Next Steps and Sponsor Development

Quality School Choice
Office of Community Schools · March 9, 2016

Sponsor Evaluation Process

Purpose

Assist the Ohio Department of Education in providing oversight and technical assistance to sponsors

Improve the quality of sponsor practices

Improve community school operations and academic performance

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The primary purpose of the sponsor evaluation system is to assist ODE in providing oversight and technical assistance to sponsors and to improve the quality of sponsor practices, which will ultimately lead to improvements in both community school operations and the academic performance of their students.

To that end, the Ohio Department of Education developed a series of webinars designed to facilitate the sponsors' understanding of the evaluation process. This webinar is the last in the series. Previous webinars provided an overview of the evaluation and academic component; the quality practices component; the sponsor compliance component and a presentation on the overall ratings and outcomes. Today, we will be reviewing "Next Steps and Sponsor Development."

There will be a period at the end of today's webinar for questions, but feel free to indicate that you have a question at any point during the webinar by typing in the conversation cloud located on the upper left side of your screen. Also, please remember that the webinars are posted on the ODE website for future listening and you can always contact the Office of Community Schools if you have any questions about the evaluation.

Sponsor Performance Evaluations (ORC 3314.016)

Three Equally-Weighted Components

- Academic performance
- Compliance with laws and rules
- Adherence to quality practices

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To quickly recap, the sponsor performance evaluations are made up of three equally-weighted components: student academic performance of the sponsor's community schools, the sponsor's compliance with laws and rules, and the sponsor's adherence to quality practices.

Overall Sponsor Rating

Academic Performance

Compliance with Laws and Rules

Quality Practices
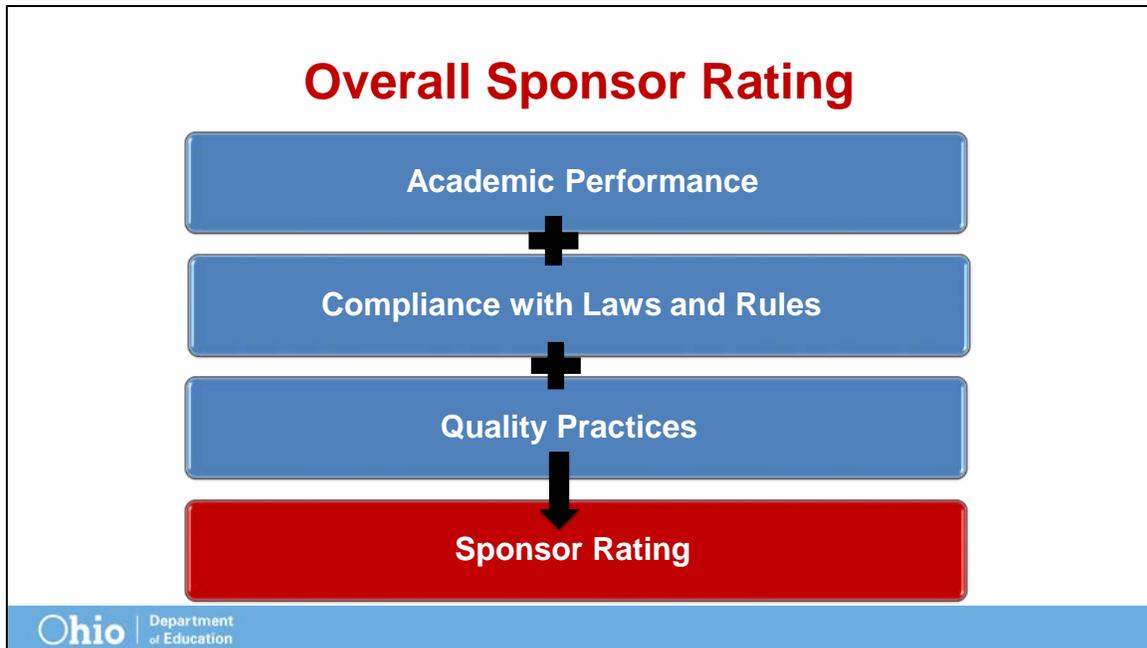
Sponsor Rating

Once each of the three components has been evaluated, rated, and scored, those scores are then combined to determine the sponsor's overall evaluation rating. The points received for academic performance plus the points received for compliance plus the points received for quality practice equals the overall sponsor evaluation rating.

Timeline

Oct. 1-15, 2016
Ohio Department of Education releases 2014-2015 and 2015-2016 sponsor ratings

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ODE will release the overall sponsor evaluation ratings for both the 2014-2015 and the 2015-2016 school years between October 1 and October 15, 2016.

Overall Sponsor Ratings

Ineffective

Must develop a quality improvement plan with the Ohio Department of Education

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Beginning with the 2015-2016 school year, sponsors receiving an ineffective rating must develop a quality improvement plan with the Ohio Department of Education that specifies how they plan to correct the deficiencies that led to the ineffective rating, with timelines and benchmarks that have been established by ODE.

Purpose

Establish solid sponsor procedures and processes

Plan

Develop

Implement

Maintain

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The purpose of sponsor development is to help each sponsor plan, develop, implement and maintain solid sponsoring practices. This is not done by using prefabricated templates or "copying" other sponsors templates and documents. It is done by using a jointly agreed upon methical process based on data.

Facilitate Development

- How to implement development specific to your organization
- Use results of the sponsor evaluation
- Use of other data points
- NACSA principles and standards

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Our goal is to help you develop a plan that is specific and relevant to your organization. NACSA Principles and Standards and the data provided through the sponsor evaluation process will be used to help set a direction to ensure success as a sponsor. Other data points may include internal information within your organization; for example board feedback, committees, staff, and stakeholder organizations.

For example, five (5) of the six (6) critical areas in the Quality Practices Component are evaluated are based on standards established by NACSA (for example Performance Contracting, Oversight and Evaluation Termination and Renewal Decision making). The 6th, technical assistance, is a requirement of Ohio statute.

Focus on Performance

- Establish objectives based on the results of the evaluations – both 2014-2015 and 2015-2016
- Set mutually agreed upon milestones
- Identify resources needed
- Make sure you're on track at each point
- Needs assessments, focus groups, brainstorming

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Objectives will be developed as a partnership using the sponsor evaluation as our main starting point. Information gathered from both the 2014-15 and 2015-16 evaluations will be a primary source of data. Objectives will be specific and measurable and have specific dates for achievement or milestones. The process will focus on the improvement of sponsoring practices and how they ultimately help the sponsor's portfolio of schools better serve students. For example, how can having a clear, powerful mission statement help sponsored schools do better?

An example from the business world. Do you ever shop at Nordstrom? Their mission statement says in part "Nordstrom works relentlessly to give customers the most compelling shopping experience possible."

An example from the charter school world Noble Academies, Chicago "Noble prepares students with the scholarship, discipline, and honor necessary to succeed in college and lead exemplary lives and serves as a catalyst for education reform in Chicago" By the way, Noble is the 2015 winner of the Broad Prize for

Public Charter Schools. The students and staff know this mission statement and recite it almost daily.

Obviously, sponsoring requires an investment in resources and we will work together to identify what resources are needed. Needs assessments (we will help with this) may be used in addition to such tools as focus groups, brainstorming sessions, use of contractors or outside facilitators.

We want the development process to be a learning opportunity for the sponsor and sponsor team. Working together, we want to be sure that the needs of the sponsor portfolio are addressed. We're going to be introspective as well. We want to take a good hard look together at your organization and start from "where you are" - what do you consider to be good sponsor practices? – historical perspective, where you came from as a sponsor and where you are going based on the data provided by the evaluation process.

We want to address those sometimes controversial questions such as:

- How much is too much involvement by the sponsor?
- How much professional development/technical assistance/legal advice (if any) do I provide?
- How engaged do I get with boards and providing support or discipline?

Resources

- Development of materials and support documentation
- Bringing resources together in an effective and focused order
- Staffing
- Vendors
- Software
- Networking
- Templates

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Sponsoring requires resources – rather than randomly "grasping at straws" we want to take stock of the resources that are at your disposal and what you may need to acquire moving forward. For example, what resources are needed to fulfill requirements of the sponsor evaluation, such as compliance or development of quality practices?

So again, let's take a real life example. The area of Performance Contracting. If the review determines that the contracts with your schools are lacking in multiple measures, specific metrics and targets, and fails to cover all students as well as subgroups of students, how can resources such as staff, networking, templates and vendors be brought together in an effective and focused order?

Requirements and Prerequisites

- Environment and culture to sponsor
- Prerequisite skills/capacity as a sponsor
- Audience - board, superintendent, treasurer
- Specific training development for sponsor staff
- Expectations for quality sponsoring/investment
- Match skills with needs of quality sponsoring

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This is not about ODE imposing requirements, extra reports or creation of new work requirements. For example, the Oversight and Evaluation portion of the Quality Practices review may show that there is not a clear separation of roles and controls with respect to the governing authority, the sponsor or management company.

By using the above requirements and prerequisites as a guide, we will work together to align this with NACSA principles and standards.

Strategy and Approach

Develop communication skills and plans needed to carry out successful sponsoring

Development sources

Restraints and possible limitations

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How does a successful sponsor communicate with its stakeholders? In the sponsor quality practices, exemplary sponsors implement an oversight and evaluation process that is fully transparent; and defines and communicates to schools through the school contract and documented guidance the process, methods and timing of gathering and reporting school performance and compliance data, while acknowledging that some aspects of oversight necessitate flexibility (for example, a testing irregularity investigation).

Outcome Considerations

Sponsors rated ineffective for 2015-2016 and beyond cannot sponsor any new or additional community schools

Must develop a quality improvement plan with ODE

Three consecutive years of ineffective results = sponsorship revocation

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Outcome Considerations

Appeal within 30 days of receiving the rating to State Board

Poor rating 2015-2016 = revocation

Appeal within 30 days to the State Board

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Getting Others Involved

Learn how to get others engaged internally and externally

Bring out the best in all who are critical to the development plan

Look at various ways to roll out the development plan

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Engagement. Identifying key decision makers. How will you share this process and plan to all concerned within your organization? Who do we want to be involved and at what level?

Sponsor Quality Practices show that exemplary sponsors have practiced in community schools or sponsoring community schools and have diverse expertise in the following areas: curriculum, instruction and assessment; special education and ELL; school accountability; facilities; school law and governance.

Getting others involved and bringing out the best in all who are critical will be a part of the development plan.

Development Evaluation

- Realistic
- Comprehensive
- May change later to reflect updated information
- Project progress/milestones
- Organization considerations
- Statutory considerations

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We will work together on a manageable, measurable and realistic timetable, taking into consideration needs of your organization. We also need to work in concert with the requirements of the sponsor evaluation process, terms of your contract (if applicable) and your contracts with your schools.

Development Evaluation

- Describe how overall plan will be evaluated
- Describe metrics and tools
- Define how they will be evaluated – scoring rubric in each area
- Fit with the sponsor evaluation and NACSA principles and standards

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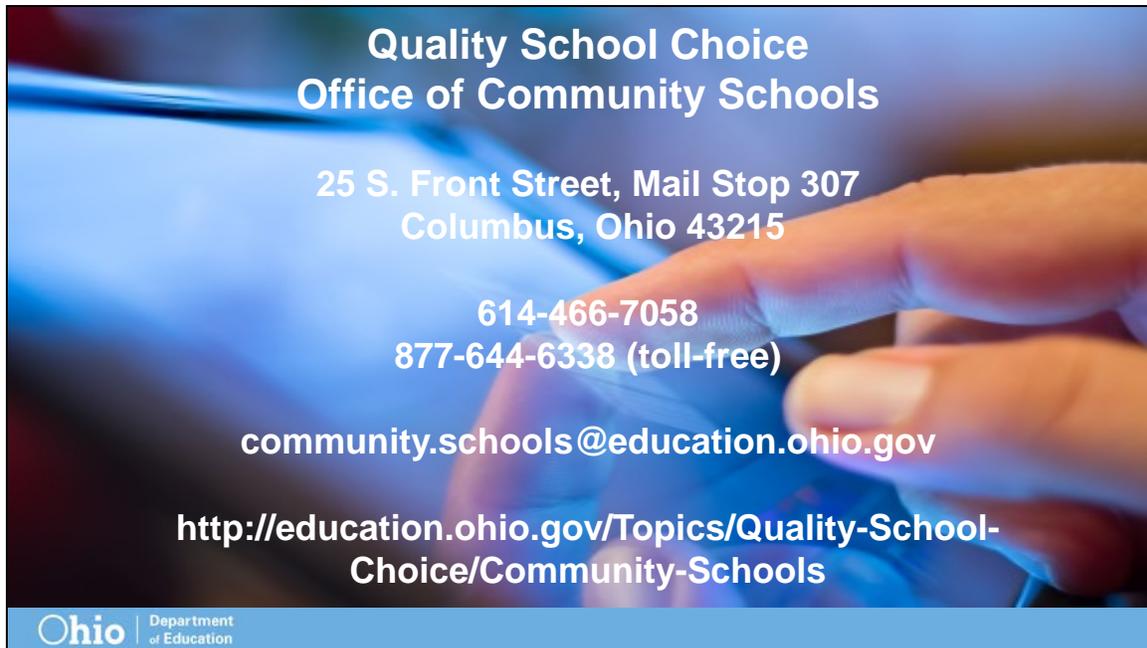
How will we measure the success of our work?
Is our only purpose to get ready for the next sponsor evaluation? How is all of this tied to the evaluation?
What are the metrics that have been achieved?
If not achieved, why not?

This ends our presentation. If you have any questions, please send them now.

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Thanks again for participating in this webinar. Please contact the Office of Community Schools at community.schools@education.ohio.gov if you have any additional questions.