

VISION CHARTER SCHOOL



**Programmatic Audit Report
Conducted June 16, 2011**



Prepared by
Idaho Charter School Network
PO Box 5735
Boise, ID 83705

VISION CHARTER SCHOOL

Address:

19291 Ward Road
Caldwell, Idaho 83605

School Phone:

208-455-9220

School website:

<http://www.visioncharter.net>

Date School Opened: August 21, 2007

Authorized by: State of Idaho Public Charter
School Commission

Principal: Wendy R. Oldenkamp

208-919-9636

wendyoldenkamp@msn.com

In this position: June 2007 - present

Administrative Summary

School Year represented by this data:

2010-2011

Enrollment

437

Range of grades offered:

k-11

Attrition statistics:

During the school year covering this audit:

Students newly enrolled

38

Students who exited

31

Total # students enrolled

437

Wait list data

412

Student demographics

Number %

Ethnicity:	409	94%
Caucasian	16	4%
Hispanic	5	1%
Black	5	1%
Asian	2	0%
Multi-racial		
Native American		
Other		

Free and reduced lunch	222	51%
Students with IEP	27	6%
English Language Learners	1	0
Other special populations	0	0

Please describe your staff: (Insert #)

Number

Head of School/Principal	1
Asst. Head of School	1
Certified teachers	16
Non-certified teachers/Education Assts.	5.5
Office/Administrative staff	1

Aggregate ADA for the school year:

96%

INTRODUCTORY REMARKS

We submit this report to Vision Charter School (VCS) and the Idaho Charter School Network (ICSN) as a summary of our observations. We recognize that during our brief visit we were only able to see a cross-section of the school's full program. During this visit the team focused its attention on the four goals of the Idaho Charter School Network Accountability Plan and additionally, assessed progress since the last programmatic audit in May 2010.

We wish to express our gratitude to Vision Charter School for extending hospitality and openness to us during our visit. They provided the team with thorough reflection on the Accountability Plan Critical Questions and an array of organized documents and artifacts as evidence of their progress in the areas identified in the Accountability Plan. We commend Director, Wendy Oldenkamp for her 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 Vision Charter School in all areas of school administration and performance relevant to the Accountability Plan, the site team conducted interviews, focus groups 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. 2010-2011 represents the forth full year of operation for Vision Charter School. The leadership of the Vision Charter School 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 Vision Charter School, a Public Charter School, 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, classical education program. The team observed and documented a strong level of dedication and involvement from all stakeholders. Vision has made very impressive progress in the area of student achievement - perhaps the single most important indicator of a charter school's success. Additionally, they continue to expand by one grade each year in the high school program, have added several new staff to accommodate the growth and in the coming year plan to double a number of classes to address their very large waiting lists. A change in the assistant principal for the coming year is anticipated in response to personal change by the former assistant. The stakeholders, including the board, parents, students and the school staff and leadership are very optimistic about the future of Vision Charter School. Our team is grateful for the opportunity to visit Vision, and we submit our report in a spirit of collegiality and in the quest for educational excellence.

Programmatic Audit Site Visit Team:

Michelle Taylor, Coordinator Office of School Choice, Idaho State Department of Education
Diane Demarest, Executive Director, Idaho Charter School Network, Visit coordinator
Cheryl Kary, Paragon Schools, Heritage Academy Business Mgr, Jerome

Leadership Team at Vision Charter School:

VCS Director:

Wendy Oldenkamp

Asst. Director:

Matt Banning

VCS Board of Directors:

Lee Hannah	Board Chairman
Tim Cobb	Vice Chair
Mike Lower	Treasurer
Tracie Wood	At Large
Patricia Walker White	At Large
David Snow	At Large
Andy Marshall	At Large

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EXECUTIVE SUMMARY

The mission of Vision Charter School is to provide a classical education to all students in an effort to produce well-educated, respectful citizen leaders. A classical education is one which utilizes concepts and facts from History, Language Arts, Literature, Science, Mathematics, Fine Arts, and Social Studies to impart skills in reasoning, problem-solving, and critical thinking. The school is distinguished by five features: an Arts and Science emphasis, character and leadership development, a small environment for students, study in a second language, and music training. In addition, an enriched curriculum is provided for all students.

It was very evident to the site visit team that Vision Charter School is working to live fully into its mission and robustly captures the spirit of their motto – *Believe, Achieve, Succeed*. The visiting team continues to experience a robust and remarkable program at Vision and a very exciting plan for the future. The improvement in student achievement as the schools grows is particularly outstanding. We offer Vision the following commendations:

Vision demonstrates a number of strengths that contribute significantly to their success in student achievement. Among these are a strong sustaining board, excellent leadership and rich professional learning community, professional development that is well aligned to identified areas of student improvement and a vision for the future.

Based on observations and research conducted during a site visit, 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 opportunities recommended for consideration by the Vision Charter School leadership.

The team recommends that Vision continue to support the administrator and staff with opportunities for constructive feedback. We encourage continued board development and articulation of a comprehensive five-year strategic plan. As they move into the implementation of phase one of their facility plan, we recommend that they continue to communicate frequently and effectively with all stakeholders.

The team was unanimous in its optimism that Vision Charter School is well positioned to continue the important work of implementing its mission. Vision is clearly a school that is dedicated to continuous improvement and we commend Principal Oldenkamp and her team for their outstanding work. The most striking evidence lies in the ongoing improvement in test scores in spite of many new students. The vision of Vision continues to be a very ambitious one, and also continues to have strong support among their stakeholders. They have strong academic 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 Vision 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.

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>Review system, may not be adequate for future data analysis.</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>Vision board has membership in ISBA and attended ISBA and ICSN conference and trainings.</i>
2. Leadership has a reliable way to address legal obligations.	4	4	<i>Retain Eberhardt-Mackey for counsel.</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 elections, dismissals, and other changes in the governing structure	4	4	<i>A board manual has been developed so that board members have ready access to important school documents. Board continues to participate in training and anticipates additional training with Liz Killpack of ISBA.</i>
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>Student handbooks reflect current policies. ISBA Policy and Procedure manual. Board indicated that with a k-12 school there is need for differentiated policies according to the age of students.</i>
3. Conflicts of interest policy in place.	4	4	<i>Policy in place.</i>
4. Charter has strategic goals that align with the mission or vision of the school.	4	4	<i>Facility has been the most pressing goal for the board. They are moving ahead in stages. Excellent strategic plan related to student performance but a comprehensive strategic plan in a guiding document would be recommended. Clerk of the board might consider noting time frames in minutes to indicate thorough discussions on various important topics.</i>
5. Governing Board of directors are well trained for their responsibilities.	4	4	<i>The board has attended a number of trainings and has plans for additional training this year. A plan for ongoing training and induction of new board members would be advisable.</i>
6. Roles of the administrator and the Board	4	3	<i>The board is very aware of their responsibilities and has high level of trust in principal. The board and administrator have a very collaborative relationship. The board and administrator report thorough debates of recommendations and a well informed board. Evidence points to a very competent and effective principal. The board brings a variety of expertise to the organization . All board members are parents and they seem to be balancing their roles well. The team recommends that they adopt and implement a rigorous annual administrator evaluation.</i>

7. Board conducts self-evaluations	4	3	<i>The board conducts self evaluation annually. The team would appreciate documentation of the process. The board has attended trainings and plans to continue to revise their self evaluation practices.</i>
8. Board holds administrator accountable to its mission or vision.	4	3	<i>The board and administrator are in agreement about goals for program and enrollment. They discuss roles at board meetings and are looking to further articulate the roles in a guiding document.</i>
9. Board positions are systematically filled.	4	4	<i>Low turnover on the board has lent itself to increasing development of expertise and continuity of vision.</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>The board and administrator have been responsible stewards of their resources and adopted very conservative budgets.</i>
2. Enrollment is stable.	4	4	<i>Strong waiting list continuing to stabilize high school enrollment.</i>
3. Financial Obligations (loans)	4	4	<i>The board is very forward thinking and planning for the construction of their facility in stages. Land was purchased and additional portables added to accommodate students until the first phase is begun.</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	<i>Purchase of the land was important accomplishment. The board has dedicated considerable time and effort to getting funding options in line for phase one of building. Portables are currently leased. The team commends the board for engaging the teachers in plans for the facility.</i>
5. Management and reporting of the budget	4	4	<i>Sammy is doing an excellent job with finances and 2M is in place. The board has increased finance committee activity and expanded</i>

			<i>number of folks on that committee for regular oversight.</i>
6. Active Fundraising Plan supports school operations and sustainability.	4	4	
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.)	4	4	<i>No complaints or concerns were voiced by staff regarding benefits.</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	4	4	<i>Outstanding principal who models shared leadership with teaching staff. They are a very strong team. Clear vision for the school.</i>
2. Administrator adequately allocates resources (time, money, materials, etc.) to achieve mission and goals of school.	4	4	<i>Now going in to year 5 of operation of the school, Wendy has much more staff support than in the early years so that she doesn't have to be on top of every area of operation. Asst. principals, teachers who share leadership and strong business mgr assist with these tasks.</i>
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 implementing very thoughtful strategies to continue improvement all the time.</i>
4. Administrator is actively engaged in school-community relations that benefit the school	4	4	<i>Strong stakeholder relationships including NNU, CWI, Optimists, Rotary and Idaho Power. Parents and community members participate in Enrichment Clubs.</i>
5. Administrator shows strong leadership skills that connect the Board to the school and its staff.	4	4	<i>Wendy is excellent representative for her teaching staff. She provides outstanding leadership. Teachers also attend board meetings regularly.</i>
6. Administrator effectively evaluates school personnel	4	4	<i>Evaluation format well aligned to Danielson framework. We commend Vision for continuing to set the bar very high for teachers many of whom perform at the Distinguished</i>

			<i>levels of the framework.</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	<i>Outstanding test results.</i>
2. Compliance regarding grants received	4	4	<i>The accounting books looked very good; well organized. The new office manager is doing a great job. Teachers frequently write for small classroom grants to support their work.</i>
3. Accreditation	4	4	<i>Vision participated in a Northwest Assoc of Accredited Schools visit.</i>
4. Implementation of school improvement or strategic plan	4	4	<i>The school is engaged in continual improvement especially related to their student achievement goals. Careful analysis of data informs progress.</i>
Total Points	123	120 31 Items Avg Score 3.88	Percent Agreement: 98%

The team found a 98% level of agreement between the self-study and the programmatic visit and an average score of 3.88 for the areas covered in Goal One. There are several opportunities to continue the improvement that they are clearly demonstrating.

Goal One Commendations:

- All staff and student records are in order, secured in locked file.
- Enrollment is very stable, strong waiting list.
- Exciting and strategic plan for moving ahead with building construction one phase at a time. Property is owned by the school.
- Staff describe administrator as dynamic and very engaged leader. She has strong support of the staff as instructional leader. She has confidence and trust of the board and highly collaborative relationship.
- Board has focused on self-evaluation and training this year with additional plans for follow up training.
- Vision has developed a board manual to support board activities.

Goal One Recommendations:

- Create a plan for identifying board training needs and orientation of any new board members.
- Document board self evaluation and align with training plan.
- Commit procedures of the school to an operations manual. I.e. How payroll or purchasing is completed.
- The board has several long time members which have served the school well. The board might consider developing a succession plan so that new board members are being developed to step up when terms expire.
- Complete the development of principal evaluation tool and document its implementation.
- Consider adding time frames to board minutes to reflect thoroughness of discussion on various topics. Transcription of discussion not necessary but would provide evidence of board involvement in all aspects of the school.

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. Vision 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>Teachers have done outstanding job in making the portable classrooms work well. The gradual addition of permanent building facilities will enhance overall program.</i>

2. Attendance requirements	4	4	<i>96% attendance is required and achieved. Strategic plan to decrease the 4% absenteeism is ambitious goal.</i>
3. School-wide academic plan	4	4	<i>Strategic goals to remediate any weak area and improve test scores are outstanding. Good alignment between student performance and professional development plan. Closing gaps in foundational science knowledge by integrating clickers and increasing instruction time. Staff meet weekly to discuss elements of Strategic Plan with special focus on academic goals.</i>
4. Educational Goals	4	4	<i>Outstanding ISAT growth demonstrated over last 4 years. High expectations for students with a goal of 100% of students proficient in core subject areas.</i>
5. Assessment of Progress	4	4	<i>Teachers continually focus on student improvement and use data to support their plans and monitor improvement. Student lead conferences and portfolios demonstrate tangible results for parents as well as report cards. Aims web tool supports individual student monitoring. Teachers are beginning to develop content standards and rubrics for portfolios.</i>
6. Methods of Evaluation and Communication of Progress	4	4	
7. Professional Development	4	4	<i>Outstanding practices with teachers as mentors and content expert; regularly meet, problem solve, conduct peer observations and reflect. Teachers have completed training on 6 Traits and Step Up to Writing. Teachers planning to complete MTI this year.</i>
8. School Safety	4	4	<i>High level of awareness and effective strategies for supervision. Thoughtful about car and foot traffic on campus.</i>
9. School Climate/Culture	4	4	<i>Very positive school culture has</i>

			<i>been established at Vision. Parents and students report high degree of safety and respect. School surveyed parents to see how they assessed their own students' work ethic, honesty, initiative, responsibility and confidence. Parents reported very high positive scores for improvement in all these traits.</i>
10. Research-based Instructional Strategies	4	4	<i>Teachers continue to implement curricula with high fidelity and ongoing professional development.</i>
11. School progress with Idaho State Achievement Standards	4	4	<i>Outstanding growth noted over time. See paragraph below.</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>Vision implements Shurley, Spaulding, 6 Traits, Math Concept Boards, College Prep Math, Hands On Science. All are aligned to Idaho Standards. Consider plan for alignment to Common Core. Providers may have some work in this area to assist you.</i>
2. Evaluation: Teachers	4	4	<i>Evaluations are aligned to Danielson framework. Goal is to have all Distinguished teachers. Work to integrate the parent feedback and new guidance for pay for performance.</i>
3. Teacher Collaboration	4	4	<i>Strong mentoring program and professional learning community. As school grows they are doing a wonderful job selecting and integrating new teachers. Change in assistant principal position due to turnover. Orient and support new hire in this role.</i>
Total Points	56	56	Percent Agreement 100%

		14 Items Avg Score 4.0	
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GOAL 2 represents the strongest area for VISION in the programmatic audit with perfect score with 100% agreement and highest attainable average score 4.0. Evidence of a strong academic program is underscored by meeting AYP, demonstrating significant growth on the ISAT, strong parent response to student development of positive traits and well aligned professional development.

Data indicates that for students who were at Vision for 90% of the school year or more, ISAT scores in Reading 97.2% proficient or advanced, Math 96.3% proficient or advanced and Language Arts 92.7% proficient or advanced. They scored significantly advanced of the state average in each area and demonstrated growth in Language and Math on overall school scores. This is particularly noteworthy as they have added many new students in the last year. The team offers the following commendations to the school:

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

- Meeting high expectations for attendance.
- Use every space available for instruction and student activities.
- Continuity of culture is so strong that students perform even in very full classrooms.
- Meeting AYP and showing large gains in DWA and ISAT scores.
- Data informed decision making for monitoring student progress.
- Many teachers functioning at Distinguished levels; high standards are expected.
- Students describe their teachers as fun, caring and responsive.
- Students feel very safe and are growing in all areas including character. Parents report improvements in learning traits important to school culture.
- Teachers are very collaborative and effective mentors and instructional leaders.
- Robust professional development plan aligned to school-wide academic goals.

Recommendations: The team respectfully recommends to VISION that:

- Orient and support new Assistant Principal with clear job description to insure best use of the position.
- Continue professional development and mentoring programs.
- Explore additional data system or staffing support to continue to use data to inform practice. Is your current student data system adequate and will integration with ISEE meet your needs?
- Continue to develop rubrics for content and quality of portfolios. Consider how electronic portfolios could serve as long term assessment tool for students.
- Create a plan for alignment to Common Core Standards.
- Integrate new guidance for pay for performance into teacher and principal evaluations.

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, and wider 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	4	<i>Parents are very supportive and aware of mission. Continue to communicate on website and through other opportunities as your stakeholder population grows.</i>
2. Communication with stakeholders	4	4	<i>Excellent. Website is great source of information about the school including video segments that illustrate the instruction. A Dissemination Grant from the SDE may be something you would like to consider to support documentation of your best practices and communicate with larger charter and education community.</i>
3. Stakeholder satisfaction and engagement.	4	4	<i>Surveys indicate high degrees of satisfaction with all aspects of the school. Improving facilities will only strengthen stakeholder support. Might consider diversifying your survey options over time for a new or different perspective.</i>
4. Plan for Improvement	4	4	<i>We commend Vision for developing ongoing improvement goals with very specific, measurable outcomes.</i>
Total Scores	16	16	Percent Agreement: 100%

Goal Three assesses stakeholder engagement and satisfaction. Overall we found that the stakeholders of VISION are very satisfied and engaged. The level of agreement between the self-study and the visit for Goal 3 was 100%. Vision is doing a very good job with its current stakeholders and we only see additional opportunity for expanding the involvement of stakeholders from the community as well as parents in the governance and support of the school. Small focus groups of parents, teachers and students indicated high levels of satisfaction. Annual surveys are conducted also reflecting high satisfaction. When positions open on the board it may provide an opportunity to engage some additional new stakeholders from the community. Parents reported that the website, newsletters and power school 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.

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

- High return rate on parent satisfaction surveys. Overwhelmingly positive results.
- Teachers feel supported by principal related to parent/student communications and instructional coaching.
- Sammy's expertise in enhancing electronic communication and web site an asset to the school.
- Parents feel well informed about their child's progress and activities happening in the school.
- Parents very pleased with culture of the school and clear about its mission.
- School sincere in looking for feedback and focused on constant improvement.
- Teachers and other stakeholders very involved in visioning the new facility.

Recommendations: The team respectfully recommends to VISION that:

- Continue annual surveys for stakeholder feedback and consider exploring some issues more deeply. Might consider utilizing outside resource to get a different perspective on stakeholder surveys or to explore more deeply the indicators you are trying to improve. I.e. Communication.
- Continue to pursue community member for board development.
- Consider additional outreach to broader community to increase the visibility of the school.
- Consider opportunities for dissemination grant in the future.
- Consider student surveys for upper grades.

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	<u>Self Study Score</u>	<u>Team Score</u>	<u>Comment</u>

improvement			
1. The school has a five-year Strategic Plan and actively uses it to direct its efforts and measure its progress.	4	3	<i>Strategic planning has focused on the facilities from the board but the leadership has also constructed strategic plans to address student performance and professional developing as well as managing school growth. Goals are approached one year at a time. We commend Vision for their planning and ongoing assessment of progress. Consider sharing strategic plan on website. Plan regular opportunities for the board to review and update.</i>
2. School leadership is reflective and uses data to drive improvement.	4	4	<i>Very aware of progress monitoring and use data to drive improvement.</i>
3. Continuous Improvement is planned, monitored and accomplished.	4	4	<i>Strong disposition of continuous improvement in the school. Evidence of monitoring overall improvement and progress. Do you need additional resources to continue this at high levels?</i>
Total Scores	12	11 3 Items Avg score 3.7	Percent Agreement: 92%

GOAL 4 refers to the school's efforts for continuous improvement. The leadership and staff of Vision embrace continuous improvement as demonstrated by their data monitoring and professional development, their attention to survey results and the growth over time. Vision has met many of their strategic goals and this would only be improved by developing a comprehensive guiding document with measurable goals that is reviewed and updated regularly by the board and leadership. This plan will contribute to strategic growth and sustainability of the school.

Vision has achieved high levels of academic performance and an outstanding culture as well as stakeholder satisfaction. We support and encourage their continued efforts in this direction.

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

- Gathering a good deal of survey data from all stakeholders and evidence that this guides improvement efforts.
- Strong teacher mentoring and instructional coaching to continuously improve instruction.
- Strategic planning with measurable goals for academic outcomes very strong.

Recommendations: The team respectfully recommends that VISION :

- Continue opportunities for reflection and feedback as well as data informed decision making.
- Develop a guiding document that outlines your five year strategic plan and seeks the input of all stakeholders. Plan time quarterly to review, document progress and update. Share with all stakeholders.
- Engage in open evaluation processes at all levels – board, director and teachers.
- Consider retaining additional personnel resources for data collection and analysis.
- Continuous board development plan will have positive impact school-wide as governance continues to be strengthened.

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>98% Agreement</p> <p>Average Score 3.88</p> <p>Functioning Evidence</p>	<ul style="list-style-type: none"> • All staff and student records are in order, secured in locked file. • Enrollment is very stable, strong waiting list. • Exciting and strategic plan for moving ahead with building construction one phase at a time. Property is owned by the school. • Staff describe administrator as dynamic and very engaged leader. She has strong support of the staff as instructional leader. She has confidence and trust of the board and highly collaborative relationship. • Board has focused on self-evaluation and training this year with additional plans for follow up training. 	<ul style="list-style-type: none"> • Create a plan for identifying board training needs and orientation of any new board members. • Document board self evaluation and align with training plan. • Commit procedures of the school to an operations manual. I.e. How payroll or purchasing is completed. • The board has several long time members which have served the school well. The board might consider developing a succession plan so that new board members are being developed to step up when terms expire. • Complete the development of principal evaluation tool and document its implementation • Consider adding time frames to board minutes to reflect thoroughness of discussion on various topics
<p>2. Academic Program: <i>The charter school will demonstrate a successful academic program</i></p>	<p>100% Agreement</p> <p>Average Score 4.0</p> <p>Exemplary Evidence</p>	<ul style="list-style-type: none"> • Meeting high expectations for attendance. • Use every space available for instruction and student activities. • Continuity of culture is so strong that students perform even in very full classrooms. • Meeting AYP and showing consistent gains in ISAT scores. • Data informed decision making for monitoring student progress. • Many teachers functioning at Distinguished levels; high standards are expected. • Students describe their teachers as fun, caring 	<ul style="list-style-type: none"> • Orient and support new Assistant Principal with clear job description to insure best use of the position. • Continue professional development and mentoring programs. • Explore additional data system or staffing support to continue to use data to inform practice. Is your current student data system adequate and will integration with ISEE meet your needs? • Continue to develop rubrics for content and quality of portfolios. Consider how electronic portfolios could

		<p>and responsive.</p> <ul style="list-style-type: none"> • Students feel very safe and are growing in all areas including character. Parents report improvements in learning traits. • Teachers are very collaborative and effective mentors and instructional leaders. • Robust professional development plan aligned to school-wide academic goals. 	<p>serve as long term assessment tool for students.</p> <ul style="list-style-type: none"> • Create a plan for alignment to Common Core Standards. • Integrate new guidance for pay for performance into teacher and principal evaluations.
<p>3. Stakeholder Support: <i>The charter school will show and plan for strong stakeholder support, involvement and satisfaction</i></p>	<p>100% Agreement</p> <p>Average Score 4.0</p> <p>Exemplary Evidence</p>	<ul style="list-style-type: none"> • High return rate on parent satisfaction surveys. Overwhelmingly positive results. • Teachers feel supported by principal related to parent/student communications and instructional coaching. • Sammy's expertise in enhancing electronic communication and web site is an asset. • Parents feel well informed about their child's progress and activities happening in the school. Parents very pleased with culture of the school. • School sincere in looking for feedback and focused on constant improvement. • Teachers and other stakeholders very involved in visioning the new facility. 	<ul style="list-style-type: none"> • Continue annual surveys for stakeholder feedback and consider exploring some issues more deeply. Might consider utilizing outside resource to get a different perspective on stakeholder surveys or to explore more deeply the indicators you are trying to improve. I.e. Communication. • Continue to pursue community member for board development. • Consider additional outreach to broader community to increase the visibility of the school. • Consider opportunities for dissemination grant in the future. • Consider student surveys for upper grades.
<p>4. Continuous Improvement: <i>The charter school will plan for short and long term continuous improvement.</i></p>	<p>92% Agreement</p> <p>Average Score 3.7</p> <p>Functioning Evidence</p>	<ul style="list-style-type: none"> • Gathering a good deal of survey data from all stakeholders and evidence that this guides improvement efforts. • Strong teacher mentoring and instructional coaching to continuously improve instruction. • Strategic planning with measurable goals for academic outcomes very strong. 	<ul style="list-style-type: none"> • Continue opportunities for reflection and feedback as well as data informed decision making. • Develop a guiding document that outlines your five year strategic plan and seeks the input of all stakeholders. Plan time quarterly to review, document progress and update. Share with all stakeholders. • Engage in open evaluation processes at all levels – board, director and teachers. • Consider retaining additional personnel resources for data collection and analysis. • Continuous board development plan will have positive impact school-wide as governance continues

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