



Adherence to Quality Practices

Faith Behringer · November 1, 2016

Ohio | Department
of Education

Agenda

- Establish outcomes for today's training
- Overview of Quality Practices in law
- Develop the Quality Improvement Plan
- Review the Quality Improvement Plan template
- Examples
- Questions on the QIP for quality practices

Outcomes



- Understand the **five-step process**
- Understand how to complete the **Quality Improvement Plan** template
- Understand how to use the **quality rubric** for improvement

Overview of Quality Practices

National Association of Charter School Authorizers standards

Developed in
consultation with
sponsors.

Quality Practices

Quality Practices

Defined using
**NACSA's Principles
and Standards** of
Charter School
Authorizing

Six Areas of Quality Practices

Commitment and Capacity

Application Process

Performance Contracting

Oversight and Evaluation

Termination and Renewal

Technical Assistance

NACSA Standards



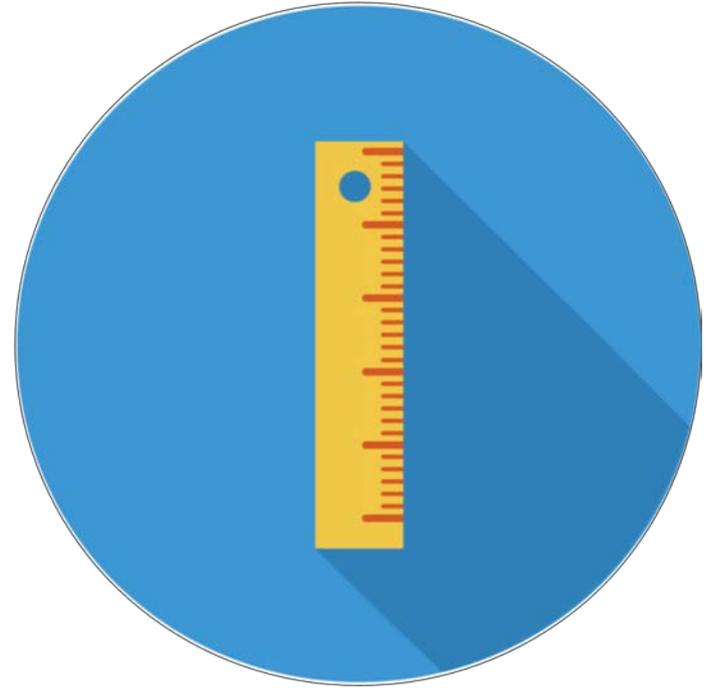
Cited in Ohio law
(ORC 3314.016(B)(3))

First five critical areas
are NACSA standards
and the sixth is a
requirement in law.

Developing the Quality Improvement Plan

Sponsor Evaluation Results

Use as your sponsor's **baseline performance measure** on each standard.



Target for each standard within a critical area is ***Exemplary***.

Baseline performance measure less than Exemplary?

Quality improvement plan for that standard should focus on a path towards the target.

**Development of
the Quality
Improvement
Plan must include
five steps:**

Development

Implementation Plan

Monitoring

Evaluation

Analysis

A large group of people, mostly women, are seated in a conference room, viewed from behind. They are looking towards a whiteboard on the left side of the frame. The room is brightly lit, and the people are dressed in professional or business-casual attire. The overall atmosphere appears to be one of a collaborative meeting or workshop.

1

Development should be a collaborative approach within the organization to develop goals, strategies, action steps and tasks.

Step One

During the **Development** phase, ask the following questions:

- Who** is responsible?
- What** actions are needed?
- Why** is the organization considering these changes?
- When** will the actions take place?
- How** will actions occur?



2

Implementation Plan requires defined strategies, action steps and tasks that are directly related to achieving the goals.

3

Monitoring requires gathering data while using established metrics, timelines and benchmarks to determine progress.





4

Evaluation requires a review of the gathered data by the organization to determine if the plan assisted in meeting the goals.



5

Analysis requires the organization to determine if the strategies, action steps and/or tasks need to be revised to meet the goals.

Five-Step Process

Cyclical and an organizational change management approach.

Organizational Change Management considers the full organization and what needs to change.

Quality Improvement Plan Template

<p>Performance Component</p>	<p>Performance Measure/ Standard</p>	<p>Exemplary Standard</p>	<p>Improvement Goal</p>
<p>Select the applicable Performance Component</p>	<p>Enter the name of the applicable Performance Measure, Quality Practices Standard, or Compliance Item(s) with Item Number(s) (List Compliance item numbers only if individual or group of items are being addressed)</p>	<p>Enter the applicable exemplary standard from the Quality Practices rubric (for Quality Practices plan items only)</p>	<p>Enter the sponsor's improvement goal for the listed performance measure or standard</p>

Performance Component	Performance Measure/ Standard	Exemplary Standard	Improvement Goal
Select the applicable Performance Component	Enter the name of the applicable Performance Measure, Quality Practices Standard, or Compliance Item(s) with Item Number(s) (List Compliance item numbers only if individual or group of items are being addressed)	Enter the applicable exemplary standard from the Quality Practices rubric (for Quality Practices plan items only)	Enter the sponsor's improvement goal for the listed performance measure or standard

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Strategy / Action(s)	Person(s) Responsible	Estimated Date of Completion	Documentation / Evidence of Completion
Enter the Strategy and/or Action Steps the sponsor will take to meet the stated Improvement Goal	Enter the name and/or role of the person(s) responsible for meeting the stated improvement goal	Enter the estimated date on which the stated improvement goal will be met	Describe the documentation that will be used as evidence of completion of the stated improvement goal or individual action(s)

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Example

Plan Line Number	Performance Component	Performance Measure/ Standard	Exemplary Standard
Number plan lines consecutively	Select the applicable Performance Component	Enter the name of the applicable Performance Measure, Quality Practices Standard, or Compliance Item(s) with Item Number(s) (List Compliance item numbers only if individual or group of items are being addressed)	Enter the applicable exemplary standard from the Quality Practices rubric (for Quality Practices plan items only)
1	Quality Practices	Commitment & Capacity: Clear Mission for Sponsoring Community Schools	<ol style="list-style-type: none"> 1) The sponsor states a clear mission for quality sponsoring. 2) The sponsor articulates and implements an intentional strategic vision and plan for sponsoring, including clear priorities, specific goals, and time frames for achievement. 3) The sponsor's governing board actively participates in all contract decision-making (approval and renewal) to ensure that all such actions are consistent with the sponsor's strategic vision and plan for quality sponsoring.

Completing the Template

Improvement Goal	Strategy / Action(s)	Person(s) Responsible
Enter the sponsor's improvement goal for the listed performance measure or standard	Enter the Strategy and/or Action Steps the sponsor will take to meet the stated Improvement Goal	Enter the name and/or role of the person(s) responsible for meeting the stated improvement goal

Example

Improvement Goal	Strategy / Action(s)	Person(s) Responsible
<p>Enter the sponsor's improvement goal for the listed performance measure or standard</p>	<p>Enter the Strategy and/or Action Steps the sponsor will take to meet the stated Improvement Goal</p>	<p>Enter the name and/or role of the person(s) responsible for meeting the stated improvement goal</p>
<p>By February 2017, the organization will have a board adopted mission, vision and strategic plan that includes evidence of implementation, monitoring, evaluation and analysis at all levels of the organization.</p>	<ol style="list-style-type: none"> 1) Develop mission statement for review and adoption by governing authority. 2) Governing authority discusses and can clearly articulate vision/mission 3) Establish policy outlining governing authority's role and responsibility re: contract decisions 	<ol style="list-style-type: none"> 1) Director of Sponsor Oversight to develop draft 2) Governing authority will discuss and articulate a mission and vision during board meetings. 3) Governing authority will develop a policy outlining its role in contract decision-making and adopt

Completing the Template

Estimated Date of Completion	Documentation / Evidence of Completion	February 2017 Progress Report	May 2017 Progress Report
Enter the estimated date on which the stated improvement goal will be met	Describe the documentation that will be used as evidence of completion of the stated improvement goal or individual action(s)	Describe the progress made toward meeting the stated improvement goal, as of February 2017	Describe the progress made toward meeting the stated improvement goal, following February 2017

Example

Estimated Date of Completion	Documentation / Evidence of Completion	February 2017 Progress Report	May 2017 Progress Report
Enter the estimated date on which the stated improvement goal will be met	Describe the documentation that will be used as evidence of completion of the stated improvement goal or individual action(s)	Describe the progress made toward meeting the stated improvement goal, as of February 2017	Describe the progress made toward meeting the stated improvement goal, following February 2017
1) Draft mission by Jan. 15, 2017 2) Final adoption of mission February 2017 3) Develop and adopt policy requiring governing authority review and approval of contracts	1) Copy of mission statement and minutes confirming adoption 2) Policy outlining governing authority role and responsibility to review and approve all contracts	Completed Feb. 20, 2017	

Activity One: Using the Five- Step Process

Five-Step Process Activity

Questions	Development	Implementation	Monitoring	Evaluation	Analysis
Who					
What					
Why					
When					
How					

Five-Step Process Activity

Directions:

- Each row of participants will be assigned a column
- Partner with two to three people within your row
- Select a recorder and a reporter
- Using the worksheet, brainstorm ideas for the assigned column of the 5-step process

Five-Step Process

Report results of
activity



Critical Areas and Standards

Important Note



All sponsors will be evaluated on **all** six critical areas.

Example

Commitment and Capacity

Commitment and Capacity

Standard: Allocation of Resources

–**All resource decisions are data-driven.**

Commitment and Capacity

The sponsor **determines its portfolio of school needs and devotes resources to improve school performance, fulfill its responsibilities as a sponsor, and meet national quality standards for sponsoring** (e.g., the sponsor provides a math coach, software, PD consortiums, banners, specialized staff for job coaching).

Commitment and Capacity

Resource allocations are commensurate with the sponsor's identified needs.

Application Process and Decision- Making

Example

Application Process and Decision-Making

Standard: Rigorous Criteria for Existing Community School Operators/Replicators

– Sponsor **requires** the applicant to **meet the following criteria:**

- **Clear evidence of capacity to operate a new school successfully while maintaining quality in existing schools**

Application Process and Decision-Making

- **Document educational, organizational, and financial performance records based on all existing schools**
- **Must explain any never-opened, terminated, or non-renewed schools**
- **Must present a growth plan, business plan, and most recent financial audits**

Application Process and Decision-Making

- **Meet multiple indicators of effectiveness in all of the following areas:** high academic, organization, and financial success to earn approval for replication.

Application Process and Decision-Making

Examples of success include: Never had an un-auditable school; no general education or special education school rated below the top two LRC categories; no dropout prevention and recovery schools rated below “meets”, etc.

Examples

Performance Contracting

Performance Contracting

Standard: Contract Student Performance Measures

- **All contracts include:**
 - **All of the following** student performance measures:
 - **Proficiency rates** on state assessments
 - *If applicable*, **student academic growth**

Performance Contracting

- *If applicable*, **graduation rates**;
- **Attendance**;
- *If applicable*, **post-secondary enrollment** after high school; and
- *If applicable*, **student performance on other valid and reliable assessments** as laid out in the contract.

Performance Contracting

- **Metrics and targets** are specific and rigorous.
- **Targets include** all students and subgroups of students.

Performance Contracting

- **At a minimum, targets are set that compare the school's student performance to the state, schools serving similar populations, and/or schools in the same geographical area.**
- **Mission-specific academic goals may be included; such goals include specific metrics and targets.**

Performance Contracting

Standard: Contract Terms for High-Stakes and Ongoing Reviews

- **All sponsor contracts specify a required high-stakes review to take place prior to contract renewal, and at least every five years for extended contracts.**

Oversight and Evaluation

Example

Oversight and Evaluation

Standard: System of Oversight and Evaluation

The sponsor implements a **comprehensive performance accountability and compliance monitoring system** that is defined by the contract and that provides the information necessary to make rigorous and standards-based renewal, termination, and intervention decisions.

Oversight and Evaluation

The sponsor **predetermines intervention actions** for failure to meet contract requirements and **clearly articulates and enforces stated consequences** for failing to meet performance expectations or **compliance** requirements.

Examples

Termination and Renewal Decision- Making

Termination and Renewal Decision-Making

Standard: Transparent Renewal Application Process

- The sponsor **has an application process and requires all** schools seeking renewal **to apply through a renewal application.**

Termination and Renewal Decision-Making

The requirements for renewal are publicly available and include written guidance regarding the process, content and format for renewal applications, as well as **criteria/standards used to evaluate the applicant and a timeline.**

Termination and Renewal Decision-Making

The application **provides the school an opportunity** and reasonable time to **respond to the cumulative report**; correct the record, if needed; and **present additional evidence regarding its performance.**

Technical Assistance and Sponsor Requirements in Rule and Law Practices

Example

Technical Assistance and Sponsor Requirements in Rule and Law

Standard: Ongoing Technical Assistance to Schools

- The sponsor always provides timely comprehensive technical assistance in response to issues, problems and concerns identified by either the sponsor or the school.

Technical Assistance and Sponsor Requirements in Rule and Law

Almost all technical assistance is **proactive**, intended to **prevent problems** from arising in the schools it sponsors.

The sponsor **regularly assesses or solicits information about** the technical assistance **needs of the schools** it sponsors.

Technical Assistance and Sponsor Requirements in Rule and Law

The **sponsor always provides the technical assistance identified as needed** by the schools.

The sponsor **continuously solicits feedback on the quality and impact of the technical assistance** that it provides to the schools it sponsors.

Review of Outcomes



- I can use the five-step process
- I can complete the Quality Improvement Plan template
- I can use the quality rubric for improvement

Questions?

Submit questions regarding completing improvement plans to:

Community.Schools@education.ohio.gov

education.ohio.gov

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