1 st -Spr	88.89%	11.11%	0.00%
2 nd -Fall	86.67%	10.00%	3.33%
2 nd -Spr	93.33%	6.67%	0.00%
3 rd -Fall			
3 rd -Spr	96.88%	3.12%	0.00%
2009-2010	Benchmark	Strategic	Intensive
K-Fall	79.17%	16.67%	4.17%
K-Spr	79.17%	16.67%	4.17%
1 st -Fall	65.38%	30.77%	3.85%
1 st -Spr	96.00%	4.00%	0.00%
2 nd -Fall	76.67%	16.67%	6.67%
2 nd -Spr	96.55%	3.45%	0.00%
3 rd -Fall	93.33%	3.33%	3.33%
3 rd -Spr	90.00%	10.00%	0.00%
2008-2009	Benchmark	Strategic	Intensive
K-Fall	66.67%	25.00%	8.33%
K-Wtr	90.91%	9.09%	0.00%
1 st -Fall	96.43%	0.00%	3.57%
1 st -Spr	96.43%	0.00%	3.57%
2 nd -Fall	76.67%	23.33%	0.00%
2 nd -Spr	93.33%	6.67%	0.00%
3 rd -Fall	86.21%	3.45%	10.34%
3 rd -Spr	85.71%	3.57%	10.71%

Goals Attainment Report

From Victory's charter document:

ELEMENT FIVE: THE MEASURABLE STUDENT EDUCATIONAL STANDARDS

Measurement...

- We will meet the goals identified in this Charter petition when students demonstrate the following:
 - Score in the top quartile on standardized tests on the national, state, or district levels after a period of two consecutive academic years at Victory Charter School.

Met – For 2011, 2012, the 3rd, 4th, 5th, and 10th grades all scored 100% proficient/advanced on the reading ISAT. In language, 100% of the 10th grade scored proficient/advanced on the ISAT. In science ISAT, 5th grade went from 66.7% proficient/advanced in 2010-2011 to 87.90%, a 21% increase, while 10th grade went from 77.4% in 2010-2011 to 86.4% in 2011-2012, a 9% increase!
 - Reading at grade level by 3rd grade.

ISAT and IRI spring testing occurring weeks of April 16 & 23. School has historically met this standard.
 - Computing math at grade level by 3rd grade.

100% of 3rd graders passed the ISAT reading, all students but one scored a 3 on the spring IRI; the one who scored just below a 3 is receiving RTI services to strengthen skills.
 - Student absenteeism is less than 4%.

Met – Overall average daily attendance in 2011-2012 was 97.37%.
 - Student tardies are less than 2%.

Met – tardies are tracked through Powerschool and on students' report cards.
 - 7th through 12th grade students will receive a positive evaluation when completing the community service piece of the charter which is designed to instill a sense of individual, social, and civic responsibility where learners will use new found knowledge of solve community problems.

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Met – 7th and 8th grade teachers keep completed, documented hours of community service in each student's file. Once in high school, students report documented community service hours with the high school registrar. High School students receive 1 credit on their high school transcript for completion of required hours.

- Samples of student work depicting acquired, integrated, extended, refined and meaningful utilization of knowledge.

Met – At parent-teacher conferences, teachers and students share with parents examples of student work demonstrating acquired knowledge, academic success, and personal growth. Annually, each high school class (freshman, sophomore, junior & senior classes) present to families and friends an evening of speeches where they demonstrate a particular area of learning that year that has affected them positively in some manner and places it in a context beyond the classroom and/or school setting.

- Students reflect positive growth on self-assessment surveys done yearly on attitudes and habits toward task performance.

Met – Information included as part of students' report cards.

VICTORY'S PROGRAMMATIC AUDIT:

After last year's reaccreditation visit by the Northwest Accreditation Commission, and using that report as the 2010-2011 audit, Victory returned to its annual programmatic audit format in which community members, successful in either their line of work and/or community activities, served as the audit team reviewing the school's programs and providing feedback so as to continue the school's aim to provide a "school-to-work" education model. The results of this programmatic audit are included in the information that follows.

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**ANNUAL PROGRAMMATIC AUDIT
2011-2012**

**School: VICTORY CHARTER
SCHOOL**

Programmatic Audit team:

Mr. Darrell Deide

Mr. Holland Johnson

Mrs. Brianne Gray

Date of Programmatic Audit:

July 25, 2012

TEAM REPORT SUMMARY

July 28, 2012

On July 25, 2012, the programmatic audit team consisting of local community members met with representatives of the school's governing board, administration, staff, and parents to evaluate the school's performance during 2011-2012 in the areas of governance & leadership, finances & reporting, facilities/health & safety, and educational program.

Members of the programmatic audit team included:

Darrell Deide: Superintendent of the Caldwell School District 1975-1995; School Board Representative during construction of present Caldwell High School 1996-1997; Idaho State Senator 3 terms – Vice Chairman, Senate Education Committee and Chairman, Senate Agriculture Committee; co-author of the public charter school bill; former director of the Harbor Educational Institute. **[Due to an unforeseen family circumstance, Mr. Deide was unable to participate. A replacement could not be secured because of the timing of notification, therefore, Mr. Johnson and Mrs. Gray conducted the audit.]**

Holland Johnson: Retired educator serving 41 years in public schools, most recently in the Caldwell School District; 1981 Nampa Teacher of the Year; 1988-1998 Junior High Principal; Counselor/Consultant to Nampa's Liberty Charter High School program in its initial years of operation.

Brianne Gray: Owner & Operator, Stillwater Hollow, Nampa; Professional Singer; founder of Legacy Public Charter School; former educational assistant, Liberty Charter School; former lobbyist, Idahoans for Choice in Education-PAC.

It is no coincidence that audit team members have substantial experience with Harbor Method schools, along with strong educational, community and business backgrounds. Victory's leadership saw this level of Harbor expertise, coupled with the members' considerable skills & knowledge in their professional areas, would be beneficial, allowing the audit team to "hit the ground running" by already being familiar with the mission & vision of the school and the overall education goals, yet still removed enough to provide valuable feedback to the school representatives as they seek ways to improve.

Recognizing that Victory Charter School is one of the longest-running schools to replicate Liberty Charter School, the first charter school to use the Harbor School Method, the programmatic team expected that much of what it found at Victory should be similar, if not nearly identical, to that of Liberty. We weren't disappointed. Victory Charter School, like Liberty, has provided a much-desired educational option in its community as evidenced by its large waiting list (more than 2,100 students), student retention, and parent satisfaction, and by its strong teacher and staff support, and solid service by its governing board members. It should be proud to be able to rival, and in some cases surpass, the student educational outcomes of its sister school, Liberty. Victory students' test scores are extremely impressive and it's easy to see why parents are confident in the school's ability to help their students succeed. While often times schools that try to replicate struggle in achieving similar levels of financial strength as the founding school, Victory is not in this category. The school continues to use its resources wisely: Fiscally, the school is strong. The budgets are carefully reviewed and approved by the governing board and followed by the administrator, with the board and administrator continuing a close relationship with Harbor Method Founder Becky Stallcop and her Harbor school-developed budgets to ensure the finances of the school stay in line with its mission & vision. As a result, Victory has succeeded in running in the black with reserves – even in the recent years' tight economic times. Victory's facilities are appropriate for the educational forum it provides. It's

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clean, inviting, and shows little wear and tear even though it's entering its fifth year in operation (the school operated in portables its first 2 ½ years). We also appreciated seeing that although the Harbor Method's successes are well documented, Victory's replication doesn't mean it doesn't have an identity of its own or that it doesn't work collaboratively with the founding school, Liberty, to find ways to expand or adjust the program as new opportunities arise that fit into the Method well. For instance, while Liberty has a humanities focus within its high school, Victory is developing its own distinctive focus as a math & science school, having nearly all of its high school math & science credits offered as concurrent credit. It also worked with Liberty and the newest replicate school in Nampa, Legacy, to take that school's model of a co-administrator/co-teacher concept so that this coming year it will see long-time administrator, Dr. Marianne Saunders, share this role with long-time Harbor teacher, Matt McDaniel, while both will have teaching responsibilities. It's exciting to see schools that are successful not rest on that success but continue to seek ways to bring the best into the classroom for students and into the overall operation of the school.

The attached review provides a checklist of the areas the review team covered and includes collective comments by the team members as we met with various school representatives. As you will see from the documentation cited, the review team based its audit findings on information provided through interviews, document review, and a physical look at the learning facility on the day of the audit, and were, obviously, developed in concert with each team member's previous Harbor knowledge and specific school experiences as already addressed.

In conclusion, we congratulate Victory Charter School for successfully replicating an incredibly successful educational model. It's an example that when great schools are operating and parents/students want more of them, they can be duplicated so that other students benefit.

Mr. Holland Johnson

Mrs. Brianne Gray

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2011-2012 SCHOOL INFORMATION --

SCHOOL NAME: Victory Charter School

ADDRESS: 9779 Kris Jensen Lane, Nampa, Idaho 83686

PROGRAMMATIC AUDIT YEAR: 2011-2012

YEAR OPENED: 2004

ENROLLMENT: 399

GRADES OFFERED: K-12

CURRENT WAITING LIST: 2,157

BOARD MEMBERS: Ms. Leslie Mauldin, Mr. Dale Dixon, Mr. Ebi Amaechi, Ms. Susan Larson, Mr. Darren McKenzie

ADMINISTRATOR: Dr. Marianne Saunders

OF CERTIFIED TEACHERS: 18

OF EDUCATIONAL ASSISTANTS: 9.5

OF OFFICE/ADMINISTRATIVE STAFF: 2

GOVERNANCE & LEADERSHIP:

Objective	Met	Not Met	Supporting Documentation	Audit Team Comments
Governing Board:				
Governing Board understands its role and responsibilities and the role of the administrator(s)	X		Interview & discussion, policies & procedures	Appreciate history of long-time service by board chair, who was served on board since school's inception and was a founder before that; also appreciated that board is aware of the school's role in not only operating its school but also being involved in educational issues beyond its four walls.
Governance structure is effective.	X		Copy of policies & procedures, interviews with board members, admins & staff	It's not easy to have people continue to serve for long periods of time on a board, so school is to be commended for having done so.
Charter school's bylaws are up-to-date and include major obligations for governance.	X		Copy of Bylaws	
Board participates in board training	X		Board training schedule, interviews	Commend board for collaborating with Liberty in new board member training and on-going training, and updating of bylaws & policies during 2011-2012. Good seeing on-going work to ensure board turnover has little impact on school operations.
Board works well with administrator, supports administrator, holds administrator accountable.	X		Interviews, administrator formal evaluation	
Board understands the charter and its responsibility in ensuring the charter is followed.	X		Interviews	Fingerprinting issue occurrence at Victory that resulted in Notice of Defect is an example of fixing an issue quickly and with integrity w/authorizer & SDE.

Governing Board understands and follows open meeting laws, and works with administrator to stay up-to-date on new legislation, state requirements & procedures, and to address legal obligations.	X		Board postings, notices, meeting minutes; interviews; evidence of participation in state-sponsored trainings.	
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GOVERNANCE & LEADERSHIP, continued:

Objective	Met	Not Met	Supporting Documentation	Comments
Administration:				
Administrator is knowledgeable of and committed to school's mission & vision.	X		Interviews & discussion, policies & procedures	
Administrator understands and effectively allocates school resources to achieve mission, vision, goals & student outcomes.	X		Interviews, review of class schedules, budgets, personnel allocation.	The school has a strong reserve – good to know board and administrator are following Harbor Method budgeting.
Administrator understands and carries out leadership skills that support the governing board, teachers, staff & students w/in the Harbor Method absolutes.	X		Harbor Method absolutes document, interviews, board evaluation.	Interested in seeing the move from one admin to a co-admin/co-teacher arrangement. Appreciate Dr.Saunders' willingness and wanting to return to the classroom and share admin responsibilities with Mr. McDaniel.
Evidence of effective Administrator and Governing Board relationship that benefits teachers & students.	X		Interviews	

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Administrator has an effective procedure in place for evaluating school personnel.	X		Interviews, procedure for personnel evaluations.	Charlotte Danielson's Framework coupled with teacher-provided videos of their classroom instruction for admin review in concert with daily visits by admin in the classrooms creates on-going and substantive evaluations.
Administrator is able to demonstrate ability to carry out day-to-day duties, as required by the Harbor Method, and long-term duties (accreditation, annual Commission updates, SDE compliance, etc.).	X		Interviews, board evaluation of administrator, annual update review, accreditation review, etc.	
Administrator effectively communicates with constituents and insures school communicates with community.	X		Interviews, review of weekly attendance notes & news, website, lottery notices, public mtg notices, etc.	

FINANCES:

Objective	Met	Not Met	Supporting Documentation	Comments
School budget is in place, followed and realistic.	X		Review of approved 2011-2012 budget & actuals, interviews	
Budget is able to support school's mission, vision, academic program and facility upkeep & safety.	X		Review of approved 2011-2012 budget & actuals, interviews, student achievement data, facility walk-thru.	School's ability to build a separate gym facility for PE and sports program during tight economic times for most schools is a credit to the board & administrator's careful management.
Board approves annual budget and stays up-to-date with budget actuals throughout the year.	X		Board mtg minutes, interviews	

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Administrator understands budget, follows budget, and is able to manage within the constraints of the budget.	X		Interviews	
Business manager/clerk is able to perform the job duties and is supported by the Board and administration.	X		Interviews	
The school is able to meet its financial obligations (loans, salaries, facility upkeep, etc.)	X		Interviews, budget review	Victory has been able to operate in these tough times without having to decrease salaries, benefits, or programs.
Enrollment is strong and able to support budget requirements.	X		Enrollment data, waiting list data, interviews	Victory's 2,100+ waiting list continues to demonstrate strength.
Leadership is able to show capable management and reporting of the budget as required.	X		Board meeting notices & minutes, interviews	

FACILITIES:

Objective	Met	Not Met	Supporting Documentation	Comments
School building & grounds are safe and in good working order.	X		Interviews, building walk-through, fire evacuations posted, evidence of fire drills conducted, evidence of regular maintenance, etc.	
Student and personnel files are stored properly.	X		Inspection of file storage, interviews.	

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Student information is easily accessible for purposes of contacting parents, medical, etc.	X		Inspection of annual enrollment info binders.	
Information available to the public is easily accessible (school outcomes, budget info, public notices, etc.)	X		Website review, front office files location, interviews.	
Student Data system evident and being used (ISEE, Powerschool)	X		Interviews, data system inspection.	
Evidence that classrooms are well organized and appropriate for school mission, vision, learning outcomes.	X		Walk-through, interviews.	

Student Outcomes:

Objective	Met	Not Met	Supporting Documentation	Comments
Student outcomes meet expectations of charter.	X		Review of test data, charter, interviews, annual updates.	Student outcomes – impressive!
Evidence that all students learning needs are properly addressed.	X		Interviews w/special ed teacher, Title IA teacher, admins, review of student records as appropriate.	Demographics of school show that special ed & title services necessary to provide appropriate learning environment for all students. Appreciated that Victory is committed to meeting all student needs.

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Evidence that students are provided a complete educational program as described in charter.	X		Review of class schedules, examples of lesson plans, evidence of extra-curricular activities, student handbook, test data.	Concurrent credit opportunities for high school students – well done.
Evidence of student & parent satisfaction	X		Review of Annual survey, parent & student interviews.	Survey results show strong satisfaction.
Evidence of parent involvement	X		Interviews, parent volunteer schedules, parent-teacher conferences, annual meeting documentation (weebly sites)	Teacher discussions showed they have parent involvement and resources that benefit students.
All required testing taken.	X		Test data outcomes	Good to see replicate school able to post impressive student outcomes.
Evidence of constant evaluation of academic program to ensure student success.	X		Examples of addressing academic program updates w/in Harbor Method framework: high school morning concepts, co-admin emphasis, after-school tutoring, etc.	

2011-2012 Victory Stakeholder Survey

In 2011-2012, Victory underwent its three-year federal programs review. As part of the federal funding the school receives, surveys are conducted with the school's stakeholders to ensure parents/guardians are knowledgeable of and involved in their students' learning environment. The survey below was given to the 7th & 8th grade parents about mid-year, realizing that it is often at these grades when students and parents become somewhat less engaged in the day-to-day school programs and opportunities. This survey was then given to all stakeholders in the spring.

The results of the first phase with 7th & 8th grade parents is highlighted gray; the results of the survey being given to all stakeholders is highlighted yellow.

2011-2012 Annual Survey: Title IA and Parental Involvement

To continue to have our parents/guardians aware of and involved in the various programs & activities at the school, please take 5 minutes to complete this short, anonymous survey, which is both an information-sharing and information-receiving tool. Thank you.

Please answer the following using a scale of 1-5, with five being "very familiar" to 1 being "unfamiliar."

1. Victory Charter School values parental involvement. The following are ways parents can be involved in their child(ren)'s education:

- Volunteer in classrooms
- Provide an appropriate environment for homework
- Work on PLATO at home
- Read and sign weekly attendance newsletter
- Read and sign annual enrollment packet in the fall, which includes the school-parent compact
- Provide feedback to teachers/administrators

How familiar are you with these opportunities?

5- very familiar	4-somewhat familiar	3-familiar	2-not very familiar	1-unfamiliar
48%	26%	16%	6%	3%

[Plato circled in the 3%/unfamiliar – will continue to communicate w/parents in Attendance Newsletter, teacher emails to parents, at parent-teacher conferences.]

69%	18%	9%	3%	1%
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2. Parents are made aware of their child(ren)'s progress in the following ways:

- Progress reports as needed
- Twice yearly parent/teacher conferences
- Informal parent/teacher communication
- Quarterly report cards
- Testing results (ISAT and IRI)

How familiar are you with these avenues?

5-very familiar	4-somewhat familiar	3-familiar	2-not very familiar	1-unfamiliar
65%	16%	23%	0%	0%
88%	9%	2%	1%	0%

3. Information regarding the overall progress of Victory Charter is presented through the following:

- School website linked to the school's Annual Report Card & notification of AYP status

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- Annual Title 1A presentation at the Back-to-School night
- Administrator’s report at Governing Board meetings
- Weekly attendance newsletters

How familiar are you with these avenues of sharing the school’s progress?

5-very familiar	4-somewhat familiar	3-familiar	2-not very familiar	1-unfamiliar
13%	35%	29%	19%	3%

[Areas of note where parents are less aware of info: Annual Report Card & AYP status. Address with more notices in Attendance Newsletter, emphasize more at annual mtg.]

23%	32%	27%	15%	3%
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4. Below are ways Victory Charter communicates with parents:

- Weekly attendance newsletters, annual enrollment packet and student handbook
- Twice yearly parent/teacher conferences
- Informal parent/teacher communication
- High school parents email newsletter
- School -wide events
- Governing Board meetings
- Administrator emails/ backpack notes

How familiar are you with these communication avenues?

5-very familiar	4-somewhat familiar	3-familiar	2-not very familiar	1-unfamiliar
42%	19%	26%	6%	0%

[Note: Not surprising, 7th & 8th parents not aware of separate, high school parent email notices, which was mostly noted here.]

74%	17%	7%	2%	0%
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On a scale of 1-5, with 5 being “strongly agree” to 1 being “strongly disagree”, please answer the following:

1. I believe the school provides adequate opportunities for parents/guardians to be involved in their child(ren)’s academic success.

5-strongly agree	4-agree	3-somewhat agree	2-disagree	1-strongly disagree
32%	52%	16%	3%	0%
44%	49%	5%	2%	0%

2. I believe the school does a good job in keeping me aware of my child(ren)’s progress.

5-strongly agree	4-agree	3-somewhat agree	2-disagree	1-strongly disagree
29%	42%	19%	10%	0%
36%	51%	10%	3%	

3. I believe there are enough ways in which the school provides information to me regarding the school’s programs, activities and services.

5-strongly agree	4-agree	3-somewhat agree	2-disagree	1-strongly disagree
29%	45%	23%	3%	0%
48%	34%	12%	5%	1%

Thank you for completing this survey.

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Victory exit data for 2011-2012 –

Transfer to another charter school: 3

Expulsion: 2

Going to be home schooled: 6

Moved out of state: 4

Moved in state (to another town or school): 41

For those who transferred to another school in the area, the reasons given for leaving Victory included: Sports (wanted more options), School too hard, Too many rules, Attendance policy too strict, Wanted large high school experience, Home-schooled students wanted to try, found it too different, went back to being home schooled.

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VICTORY CHARTER SCHOOL August 17, 2012	Proposed (Board Approved Budget for Fiscal Year)	Actual (Through Most Recent Month End)	Projected (Anticipated Year- End Numbers)	Percentage Used (Actual / Proposed)	Notes	State Comparison (Anticipated Year End Numbers) <i>This column for state use only.</i>	Difference Between State and School's Projected
REVENUE		6/30/2012					
Salary Apportionment	\$1,320,157.00	\$1,310,344.41	\$1,310,344.41	99.26%			
Benefit Apportionment	\$179,559.34	\$179,559.34	\$179,559.34	100.00%			
Entitlement	\$510,276.00	\$510,276.00	\$510,276.00	100.00%	26.5 Support Units.		
State Transportation	\$107,063.00	\$98,883.00	\$98,883.00	92.36%			
Lottery				#DIV/0!			
Other State Funds (Specify)	\$17,030.00	\$22,787.42	\$22,787.42	133.81%	Tech., IRI, Remediation		
Special Ed - Regular	\$58,959.00	\$59,543.00	\$59,543.00	100.99%			
Special Ed - ARRA				#DIV/0!			
Title I	\$81,548.00	\$69,316.05	\$69,316.05	85.00%			
Federal Title I Funds : ARRA				#DIV/0!			
Medicaid Reimbursement	\$25,700.00	\$24,306.20	\$24,306.20	94.58%			
Title IIA	\$9,471.00	\$9,770.00	\$9,770.00	103.16%			
Local Revenue (Specify)				#DIV/0!			
Federal Startup Grant				#DIV/0!			
Other Grants (Specify)		\$1,222.00	\$1,222.00	#DIV/0!	Ed Jobs		
Fundraising	\$22,000.00	\$20,922.26	\$20,922.26	95.10%	Misc.		
Interest Earned	\$1,000.00	\$1,071.06	\$1,071.06	107.11%			
Other (Specify)	\$36,006.00	\$36,006.00	\$36,006.00	100.00%	REAP		
Other (Specify)	\$105,380.50	\$125,282.81	\$125,282.81	118.89%	Food Service		
TOTAL REVENUE	\$2,474,149.84	\$2,469,289.55	\$2,469,289.55	99.80%			\$0.00
EXPENDITURES							
100 Salaries							
Teachers	\$836,325.00	\$830,143.84	\$830,143.84	99.26%			
Special Education	\$46,660.00	\$47,244.00	\$47,244.00	101.25%			
Instructional Aides	\$196,071.00	\$192,432.67	\$192,432.67	98.14%			
Classified/Office	\$42,000.00	\$38,982.50	\$38,982.50	92.82%			
Administration	\$90,000.00	\$90,000.00	\$90,000.00	100.00%			
Maintenance	\$16,000.00	\$15,248.55	\$15,248.55	95.30%			
Other (Specify)				#DIV/0!			
Other (Specify)				#DIV/0!			
Total Salaries	\$1,227,056.00	\$1,214,051.56	\$1,214,051.56	98.94%			
200 Employee Benefits							
PERSI/FICA/Benefits	\$326,826.00	\$347,054.01	\$347,054.01	106.19%			
Other (Specify)	\$11,500.00	\$8,309.00	\$8,309.00	72.25%	Worker's Comp.		
Total Benefits	\$338,326.00	\$355,363.01	\$355,363.01	105.04%			
300 Purchased Services							
Management Services				#DIV/0!			
Staff Dev/Title IIA				#DIV/0!			
Legal Pub/Advertising	\$800.00	\$670.24	\$670.24	83.78%			
Legal Services				#DIV/0!			
Special Education	\$31,425.00	\$23,902.20	\$23,902.20	76.06%			
Liability & Property Ins	\$14,000.00	\$13,966.00	\$13,966.00	99.76%			
Substitute Teachers	\$4,000.00	\$5,916.52	\$5,916.52	147.91%			
Board Expenses	\$6,000.00	\$5,962.50	\$5,962.50	99.38%	Audit		
Computer Services				#DIV/0!			
Transportation	\$143,750.00	\$150,604.68	\$150,604.68	104.77%			
Travel	\$26,329.00	\$27,142.93	\$27,142.93	103.09%	School Activities		
Other (Specify)	\$9,050.00	\$9,018.31	\$9,018.31	99.65%	Dues & Fees, Misc		
Other (Specify)	\$28,750.00	\$25,020.30	\$25,020.30	87.03%	Contracted Services, Purchased Services		
Total Services	\$264,104.00	\$262,203.68	\$262,203.68	99.28%			\$0.00

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Facilities				#DIV/0!		
Building Lease	\$6,200.00	\$6,200.00	\$6,200.00	0.00%		
Land Lease				#DIV/0!		
Modular Lease				#DIV/0!		
Utilities, Phones, Lndscp	\$46,200.00	\$39,987.44	\$39,987.44	12.81%		
Site Preparation	\$7,000.00	\$7,000.00	\$7,000.00	85.18%	Site Improvement	
Other (Specify)	\$11,000.00	\$8,533.10	\$8,533.10	0.00%	Contracted Services-Bldg	
Other (Specify)				#DIV/0!		
Total Facilities	\$70,400.00	\$61,720.54	\$61,720.54	87.67%		\$0.00
400 Supplies and Maintenance						
Textbooks				#DIV/0!		
School Supplies	\$36,800.00	\$36,958.43	\$36,958.43	100.43%		
Power School				#DIV/0!		
Custodial Supplies	\$5,000.00	\$4,468.10	\$4,468.10	89.36%		
Other (Specify)	\$28,000.00	\$32,251.58	\$32,251.58	115.18%	Repair & Maint.	
Other (Specify)				#DIV/0!		
Total Supplies	\$69,800.00	\$73,678.11	\$73,678.11	105.56%		\$0.00
500 Capital Objects						
Furniture				#DIV/0!		
Technical AV Equipment	\$12,596.00	\$10,425.24	\$10,425.24	82.77%		
Other (Specify)				#DIV/0!		
Other (Specify)				#DIV/0!		
Other (Specify)				#DIV/0!		
Other (Specify)				#DIV/0!		
Total Capital Objects	\$12,596.00	\$10,425.24	\$10,425.24	82.77%		\$0.00
Debt Service						
Specify	\$373,873.00	\$368,162.49	\$368,162.49	98.47%	Wells Fargo - Building payments	
Specify		\$5,782.00	\$5,782.00	#DIV/0!	Increase in Debt Service Fund Balance	
Specify				#DIV/0!		
Total Debt Service	\$373,873.00	\$373,944.49	\$373,944.49	100.02%		\$0.00
Grant Purchases						
Specify	\$36,006.00	\$36,006.00	\$36,006.00	100.00%	REAP	
Specify	\$3,200.00	\$244.60	\$244.60	7.64%	Title I	
Specify	\$5,300.00	\$5,393.93	\$5,393.93	101.77%	Special Education	
Specify	\$112,150.00	\$125,567.58	\$125,567.58	111.96%	Food Service	
Specify				#DIV/0!		
Total Grant Purchases	\$156,656.00	\$167,212.11	\$167,212.11	106.74%		\$0.00
Reserve Fund				#DIV/0!		
Building Fund				#DIV/0!		
Total Expenses	\$2,512,811.00	\$2,518,598.74	\$2,518,598.74	100.23%		
Carryover from Previous FY	\$410,604.00	\$410,604.00	\$410,604.00	100.00%		\$0.00
Reserve/(Deficit)	\$371,942.84	\$361,294.81	\$361,294.81	97.14%		

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VICTORY CHARTER SCHOOL August 17, 2012	Proposed Budget	Notes
REVENUE		2012-2013
Local Revenue		
State Revenue		
Entitlement	\$521,815.00	26.48 Support Units.
Wages		
Administration	\$109,254.00	
Teachers	\$1,003,372.00	
Classified	\$186,086.00	
Medicaid	\$25,700.00	
Benefit	\$219,857.00	
Transportation	\$107,063.00	
Federal Revenue		
Title I	\$68,868.00	
Special Ed	\$60,106.00	
Title II	\$9,414.00	
Startup Grant		
Other Sources (Specify)	\$35,000.00	REAP
Other Sources (Specify)	\$108,700.00	Food Service
Other Sources (Specify)	\$46,771.00	Other State Funding, Misc., Interest
Total Revenue before holdback	\$2,502,006.00	
PROPOSED HOLDBACK		Holdbacks should be estimated at a minimum of 5% - 5.5% for FY 2011.
Teacher Salaries		
Classified Salaries		
Admin Salaries		
Benefits		
Entitlement		
Transportation		
Total Holdback	\$0.00	
Total Revenue after holdback	\$2,502,006.00	
EXPENDITURES		
100 Salaries		
Teachers	\$913,588.00	
Admin	\$211,663.00	
Classified	\$120,000.00	
Special education		
Other (Specify)		
Other (Specify)		
Total Salaries	\$1,245,251.00	
200 Benefits		
Benefit Dollars		
PERSI/Payroll taxes	\$340,700.00	
Other (Specify)	\$13,000.00	Worker's Comp.
Total Benefits	\$353,700.00	
300 Purchased Services		
Transportation	\$143,000.00	
Special Education	\$31,475.00	
Proctor costs		
Legal		
Insurance	\$15,500.00	
Copier Lease	\$10,000.00	
Printer Lease		
Facility Lease	\$6,200.00	
Utilities	\$51,300.00	

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Professional Development		
Technology	\$13,836.00	
Management Services	\$15,000.00	
Legal Publications/Advertising	\$1,000.00	
Substitute Teachers	\$3,000.00	
Board Expenses	\$6,100.00	Audit.
Other (Specify)	\$11,000.00	Dues & Fees, Misc.
Other (Specify)	\$50,000.00	Contracted Services, Travel, Other
Total Purchased Services	\$357,411.00	
Supplies & Materials		
Teacher/Classroom		
Office	\$30,000.00	
Janitorial	\$5,000.00	
Textbooks		
Other (Specify)	\$27,000.00	Repair & Maint.
Other (Specify)		
Total Supplies & Materials	\$62,000.00	
Grant Expenditures		
Specify	\$35,000.00	REAP
Specify	\$4,647.00	Special Education, Title I
Specify	\$103,800.00	Food Service
Total Grant Expenditures	\$143,447.00	
Capital Outlay		
Total Capital Outlay		
Debt Retirement		
Total Debt Retirement	\$364,481.00	
Insurance & Judgements		
Total Insurance & Judgements	\$0.00	
Transfers		
Total Transfers	\$0.00	
Contingency Reserve	\$0.00	
Building Fund	\$0.00	
Total Expenditures	\$2,526,290.00	
Carryover from Previous FY	\$367,004.81	Reflects projected reserve/(deficit) from "current year" worksheet
Reserve/(Deficit)	\$342,720.81	

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2011 - 2012 Star Rating Results

VICTORY CHARTER SCHOOL (451) / VICTORY CHARTER SCHOOL (0868)

OVERALL STAR RATING

4 star 80 out of 100 points

ACHIEVEMENT

Content Area	Percent Proficient / Advanced	Points Earned	Points Eligible
ISAT Reading	97.2%	5	5
ISAT Math	91.9%	4	5
ISAT Language	90.0%	4	5

** Calculated using average of last three years data

Percentage of points: 13 / 15 = 86.7%

Total points for this area: 17 / 20

GROWTH TO ACHIEVEMENT

Content Area	Median Student Growth Percentile (SGP)	Median Student Adequate Growth Percentile (AGP)	Made Adequate Growth?	Points Earned	Points Eligible
Reading	53.0	9.0	Yes	4	5
Math	55.0	12.0	Yes	4	5
Language	60.0	19.0	Yes	4	5

Percentage of points: 12 / 15 = 80.0%

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Total points for this area: 24 / 30

GROWTH TO ACHIEVEMENT - AT RISK SUBGROUP

Content Area	Median Student Growth Percentile (SGP)	Median Student Adequate Growth Percentile (AGP)	Made Adequate Growth?	Points Earned	Points Eligible
Reading	53.0	12.0	Yes	16	20
Math	49.0	20.0	Yes	12	20
Language	60.0	28.0	Yes	16	20

Percentage of points: 44 / 60 = 73.3%

Total points for this area: 15 / 20

POST SECONDARY

Content Area	Points Earned	Points Eligible
Graduation	10	10
Advanced Opportunity	1	5
College Entrance Placement	5	5

Percentage of points: 16 / 20 = 80.0%

Total points for this area: 24 / 30

PARTICIPATION

Was participation met? Yes