

FALCON RIDGE PUBLIC CHARTER SCHOOL

Final Report
Programmatic Audit Site Visit
Conducted May 23-24, 2011



Idaho Charter School Network

Prepared by
Idaho Charter School Network
PO Box 1166
Boise, ID 83701

FALCON RIDGE PUBLIC CHARTER SCHOOL



Address: 278 S. Ten Mile Road, Kuna, Idaho 83634

School Phone:
208-922-9228

School website:
www.FalconRidgeCharter.org

Date School Opened: August 1, 2005

Authorized by: Idaho Public Charter School Commission

Administrator: Mr. Mark A. Green

Programmatic Audit Site Visit Team:

Diane Demarest, Executive Director, Idaho Charter School Network, Visit coordinator

Kelly Weaver, teacher, Idaho Charter School Network Project Assistant

Michele Roth, Business Manager of Garden City Community School

Susan Luke , teacher, Compass Charter School

ADMINISTRATIVE SUMMARY

School Year represented by this data:	2010-2011	
Enrollment		
Range of grades offered:	K-8	
Students enrolled	260	
Student demographics		
Ethnicity:		
Caucasian	239	92%
Hispanic	15	6%
Black	0	0
Asian/Pacific Islander	1	0.4%
Multi-racial	5	2%
Native American	0	0
Other	0	0
Total Number of Students enrolled:	260	
Wait list data:	NA	
	Number	Percent
Free and reduced lunch	82	31.5%
Students with IEP	33	13%
English Language Learners	0	0
Other special populations	0	0
Staff Make Up:	Number	
Head of School/ Principal	1	
Asst. to the Principal	0	
Business Mgr	1	
Certified teachers	12	
Non-certified teachers/Education Assts.	9	
Office/Administrative staff	3	

INTRODUCTORY REMARKS

We submit this report to Falcon Ridge Public Charter School (FRPCS) and the Idaho Charter School Network (ICSN) as a summary of our observations. We recognize that in our brief visit, covering two days, we were only able to see a cross-section of the school's full program. During this visit the team focused its attention on all four of the goals of the accountability plan. In all areas, the team endeavored to triangulate data from several sources to provide evidence of discrete performance indicators. The team focuses on validating the self-study conducted by the school and provide evidence of agreement or variance from the self-study.

We wish to express our gratitude to FRPCS for extending hospitality and openness to us during our visit. They provided the team with an array of organized documents and artifacts as evidence of their progress in the areas identified in the Accountability Plan. We commend Principal, Mark Green and his team for their attention to organization of all documents in preparation for this site visit. Additionally we would like to thank all members of the school community - students, parents and board members - who took an active role in the site visit by providing documentation, attending focus group discussions, inviting the team into their classrooms or providing interviews.

To validate the performance of FRPCS in all areas of school administration and performance relevant to the Accountability Plan, the site team conducted interviews and observations and reviewed school documents and records. The ICSN Accountability Plan for Idaho Public Charter Schools has four goals related to quality indicators for the operation of a charter school. FRPCS invited an outside team to the school to assess the school's performance on the four goals of the Accountability Plan; namely,

- 1) Governance and Administrative Obligation
- 2) Quality academic program,
- 3) Stakeholder support, involvement and satisfaction, and
- 4) Continuous school improvement.

Our general impression is that FRPCS successfully fulfills all governance and administrative obligations as provided in the state and federal law in fulfillment of their charter and in the execution of a learner-centered Harbor educational program. The team worked to validate the self-study provided by FRPCS and expresses the consensus of the team in the following documents. The stakeholders, including the board, parents, students and the school staff and leadership are very optimistic about the future of FRPCS . Our team is grateful for the opportunity to visit and we submit our report in a spirit of collegiality and in the quest for educational excellence.

Leadership Team at Falcon Ridge Public Charter School:

FRPCS Director:

Mark A. Green

FRPCS Board of Directors:

Bob Purbeck, Chairman
Vaughn Goodman, Vice Chair
Earl Rice, Treasurer
Jim Negomir, Secretary
Joe Hyde, Director

Falcon Ridge Public Charter School

VISIT CONDUCTED May 23-24, 2011

TABLE OF CONTENTS

Administrative Summary	3
Introductory Remarks	4
Executive Summary	7
Goal 1: Governance & Administration	9
Goal 2: Academic Program	14
Goal 3: Stakeholder Satisfaction	17
Goal 4: Continuous School Improvement	19
Summary	21

EXECUTIVE SUMMARY

The Falcon Ridge Public Charter School's mission is to develop students who are competent, confident, productive and responsible young adults who possess the habits, skills and attitudes to succeed in life and be offered the invitation of a post-secondary education and satisfying employment.

It is clear to the site team that Falcon Ridge Public Charter School (FRPCS) is a school both committed to and actualizing its vision of establishing a school philosophy which holds that when there is low threat and content is highly challenging, accelerated learning takes place. Falcon Ridge Public Charter School strives to create a low-threat environment and safe harbor with a unique character education curriculum that focuses on kindness. The atmosphere created by such a focus on kindness was designed to allow the children at FRPCS to excel socially and academically. We summarize for FRPCS the following commendations:

The school has moved forward and made some important gains under the leadership of Mr. Green. The board and leadership exercise the mission of the school in their operations and decision making. The academic program is very strong. The school is meeting their educational goals and continue to improve academic outcomes. Generally, stakeholders are very satisfied with the school and feel that communication is very strong. The board and staff remain frustrated with the original physical plant of portable classrooms and are working to find solutions. The school has improved their fiscal health under the current leadership and we commend business manager Alice Heida for identifying efficiencies that have saved the school money during these challenging economic times.

Based on observations and research conducted over two and days, the team had an opportunity to learn a great deal about the school; however, the group is also keenly aware that such a visit, while informative, offers a limited view of the school's characteristics. The collection of this data provides the basis for the recommendations to the board and educational leaders that are summarized below:

Completing the process of evaluation at all levels, the board, the leadership and the staff of the school will insure an opportunity for continuous improvement and growth. Identifying measurable goals and outcome will get all stakeholders on the same page. Create a plan for board training and implementation. The sustainability of the school and its governance will be supported by the availability of a board handbook and the commitment of procedures of the school to an operations manual. A comprehensive set of policies and procedures will support continuity for all employees and stakeholders. Additionally, the team recommends that the board and leadership outline a process for creating a strategic plan to guide future growth.

A team consisting of the administrator, business manager/board clerk, board chair, vice chair, board director/treasurer, office coordinators, technology teacher, Spanish/PE teacher, special education teacher, as well as 1st, 2nd, 7th, and 8th grade teachers completed the self-study for the school. The visiting team gathered a variety of data to validate the school's self-study and offer the following commendations and recommendations. The team believes that FRPCS, under the leadership of Mr.

Green and the current board, is well positioned to continue the important work of implementing its mission. There is evidence that school leaders and staff are seeking more effective ways of implementing their school mission and realizing goals set forth in the school charter. Their vision, while an ambitious one, has strong support among their stakeholders. They have strong administrative and board leadership to realize this vision.

Goal One: The charter school will fulfill all governance and administrative obligations as provided in state and federal law and in the school's charter.

Purpose/Intent of Goal: Ensure that the charter is currently meeting all legal requirements including being aware of and abiding by current and relevant state and federal statutes, creating and maintaining an effective governance structure, filling required reports in a timely and accurate manner, maintaining a fiscally sound budget and practices, and providing strong administrative leadership for the school.

Six areas of governance were reviewed including: documents, relevant federal and state laws and procedures, governance structure, financials, administrative leadership and federal and state reporting and testing requirements. Overall Falcon Ridge Charter School can be described as meeting the standard; however, a rating is assigned for each of the six areas of governance and administrative obligation so that strengths and opportunities are more readily discerned. FRPCS provided average scores based on the input of a large team conducting the self evaluation. All scores will be rounded to the nearest .5 score.

OBJECTIVES	SELF STUDY SCORE	TEAM SCORE	COMMENT
a) School retains all legal documents pertaining to opening, operating, and reporting progress on the charter. These documents are accessible to or held by all people who would likely use them to perform their job duties.			
1. Access to legal documents	3.7	3.5	<i>Update are current on legal documents including the lottery.</i>
2. Personnel files	3.6	3	<i>Portfolio Checklist added to files to validate credentials, years of service, transcripts, etc. Not signed by teachers. Need documentation and organization of teachers waiting to fulfill authorizations. Principal's office is not a secure location, shared with Kinder classroom and food service.</i>
3. School filing system for student data	4	4	<i>Files look well kept and organized. Appropriately stored.</i>

b) School is aware of and in compliance with current relevant state and federal laws.	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
1. Charter is knowledgeable about newly passed and existing legislation and state procedures	3.3	3	<i>Be sure to have team attend all SDE meetings.</i>

2. Leadership has a reliable way to address legal obligations.	3.3	3.5	<i>Use outside legal counsel as needed.</i>
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c) School maintains effective governance structure.	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
1. Charter has bylaws that include major obligations, procedures regarding governing structure, guidelines for elections, dismissals, and other changes in the governing structure	3.5	3.5	<i>Charter revisions are in place to change student learning goals to reflect current statewide testing models as well as taking out any reference to growth of a high school.</i>
2. School has a policy or procedure manual of their own or an adopted version from another district with waivers if necessary	3.5	2	<i>Boise School District policies and procedures are seriously outdated, dating back to 2006. Need evidence of written and approved policies. Encouraged to make HR policies a priority involving salary, health issues, and personal time.</i>
3. Conflicts of interest policy in place.	2	2	<i>Board minutes indicate discussion of some policy but no evidence of policy in place.</i>
4. Charter has strategic goals that align with the mission or vision of the school.	3	2.5	<i>The board and leadership are focused on plans for future facility needs but also appropriately focused on establishing continuity of leadership. Turnover of administrator has kept FRPCS from developing into a well established school. A strategic plan should be developed.</i>
5. Governing Board of directors are well trained for their responsibilities.	2.8	2.5	<i>Board should conduct inventory of their needs and plan training accordingly. Take advantage of offerings that are available.</i>
6. Roles of the administrator and the Board	2.5	2.5	<i>These could be clarified and articulated in a guiding document. The board has high degree of confidence in Mr. Green's ability to manage all day to day operations of the school.</i>
7. Board conducts self-evaluations	1.8	1	<i>No evidence of board evaluation.</i>
8. Board holds administrator accountable to its mission or vision.	3.5	3	<i>Good working relationship and reporting between board and administrator. Need to formalize evaluation process.</i>
9. Board positions are systematically filled.	3.5	2.0	<i>Some continuity of the board is strengths. There doesn't appear to be a</i>

			system for recruiting new members to the board. The board members have a variety of skills. Currently the board is all men.
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d) School is financially solvent and stable in the use of its resources	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
1. School budget is comprehensive, balanced and adequate to support the mission of the school.	3.9	2.5	<i>Significant deficiency of internal control in audit report. Need to address this deficiency. Business mgr is very competent. Recommend however, that she work at the school more often and have all records at the school rather than home.</i>
2. Enrollment is stable.	3.5	3.5	<i>Lottery conducted with 140 new applicants which shows a healthy waiting list. Expecting enrollment of 276 students next year (increased from 260).</i>
3. Financial Obligations (loans)	4	4	<i>School used Albertson's money to pay down their current loan and look to pay off the loan this year.</i>
4. Facility Plan: The school leases or owns a facility that meets the needs of their student body and program and is within their means.	3.3	2	<i>School makes good use all of its current space but cannot add more portables. Facility faces continued challenges in trying to build and/or expand. Need indoor large meeting space, food service space and additional office space. In conversation with Zoning Dept.</i>
5. Management and reporting of the budget	4	3	<i>School has a skilled business manager and is in the process of reworking the salary schedule. Need to address segregation of duties and consider finance committee.</i>
6. Active Fundraising Plan supports school operations and sustainability.	3	3	<i>Fundraising is organized through the PTO and is a separate 501c3</i>

7. Staff benefits (health insurance, increasing salaries to retain teachers, less discipline problems than public schools, workman's compensation, flexible instructional design, life insurance, etc.)	3	3	<i>The school should move forward very strategically in evaluating their position regarding the Harbor salary scale. The board and administration are encouraged to be very transparent in these discussions and include teacher representatives.</i>
e) School has strong administrative leadership	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
1. The administrator is aware of and actively engaged in implementing the mission or vision of the school	3.8	2.5	<i>Administrator is working on completing his appropriate credentials. Mr. Green is working very hard to create a positive professional learning community. Many teachers are original to the school and have endured four administrators. Teachers expressed the desire to have more active collaboration. .</i>
2. Administrator adequately allocates resources (time, money, materials, etc.) to achieve mission and goals of school.	3.8	3	
3. Administrator is aware of areas that need improvement within the school and reports these needs to the Board along with strategies on how to fulfill these needs	3.8	3	<i>Mr. Green is aware of the many areas that need to be strengthened. It will take a commitment over time. Not all stakeholders feel they have input for developing a plan to address areas needing improvement.</i>
4. Administrator is actively engaged in school-community relations that benefit the school	3.3	2.5	<i>Working on the board and teacher relationships first. Will be able to engage larger stakeholder audience over time.</i>
5. Administrator shows strong leadership skills that connect the Board to the school and its staff.	3.5	2.5	<i>The team had limited engagement with Board members during this visit. Teachers have at least one person present at Board meetings to share information.</i>

6. Administrator effectively evaluates school personnel	3	2	<i>Administrator described evaluation criteria and expressed that he had conducted evaluations but they were not in teacher files and not all teachers were aware that formal evaluations had taken place.</i>
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g) School files all required state and federal reports and completes required state tests in a timely and accurate manner	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
1. Compliance with Idaho State Department of Education reporting and testing dates	4	4	
2. Compliance regarding grants received	3	3	
3. Accreditation	NA	NA	
Total Points	99.9	81.5 30 Items Avg Score 2.7	Percent Agreement: 82 %

The team found a 82% level of agreement between the self-study and the programmatic visit and an average score of 2.7 for the areas covered in Goal One. There are a number of recommendations by the team that may improve the performance of the school in the area of governance. Additionally, a more comprehensive self-evaluation by the entire board would be recommended.

Goal One Commendations:

- Staff files in order, stored in fire-proof lockable file. Nice checklist in each file to articulate credentials, etc.
- Student files thorough, stored in fire-proof lockable file.
- Enrollment in K-8 is stable, more students projected next year and a reasonable waiting list.
- Use every available space in the school to its greatest potential.
- Increased board to five in compliance with by-laws.
- Distributed survey to gather information about principal performance to do annual performance evaluation.
- Open meeting procedures followed and board minutes are well organized.
- Identifying cost savings and paying off debt is commendable.
- Students have positive feelings about their principal and appreciate the continuity of his being here. Students report that, "Mr. Green takes care of business quickly. He really cares about us."

Goal One Recommendations:

- The board must prioritize the creation of a comprehensive policy and procedure manual.

- The development of a board manual will add support to the board.
- Create a plan for board training.
- All school records should be housed at the school and not off site.
- Conduct board self evaluation this year.
- Complete the administrator evaluation.
- Complete all teacher evaluations and contracts by July 2011.
- Review teacher certifications that are going to expired prior to next school year before reissuing a contract. (Sped)
- Add teacher signature to files to verify teacher portfolio.
- Clarify with auditor the deficiency that has been repeated in last 3 financial audits and resolve.
- Lunch program is operating in less than optimal space. Keep health dept cert up to date and in compliance with state nutrition program.
- Arrange for training of office staff related to FERPA and other federal and state requirements for student information.
- Continue to explore facility options to increase space for important school functions.

Goal Two: The charter school will demonstrate a successful academic program. Goal 2 includes the areas of school culture, curriculum & instruction, and assessment and reporting.

INFRASTRUCTURE (School Culture): The intent of this portion of Goal 2 is to ensure that the charter has proper infrastructure to enable students and staff to achieve educational goals.

- a) School is faithful to its charter, its stated mission and is making progress toward stated academic goals.
- b) School has clearly stated measurable program-related goals that reflect high expectations for students and staff; the academic program aligns with the charter document. Charter staff demonstrates reflective teaching practices

Observations: Based on teacher, parent and student interviews, and classroom observation episodes, it is apparent that the teachers and leadership of the school are working hard to implement the intentions of the charter.

<u>Objectives</u>	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
a) School is faithful to its charter, its stated mission and is making progress toward stated academic goals.			
1. Facility adequacy	2.75	2	<i>School has remained in portables since opening in 2007. Many stakeholders continue to express the needs for a gym and/or cafeteria. No meeting space, outdoor protected space for pick-up or gathering. Very</i>

			<i>limited storage and office space. No teacher gathering space to facilitate collaboration.</i>
2. Attendance requirements	4	4	Attendance remains high.
3. School-wide academic plan	3.6	3	<i>All stakeholders (i.e. Board, Administrator, Teachers) need to play a role in creating and implementing a school-wide academic plan. Revisit charter.</i>
4. Educational Goals	3.6	3.5	Educational goals are being revised in the charter to reflect changes in testing criteria.
5. Assessment of Progress	3.7	3.5	<i>Addition of the Aimsweb data system has allowed better tracking of data for pre and post data analysis.</i>
6. Methods of Evaluation and Communication of Progress	3.6	3.5	
7. Professional Development	3.3	2.5	<i>In-depth training on Danielson framework has been provided onsite with the option of credits available. Teachers have been able to observe one another in the grade above and below for insight. Good progress since last year. Continue to seek teacher input and create annual plan for PD.</i>
8. School Safety	3.8	4.0	<i>Harbor method fosters safety and low incidence of disciplinary concerns. Student focus group reinforced a low threat environment.</i>
9. School Climate/Culture	3.6	3	<i>Teachers express the need to revisit the Harbor methods during orientation to help parents and students understand. Portables limit culture to classroom level. Difficult to create whole school culture with little opportunity for gatherings, cafeteria or other common space.</i>

10. Research-based Instructional Strategies	3.5	3	<i>Teachers are committed to using effective instructional strategies and data analysis. Little attention to the fidelity of the Harbor instructional strategies. Check on the Harbor training available on line and consider additional opportunities for teachers to visit other Harbor schools.</i>
11. School progress with Idaho State Achievement Standards	3.9	4.0	<i>School made AYP. Continue to observe data on IRI scores.</i>

<u>Objectives</u>	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
b) Charter staff demonstrates reflective teaching practices			
1. Curriculum: : Reading, Writing, Math, Science, History, Geography	3	3	<i>Science remains a concern amongst teachers in terms of pacing and alignment. Implementing Shurley and Saxon.</i>
2. Evaluation: Teachers	3.2	2.5	<i>Teachers unaware of formal evaluations being performed but report that administrator is in and out of rooms for informal observations.</i>
3. Teacher Collaboration	3.1	2	<i>Teachers appreciate the opportunity to observe one another and want more opportunities throughout the year. They also felt the Danielson training was valuable. Teachers need support to create a more active professional learning community.</i>
Total Points	48.65	43.5 14 Items Avg Score 3.1	Percent Agreement 89%

GOAL 2. The team reached an 89% agreement with the school's self study with an average score of 3.1 for the items in Goal 2. This indicates that there is functioning evidence of performance in Goal 2 and

that the school and the team are in fair agreement about the strengths and opportunities for FRCPS at this time. The team offers the following commendations to the school:

Goal 2 Commendations: The team would like to commend FRPCS in the following areas:

- Students describe their teachers as fun, caring and responsive.
- Students feel very safe.
- Technology support has made it easier to communicate with families and offers supplementary instruction in subject areas.
- ISAT scores are very good and show improvement.
- Harbor essentials are observed in classrooms.
- Students report that promethium board in 8th grade is used daily and they really like it.
- Educational Assistants were observed working well one-to-one with students.
- Class on Danielson Framework is viewed as very positive for professional development.

Recommendations: The team respectfully recommends to FRPCS that:

- Explore Title 1 funds to support reading scores with some staff resources and Title 2 funds for additional professional development opportunities.
- Repeat teacher survey again this year to continue to gather their input.
- Consider creating teacher committees to work on culture, science and evaluation – great opportunity during pre-school in-service days.
- Formalize teacher evaluations and complete in timely way. Communicate and plan for continuous improvement.
- Share with teachers the post legislative tour information.
- Set up teacher communication area, web-space or other strategies to support collaboration and professional learning community.
- Teachers are eager to build support around science instruction and want to work on inventory of equipment and supplement through instructional technology.
- Seek opportunities to be more data informed for instruction.
- Review common core standards and plans for statewide adoption.

Goal Three: The charter school will show and plan for strong stakeholder support, involvement and satisfaction

Purpose/Intent of this Goal: Ensure the charter has stakeholders who are supportive, well informed and involved in the charter school. Stakeholders: def. Board, administration, teachers, students, parents, PTA, community.

	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
The charter school will show and plan for strong stakeholder support, involvement, and satisfaction			
1. Stakeholders participate and contribute to school mission	3.6	3	<i>Staff would like additional input on agenda for staff meetings and look forward to helping orient parents and students to Harbor methods.</i>
2. Communication with stakeholders	3.7	3	<i>School continues to look for opportunities to get more information from stakeholders.</i>
3. Stakeholder satisfaction and engagement.	3.2	3.	<i>Parents continue to be satisfied overall, in spite of facility limitations.</i>
4. Plan for Improvement	3.3	3.	<i>School needs more action in terms of implementing improvement methods. Develop strategic plan with input from all stakeholder groups.</i>
Total Scores	13.8	12 4 Items Avg Score 3.0	Percent Agreement: 87%

Goal Three assesses stakeholder engagement and satisfaction. Overall we found that the stakeholders of FRPCS are satisfied and engaged but opportunities for improvement remain.

Commendations: The team would like to commend FRPCS in the following areas:

- Generally parents report on surveys 96% very satisfied.
- Students feel the school is a family and view each other as helpful.
- Original teachers are still very committed to the long term success of the school.
- High parent participation in field day!
- Progress noted in the development of the teacher/administration team. Continue to work on strengthening professional learning community and collaboration as well as shared leadership model.
- Students in the focus group really appreciate the value of their school in spite of the limited resources of the building. They are also keenly aware of the turnover of leadership.
- Students and parents recognize the high quality of the rigorous instruction.

Recommendations: The team respectfully recommends to FRPCS that:

- Celebrate successes of the school to support the self esteem of all the students and staff.
- Increase opportunities for shared leadership and decision making by gathering input for staff meeting agendas.
- Increased board knowledge of school operations and successes through shared opportunities (video or performances).
- Share news of decisions at the board to all stakeholders: I.e. New policies, progress on building.

Goal Four: The charter school will plan for short and long term continuous improvement.

Purpose/Intent of this Goal: Ensure the charter clearly recognizes where growth is essential.

The charter school will plan for short and long term continuous school improvement	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>
1. The school has a five-year Strategic Plan and actively uses it to direct its efforts and measure its progress.	3	3	<i>Strategic document needs greater review and attention in terms of implementation and prioritization in reaction to other issues that arise.</i>
2. School leadership is reflective and uses data to drive improvement.	3.5	3	<i>Greater efforts to gather and analyze data will help guide the school on a course of improvement and strategic planning. Mr. Green is doing a very good job given his limited experience as a principal. Encourage him to continue to participate in mentor relationships to support him.</i>
3. Continuous Improvement is planned, monitored and accomplished.	3.4	2	<i>A more deliberate effort on behalf of stakeholders needs to take place to revise and implement a strategic plan.</i>
Total Scores	9.9	8 3 Items Avg Score 2.7	Percent Agreement: 80%

GOAL 4 refers to the school's efforts for continuous improvement. The team reached an 80% agreement with the self study and an average score of 2.7.

Goal 4: Commendations: The team would like to commend FRPCS on the following:

- Gather a great deal of data from all stakeholders to get feedback.
- Administration continues to seek solutions for space and facility.
- Increasingly financially solvent.
- Growing teamwork is evident.
- Reworking educational goals in charter to reflect changes in testing.
- Staff open to an active role in moving the school forward.
- Progress is noted on many items from the last programmatic audit.

Recommendations: The team respectfully recommends that FRPCS:

- Include representatives from all stakeholder groups to develop a five-year strategic plan.
- As you look to aligning teacher pay schedule with budget constraints, take great care to engage all stakeholders and find mutually acceptable solutions whenever possible.
- Engage in open evaluation processes at all levels - board, director, and teachers.
- Consider moving to the WISE tool for continuous improvement planning specific to your school.
- Board development plan will have positive impact school-wide as governance continues to be strengthened.
- Some recommendations from previous programmatic audits have carried over for several years and should be actively addressed.

Goal	Score Level of Agreement	Commendations	Recommendations
<p>1. Governance: <i>The Charter School will fulfill all governance and administrative obligations as provided in state & federal law and in the school's charters.</i></p>	<p>82 % Agreement</p> <p>Average Score 2.7</p> <p>Progressing Evidence</p>	<ul style="list-style-type: none"> • Staff files in order, stored in fire-proof lockable file. Nice checklist in each file to articulate credentials, etc. • Student files thorough, stored in fire-proof lockable file. • Enrollment in K-8 is stable, more students projected next year and a reasonable waiting list. • Use every available space in the school to its greatest potential. • Increased board to five in compliance with by-laws. • Distributed survey to gather information about principal performance to do annual performance evaluation. • Open meeting procedures followed and board minutes are well organized. • Identifying cost savings and paying off debt is commendable. • Students have positive feelings about their principal and appreciate the continuity of his being here. Students report that, "Mr. Green takes care of business quickly. He really cares about us." 	<ul style="list-style-type: none"> • The board must prioritize the creation of a comprehensive policy and procedure manual. • The development of a board manual will add support to the board. • Create a plan for board training. • All school records should be housed at the school and not off site. • Conduct board self evaluation this year. • Complete the administrator evaluation. • Complete all teacher evaluations and contracts by July 2011. • Review teacher certifications that are going to expired prior to next school year before reissuing a contract. (Sped) • Add teacher signature to files to verify teacher portfolio. • Clarify with auditor the deficiency that has been repeated in last 3 financial audits and resolve. • Lunch program is operating in less than optimal space. Keep health dept cert up to date and in compliance with state nutrition program.

			<ul style="list-style-type: none"> • Arrange for training of office staff related to FERPA and other federal and state requirements for student information. • Continue to explore facility options to increase space for important school functions.
<p>2. Academic Program: <i>The charter school will demonstrate a successful academic program</i></p>	<p>89 % Agreement</p> <p>Average Score 3.1</p> <p>Functioning Evidence</p>	<ul style="list-style-type: none"> • Students describe their teachers as fun, caring and responsive. • Students feel very safe. • Technology support has made it easier to communicate with families and offers supplementary instruction in subject areas. • ISAT scores are very good and show improvement. • Harbor essentials are observed in classrooms. • Students report that promethium board in 8th grade is used daily and they really like it. • Educational Assistants were observed working well one-to-one with students. • Class on Danielson Framework is viewed as very positive for professional development. 	<ul style="list-style-type: none"> • Explore Title 1 funds to support reading scores with some staff resources and Title 2 funds for additional professional development opportunities. • Repeat teacher survey again this year to continue to gather their input. • Consider creating teacher committees to work on culture, science and evaluation – great opportunity during pre-school in-service days. • Formalize teacher evaluations and complete in timely way. Communicate and plan for continuous improvement. • Share with teachers the post legislative tour information. • Set up teacher communication area, web-space or other strategies to support collaboration and professional learning community. • Teachers are eager to build support around science instruction and want to work on inventory of equipment and supplement through instructional technology. • Seek opportunities to be more data informed for instruction. • Review common core standards and plans for statewide adoption.

<p>3. Stakeholder Support: <i>The charter school will show and plan for strong stakeholder support, involvement and satisfaction</i></p>	<p>87% Agreement</p> <p>Average Score 3.0</p> <p>Functioning Evidence</p>	<ul style="list-style-type: none"> • Generally parents report on surveys 96% very satisfied. • Students feel the school is a family and view each other as helpful. • Original teachers are still very committed to the long term success of the school. • High parent participation in field day! • Progress noted in the development of the teacher/administration team. Continue to work on strengthening professional learning community and collaboration as well as shared leadership model. • Students in the focus group really appreciate the value of their school in spite of the limited resources of the building. They are also keenly aware of the turnover of leadership. • Students and parents recognize the high quality of the rigorous instruction. 	<ul style="list-style-type: none"> • <u>Celebrate successes</u> of the school to support the self esteem of all the students and staff. • Increase opportunities for shared leadership and decision making by gathering input for staff meeting agendas. • Increased board knowledge of school operations and successes through shared opportunities (video or performances). • Share news of decisions at the board to all stakeholders: I.e. New policies, progress on building.
<p>4. Continuous Improvement: <i>The charter school will plan for short and long term continuous improvement.</i></p>	<p>80% Agreement</p> <p>Average Score 2.7</p> <p>Progressing Evidence</p>	<ul style="list-style-type: none"> • Gather a great deal of data from all stakeholders to get feedback. • Administration continues to seek solutions for space and facility. • Increasingly financially solvent. • Growing teamwork is evident. • Reworking educational goals in charter to reflect changes in testing. • Staff open to an active role in moving the school forward. • Progress was noted on many of the 	<ul style="list-style-type: none"> • Include representatives from all stakeholder groups to develop a five-year strategic plan. • As you look to aligning teacher pay schedule with budget constraints, take great care to engage all stakeholders and find mutually acceptable solutions whenever possible. • Engage in open evaluation processes at all levels - board, director, and teachers. • Consider moving to the WISE tool for continuous improvement planning specific to

		recommendations from the last programmatic audit.	<p>your school.</p> <ul style="list-style-type: none">• Board development plan will have positive impact school-wide as governance continues to be strengthened.• Some recommendations from previous programmatic audits have carried over for several years and should be actively addressed.
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