

ISUCCEED

VIRTUAL HIGH SCHOOL

Final Report
Programmatic Audit Site Visit
Conducted March 21-22, 2011



Idaho Charter School Network

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

ISUCCEED VIRTUAL HIGH SCHOOL



Address: 6148 N. Discovery Way, Suite 120, Boise, Idaho 83713

School Phone:

208-375-3116 Main Office/208-375-3141 Business Office

School website:

www.isucceedvhs.net

Date School Opened: September 2, 2008

Authorized by: Idaho Public Charter School Commission

Administrator:

Monti Pittman, Executive Director for Insight Schools Inc.
(Management Company)

Lisa McIntosh, Administrative Business Manager for iSucceed
Virtual High School Board of Directors

Programmatic Audit Site Visit Team:

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

Kelly Weaver, teacher, Idaho Charter School Network Project Assistant

Christine Ivie, Paragon Charter Schools

ADMINISTRATIVE SUMMARY

School Year represented by this data:	2010-2011	
Enrollment		
Range of grades offered:	9-12	
Students enrolled	1103	
Student demographics		
Ethnicity:		
Caucasian	522	75%
Hispanic	92	13.2%
Black	6	0.86%
Asian/Pacific Islander	2	0.29%
Multi-racial	53	7.61%
Native American	19	2.73%
Other	2	0.29%
Total Number of Students enrolled:	1103	
Wait list data:	0	
	Number	Percent
Free and reduced lunch	19	2.7%
Students with IEP	56	8%
English Language Learners	1	0.14%
Other special populations	0	0
Staff Make Up:	Number	
Head of School/ Principal	2	
Asst. to the Principal	1	
Business Mgr	1	
Certified teachers	43	
Non-certified teachers/Education Assts.	1	
Office/Administrative staff	6	

INTRODUCTORY REMARKS

We submit this report to iSucceed Virtual High School (iSucceed) 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 iSucceed for extending hospitality and openness to us during our visit. They provided the team with an array of well organized documents and artifacts as evidence of their progress in the areas identified in the Accountability Plan. We commend and thank the Executive Director Monti Pittman, Principal Ranae Jones and Business Manager Lisa McIntosh as well as their entire 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 iSucceed 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 Virtual Charter Schools has four goals related to quality indicators for the operation of a charter school. iSucceed 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 iSucceed 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 virtual educational program for high school. The team worked to validate the self-study provided by iSucceed 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 iSucceed. We found that iSucceed demonstrates Exemplary Evidence in Goals 1, 2 and 4 and very strong functioning evidence in Goal 3 - Stakeholder Satisfaction. The school has a commendable culture of continuous improvement. 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 iSucceed Virtual High School:

**iSucceed Business
Manager:**

Lisa McIntosh

**Executive Director of
Insight Schools**

Monti Pittman

iSucceed Board of Directors:

Dionicio Pena, Board Chairman
Jeffrey Tunison, Board Treasurer
Zerelda Quintana, Board Vice Chair
Korene Gonzalez, Board Member
Kelley Phipps, Board Member
Audrey Simmons, Board Member
Kathy Uker, Board Member

iSucceed Virtual High School

VISIT CONDUCTED March 21-22, 2011

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EXECUTIVE SUMMARY

The ISucceed Virtual Charter School's mission is to prepare each child with a personal iSucceed that will guide them in life's directions. We do so by developing 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 ISucceed Virtual Charter High School (ISUCCEED) is a school both committed to and actualizing its vision of *providing individualized and supportive quality education opportunities, inspiring diverse students to learn.*

ISucceed Virtual High School has a strong focus on providing individualized and supportive quality education opportunities. The students come from all over the state of Idaho and a broad range of backgrounds and abilities. The ISucceed Virtual High School features an online educational program that is flexible, accessible and offers one to one support to students.

It was very evident to the site visit team that ISucceed Virtual High School is working to live fully into its mission . We summarize for ISUCCEED the following commendations:

The board has accomplished a considerable feat in bringing to reality an exciting and compelling mission. They effectively oversee a strong operational team that works collaboratively to implement new ideas and strive for continuous improvement. The board and leadership exercise the mission of the school in their operations and decision making. The academic program is very strong with noted improvements in state testing results and retention. Much of the success of the school can be attributed to the outstanding leadership of the director and principal and the commitment of the board. The teachers balance the implementation of technology with strong relationship building among their students.

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: .

The board increased the impact of parents on the school through two additional board positions. A board development plan will have positive school-wide impact. 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. The team encourages the board and leadership to continue their excellent practices of strategic planning and data collection and analysis. Additionally, the team sees that increasing effort to reach all stakeholders will have important return.

The leadership team completed the self-study for the school and the visit team gathered a variety of data to validate the school's self-study and offer the following commendations and recommendations. The team was unanimous in its optimism that ISUCCEED is well positioned to continue the important

work of implementing its mission. There is evidence that school leaders and staff are constantly 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 ISucceed Virtual Charter High 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.

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	4	4	<i>All documents were well organized and readily available to the team.</i>
2. Personnel files	4	4	<i>The team appreciated the attention to detail that the school demonstrated in their preparation for the visit. All files are thorough and appropriately secured and labeled.</i>
3. School filing system for student data	4	4	<i>All files are securely stored. The school is gradually moving student files to a laser fiche system to save space and increase security.</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	4	4	<i>Well informed and actively engaged in ISBA and IASBO.</i>
2. Leadership has a reliable way to address legal obligations.	4	4	<i>Retain Amy White and consult with her on policy development.</i>

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	4	4	<i>A comprehensive board manual has been developed.</i>

elections, dismissals, and other changes in the governing structure			
2. School has a policy or procedure manual of their own or an adopted version from another district with waivers if necessary	4	4	<i>Adopted and revised the ISBA model policy manual. Excellent!</i>
3. Conflicts of interest policy in place.	4	4	
4. Charter has strategic goals that align with the mission or vision of the school.	4	4	<i>Actively use strategic planning and continue to anticipate reviewing and updating strategic plans this summer.</i>
5. Governing Board of directors are well trained for their responsibilities.	3	4	<i>New board members oriented. Participate in ISBA conference.</i>
6. Roles of the administrator and the Board	4	3	<i>Duties are clear. . The board is very proactive in their ongoing assessment of the relationship between the board and their curriculum provider. There is some vulnerability here in the complexity of the relationship.</i>
7. Board conducts self-evaluations	3	3	<i>Plans for self evaluation at next retreat.</i>
8. Board holds administrator accountable to its mission or vision.	4	4	<i>Difficult for the board to hold the administrator accountable instead, they hold the entire admin staff of Insight accountable. Director reports monthly to the board.</i>
9. Board positions are systematically filled.	4	4	<i>Small board but good plan has been executed in growing the board and increasing parent involvement.</i>

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.	4	4	<i>Balanced and five-year budget developed. Lisa is outstanding in her attention to all fiscal detail.</i>
2. Enrollment is stable.	4	4	<i>And growing. High turn- over still a concern in virtual schools. Actively exploring ways to mediate.</i>
3. Financial Obligations (loans)	4	4	<i>Fund balance in place.</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.	4	4	<i>Facility able to accommodate the lab to support students in the building. 5 year lease.</i>
5. Management and reporting of the budget	4	4	<i>Lisa provides reports to the board. Finance committee meet prior to monthly board meeting.</i>
6. Active Fundraising Plan supports school operations and sustainability.	NA	NA	
7. Staff benefits (health insurance, increasing salaries to retain teachers, less discipline problems than Virtual schools, workman's compensation, flexible instructional design, life insurance, etc.)	4	4	

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	4	4	<i>Having both a director and principal makes this team very strong with principal having chief responsibilities for day to day student interaction and instructional program. Both are very engaged.</i>
2. Administrator adequately allocates resources (time, money, materials, etc.) to achieve mission and goals of school.	4	4	Work collaboratively with business manager.
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	4	4	<i>The administrative team is commended for maintaining continuous improvement mode and highly collaborative team.</i>
4. Administrator is actively engaged in school-community relations that benefit the school	4	4	
5. Administrator shows strong leadership skills that connect the Board to the school and its staff.	4	4	
6. Administrator effectively evaluates school personnel	4	4	<i>Evaluation format well aligned to Danielson framework and taking advantage of technology to monitor instruction and support to students.</i>

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	4	4	
3. Accreditation	4	4	<i>ISucceed participated in a Northwest Assoc of Accredited Schools visit in May 2010.</i>
4. Implementation of school improvement or strategic plan	4	4	<i>The school is engaged in continual improvement and uses reflective practices and surveying at all levels of the school.</i>
Total Points	118	117 Avg 3.9	Percent Agreement: 99%

The team found a 99% level of agreement between the self-study and the programmatic visit and an average score of 3.9 for the areas covered in Goal One. The school is functioning at the Exemplary level in the area of governance and suggestions would support ongoing continuous improvements. We commend the board and the administration for their excellence and thoroughness in this area.

Goal One Commendations:

- Strong infrastructure that supports the school
- Good relationship between board and administration
- Documentation and record keeping is outstanding
- Comprehensive board handbook
- Board willing to consider RFP process for major contracts shows their commitment and strong lead for high quality
- All staff and student records are in order, secured in locked file and laser fiche is being used to transfer the high volume of student records. This will be more efficient in use of space and resources.
- Completed the Northwest Accreditation visit last spring.
- Practice of reviewing and adopting policies at board meetings is commendable.
- Passionate board that are clear about the mission, professionally diverse and mindful of future board growth.
- Board has participated in training and ISBA conferences.
- Board development; met goal of adding parents to the board.
- Fiscal health of the school –conservative, highly skilled business mgr, strong internal policies

Goal One Recommendations:

- Complete board retreat and evaluation of the relationship between Insight and iSucceed.
- Clarity about who is held responsible performance students and meeting educational goals of the school - the whole team or the principal/director.
- Explore the opportunities for Title 1 funding.

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. ISucceed Charter School has a robust program and highly engaged teaching staff.

<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	4	4	<i>Nice large and pleasant site. Accommodations for the lab have been made.</i>
2. Attendance requirements	4	4	<i>Strong policy is followed.</i>
3. School-wide academic plan	4	4	<i>This year staff increased attention to math in all classes so all teachers were working to increase competence in this area.</i>
4. Educational Goals	4	4	
5. Assessment of Progress	4	4	<i>Teachers function as academic counselors each having a group of students that they monitor and support. Staff use data to inform progress and instruction.</i>
6. Methods of Evaluation and Communication of Progress	4	4	
7. Professional Development	4	4	
8. School Safety	4	4	<i>Teacher evaluations address highly supportive learning environment in the online classroom. Good policies with regard to safety related issues online as well as in face to face events.</i>
9. School Climate/Culture	4	4	<i>Face to face supports very positive culture. Increased attention to building relationships during orientation meetings.</i>
10. Research-based Instructional Strategies	4	4	
11. School progress with Idaho State Achievement Standards	3	2	<i>Participation goals met. Increased student participation to 95% adding more lap tops and more sites. Great effort! Still need to improve results on ISATs to meet AYP.</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	4	4	<i>All aligned to standards. Increased effort to support math development by all teachers.</i>
2. Evaluation: Teachers	4	4	<i>Complete and in line with Danielson framework.</i>
3. Teacher Collaboration	4	4	<i>Professional learning teams are very effective and meet regularly. Increased integration of Sped team is noted in this visit.</i>
Total Points	55	55 Avg 3.9	Percent Agreement 100%

GOAL 2 represents a very strong area for ISUCCEED in the programmatic audit. The team reached a 100% agreement with the school's self study. Evidence of a strong academic program is underscored by high expectations and growth on ISAT results, developing hybrid study lab model to meet the needs of challenged students and robust teacher collaboration. The team offers the following commendations to the school:

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

- Angel platform is well organized and students and teachers are actively engaging the technology
- Teacher advisors seems like a more effective way to monitor student progress and build strong relationships with students.
- Strong curriculum aligned to standards; great example of horizontal alignment with Math goals.
- Teacher evaluation and coaching supports best practices and outstanding instruction.
- Principal evaluates all teachers 2x/year using Danielson framework.
- Curriculum is designed to implement research-based instructional strategies.
- Special education plan is outstanding. Strong director and good teacher/student ratio.
- Increased efforts on social activities and state wide testing procedures. Great work by Petra and Ben.
- Providing multiple points of contact to students and parents on student progress.
- Study lab early results seem very positive.
- ReNae Jones (principal) and Katie Allison (teacher) preparing to share workshop at state conference.

Recommendations: The team respectfully recommends to ISUCCEED that:

- Continue to support Rene (Sped Dir.) in her effort to insure that all IEPs are comprehensive and to meet the goal of high retention.
- Continue to use data to inform the growth of study labs and your investment of staff time to see that there is an impact on student learning. I.e. Random review of assignments that are completed at study lab; are they completing any small group work?"
- Continue to disaggregate data to see what aspects of the program are succeeding with 'diverse, at-risk students"
- We commend iSucceed for incorporating new strategies to help students succeed (I.e. Plato) continue to assess the impact of those strategies.

<p>Goal Three: The charter school will show and plan for strong stakeholder support, involvement and satisfaction</p>
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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	4	3	<i>The staff and board are very involved in the mission and all activities of the school. The addition of the parent board members is commendable. Focus groups have been small and there are a considerable number of stakeholders in those who move through the school that, if heard from, could make a significant difference in retention and strategic initiatives.</i>
2. Communication with stakeholders	4	4	<i>Regular web site and eNewsletters efforts are in evidence. Staff make frequent contact with students. Advisor role taken on by teachers increased relationship building opportunities.</i>
3. Stakeholder satisfaction and engagement.	4	4	<i>Surveys indicate it is very good. Poor turnout for focus groups.</i>
4. Plan for Improvement	4	4	<i>Commendable effort to focus a great deal of effort on continuous improvement. More local activities and increase contact in lab.</i>
Total Scores	16	15 Avg 3.75	Percent Agreement: 94%

Goal Three assesses stakeholder engagement and satisfaction. Overall we found that the stakeholders of ISUCCEED are very satisfied and engaged. The board remains very focused on their target students and teachers have increased their role in building supportive relationships with all students through the Advisory role. The school continues to increase community activities and support in all regions. Insight does the surveys of parents and students. The staff maximize opportunities for a wide variety of electronic communications. The board achieved their goal of adding a greater parent voice to the board by adding two parents. This will provide a more connected perspective.

The level of agreement between the self-study and the visit for Goal 3 was 94% with an average score of 3.75. The team does not view this as a weakness for ISucceed , but does see opportunity for expanding the involvement of stakeholders in meaningful feedback. The high turnover that is typical in the online charter is one that the team encourages the school to continue to wrestle with. The use of an outside survey service may provide yet another perspective to look at stakeholder satisfaction from another vantage point.

The team at iSucceed works well together and is committed to stakeholder satisfaction. Students reported that the website, newsletters and angel platform are very useful; however, they also depend on a great deal of personal contact with teachers and the principal. They found the staff to be very open to all contact and very responsive. The team encourages the staff to get greater student and parent participation in future focus groups. The pending purchase of Insight by Kaplan will also influence the direction of efforts related to stakeholders but the team is confident that the leadership and staff at iSucceed will continue to keep the students at the center of all their efforts.

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

- Highly enthusiastic, optimistic and dedicated staff, teachers and administration.
- Value on teachers and excellent instruction clearly top priority
- Satisfaction very high among students and parents
- Capturing 'at-risk' population and supporting them to succeed.
- Mid-semester surveys will provide another look at needs and inform practice.
- Board members are great ambassadors for the program.
- Addition of parents to board is excellent.

Recommendations: The team respectfully recommends to ISUCCEED that:

- Limited focus group participation provides a limited scope of student and parent input, though very positive.
- Continue to survey all stakeholders and consider outside survey provider.
- Encourage the board and leadership to further define "underserved" population.
- Focus on at-risk students might be further enhanced through community partnerships where those individuals are served or live. I.e. Homeless shelters, Indian reservations, etc.
- Continue to provide assurance to teachers and students about the continuity of the organization as you move through this next phase with Kaplan.

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.	4	4	<i>Commendable practices of regularly reviewing progress and updating their plan.</i>
2. School leadership is reflective and uses data to drive improvement.	4	4	<i>Concern about turnover continues to be a focus and strategies to improve continue to be explored.</i>
3. Continuous Improvement is planned, monitored and accomplished.	4	4	<i>The board evaluates the relationship with their curriculum provider and is working on RFP process to insure that the contract is competitive and comprehensive.</i>
Total Scores	12	12 Avg 4.0	Percent Agreement: 100%

GOAL 4 refers to the school's efforts for continuous improvement. The leadership and staff of ISucceed embrace continuous improvement as demonstrated by their implementation of a five year plan and regularly revisiting, reviewing data and updating their plan. When the leadership team and staff has a new idea they implement the strategy incrementally and thoughtfully. They use data to inform their decisions. The addition of the computer lab was a great example of their work in this direction. The collaboration among the team is a considerable asset in creating a culture of continuous improvement. The operation of iSucceed in all areas is a commendable one. They have reached a high level of operational excellence. Now as they approach their 4th year of operation, it is critical that they focus their attention on high retention and academic results. They can truly be a state leader in delivering very high quality online education if they can show outstanding impact in these areas - challenges experienced by all the virtual education providers locally and nationally.

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

- The school moves quickly to respond to needs of students.
- Team problem solving and professional development support continuous improvement.
- Principal really supporting teachers in continuous growth.

- Improvement in retention and iSat noted this year.
- Special Ed director brings expertise to set Sped up for continuous improvement.
- Great support from Lisa in identifying opportunities to enhance efficiencies.

Recommendations: The team respectfully recommends that ISUCCEED :

- Continue to focus on academic achievement and retention and collect data on strategies.
- Continue to support ongoing board development especially of newest members.
- Board continue to evaluate and define the relationship between Insight/ Kaplan and iSucceed.
- In all areas continue to be data informed.
- Consider relationships with higher education for research.

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>99% Agreement</p> <p>Average Score 3.9</p> <p>Exemplary Evidence</p>	<ul style="list-style-type: none"> • Strong infrastructure that supports the school • Good relationship between board and administration • Documentation and record keeping is outstanding • Comprehensive board handbook • Board willing to consider RFP process for major contracts shows their commitment and strong lead for high quality • All staff and student records are in order, secured in locked file and laser fiche is being used to transfer the high volume of student records. This will be more efficient in use of space and resources. • Completed the Northwest Accreditation visit last spring. • Practice of reviewing and adopting policies at board meetings is commendable. • Passionate board that are clear about the mission, professionally diverse and mindful of future board growth. • Board has participated in training and ISBA conferences. • Board development; met goal of adding parents o the board. 	<ul style="list-style-type: none"> • Complete board retreat and evaluation of the relationship between Insight and iSucceed. • Clarity about who is held responsible performance students and meeting educational goals of the school - the whole team or the principal/director. • Explore the opportunities for Title 1 funding.

		<ul style="list-style-type: none"> • Fiscal health of the school –conservative, highly skilled business mgr, strong internal policies 	
<p>2. Academic Program: <i>The charter school will demonstrate a successful academic program</i></p>	<p>100% Agreement</p> <p>Average Score 3.9</p> <p>Exemplary Evidence</p>	<ul style="list-style-type: none"> • Angel platform is well organized and students and teachers are actively engaging the technology • Teacher advisors seems like a more effective way to monitor student progress and build strong relationships with students. • Strong curriculum aligned to standards; great example of horizontal alignment with Math goals. • Teacher evaluation and coaching supports best practices and outstanding instruction. • Principal evaluates all teachers 2x/year using Danielson framework. • Curriculum is designed to implement research-based instructional strategies. • Special education plan is outstanding. Strong director and good teacher/student ratio. • Increased efforts on social activities and state wide testing procedures. Great work by Petra and Ben. • Providing multiple points of contact to students and parents on student progress. • Study lab early results seem very positive. • ReNae Jones (principal) and Katie Allison (teacher) preparing to share workshop at state conference. 	<ul style="list-style-type: none"> • Continue to support Rene (Sped Dir.) in her effort to insure that all IEPs are comprehensive and to meet the goal of high retention. • Continue to use data to inform the growth of study labs and your investment of staff time to see that there is an impact on student learning. I.e. Random review of assignments that are completed at study lab; are they completing any small group work?" • Continue to disaggregate data to see what aspects of the program are succeeding with 'diverse, at-risk students" • We commend iSucceed for incorporating new strategies to help students succeed (I.e. Plato) continue to assess the impact of those strategies.

<p>3. Stakeholder Support: <i>The charter school will show and plan for strong stakeholder support, involvement and satisfaction</i></p>	<p>94% Agreement</p> <p>Average Score 3.75</p> <p>Functioning Evidence</p>	<ul style="list-style-type: none"> • Highly enthusiastic, optimistic and dedicated staff, teachers and administration. • Value on teachers and excellent instruction clearly top priority • Satisfaction very high among students and parents • Capturing ‘at-risk’ population and supporting them to succeed. • Mid-semester surveys will provide another look at needs and inform practice. • Board members are great ambassadors for the program. • Addition of parents to board is excellent. 	<ul style="list-style-type: none"> • Limited focus group participation provides a limited scope of student and parent input, though very positive. • Continue to survey all stakeholders and consider outside survey provider. • Encourage the board and leadership to further define “underserved” population. • Focus on at-risk students might be further enhanced through community partnerships where those individuals are served or live. I.e. Homeless shelters, Indian reservations, etc. • Continue to provide assurance to teachers and students about the continuity of the organization as you move through this next phase with Kaplan.
<p>4. Continuous Improvement: <i>The charter school will plan for short and long term continuous improvement.</i></p>	<p>100% Agreement</p> <p>Average Score 4.0</p> <p>Exemplary Evidence</p>	<ul style="list-style-type: none"> • The school moves quickly to respond to needs of students. • Team problem solving and professional development support continuous improvement. • Principal really supporting teachers in continuous growth. • Improvement in retention and iSat noted this year. • Special Ed director brings expertise to set Sped up for continuous improvement. • Great support from Lisa in identifying opportunities to enhance efficiencies. 	<ul style="list-style-type: none"> • Continue to focus on academic achievement and retention and collect data on strategies. • Continue to support ongoing board development especially of newest members. • Board continue to evaluate and define the relationship between Insight/ Kaplan and iSucceed. • In all areas continue to be data informed. • Consider relationships with higher education for research.