

Anne Arundel County Public Schools

Annual Charter School Accountability Plan

Sample



Performance standards enable schools and authorizers to know the outcomes for which authorizers will hold schools accountable.

Academic, financial, and organizational performance standards should include clearly defined and measurable indicators, measures, metrics, and targets.

National Association of Charter School Authorizers

A Charter School Accountability Plan should provide information needed to measure and track the school's progress toward its goals, make program adjustments when needed, and report to parents, the community, and the chartering authority on performance and progress. It should seek to answer the following questions—

How will school leaders know if the school has succeeded?

What will students know and be able to do?

What will parents say about the program?

How will teachers know what students have learned?

Has the school accomplished its mission and vision?

How will the governing board know that the school is accomplishing what it set out in the original application?

The Accountability Plan is the mechanism through which the school indicates the outcomes (goals) and performance levels (annual measurable outcomes) to which it is accountable. It is important to recognize that the performance of charter schools will also be compared by the public and the media to that of traditional public schools and with other public charter schools. The design of an Accountability Plan needs to acknowledge and prepare for this inevitable comparison.

The Accountability Plan should provide information needed to assure strong performance and continuous improvement over the foreseeable future of the school. The Plan should place a particular emphasis on documenting performance and progress over a three-year period from receipt of the charter.

The accountability plan should include components of the following items:

- Is the educational program a success?
- How will the public charter school provide evidence of significantly improved or persistently strong student performance?
- How will the public charter school measure progress towards both its academic and nonacademic goals?
- Is the school a viable organization?
- Are the distinctive programs of the school fully implemented and operating as intended?
- Do teachers and other staff have the training and resources they need, and are they performing effectively?
- Is the school maintaining effective leadership by its Governing Board, competent management of its operations, and responsible use of the public funds under its stewardship?
- Is the school in compliance with the rules under which it operates?
- Is the school meeting the requirements of applicable laws and regulations?
- Is the school meeting the terms of the charter agreement and faithfully implementing the plans contained in the application?

Essential Elements

A. A general statement about what the school wants to achieve.

- Goals that focus on outcomes that are measurable, or that are accompanied by annual outcome measures that specify measurable outcomes for each goal;
- Student performance goals that are linked to a well-defined set of academic standards that specify both content and performance; and
- Non-academic goals for the school that are related to such indicators as student attendance and retention, graduation rates (if applicable), types and frequency of disciplinary incidents (e.g., suspensions, expulsions), parent participation, and teacher retention.

Examples of Goals

- Students will be proficient readers.
- Staff will communicate effectively with parents.
- Governing Board will operate using nonprofit best practices.

B. A set of Annual Outcomes that specify what will be measured.

- At least one indicator specified for each goal, with multiple indicators specified for some goals; and
- Indicators that are aligned with goals and that will provide a reasonable basis upon which to judge the degree to which the goal has been met.

Examples of Annual Outcomes

- Charter School will meet its reading AMO of 86% for the 2013-2014 School Year.
- For the 2013-2014 SY, 80% of parents will indicate through a parent satisfaction survey that they are satisfied with their school.
- By the end of the 2013-2014 SY, school's governing board will complete a strategic plan.

C. Long-term performance targets (benchmarks).

- Provisions for establishing baseline performance levels for each goal and its associated indicator(s).
- One-year and three-year performance targets, as well as annual intermediate benchmarks for each performance indicator.

D. Measurement tools capable of supplying the information needed to judge performance.

- A design for measuring student performance that will provide credible evidence of academic progress, use corresponding assessment tools annually so as to produce longitudinal data over the term of the charter, employ multiple tools for assessing student performance (which must include any required district-wide assessments, but may also include other norm referenced tests, criterion referenced tests, authentic or performance assessments such as student portfolios, tests that measure the mastery of academic standards, etc.)

Examples of Measurement Tools

- MSA/HSA
- Internal benchmarking
- Portfolio/other assessment methods
- Surveys
- Other collectable data

E. Strategies for attaining the annual outcomes.

- Daily actions and activities that lead to the achievement of our goals and annual outcomes.

School Mission

Section I Instruction and Student Services

Goal(s)	Annual Outcome Measures	3/5 Year Outcome Measures	Baseline Data	Strategies for Attainment
Students will be proficient readers and writers of the English language.	At the end of the 2014 SY, 87.20% of all tested students in grades 3-8 will perform at the proficient or advanced level on the MSA, meeting the AMO targets.	By the end of the 2017 SY, (%) of all tested students in grades 3-8 will perform at the proficient or advanced level on the MSA.	2012-2013 Reading AMO 86.1%	<ul style="list-style-type: none"> Extended Day Comprehensive assessment program Literacy training for teachers Instruction/Curriculum/Assessment review and alignment
	At the end of the 2013-2014 SY, (%) of all students assessed using MAPS assessment will show at least 1 year of growth in reading from the year prior.		2012-2013 MAPS average student growth results.	<ul style="list-style-type: none"> Implement MAPS assessment with fidelity Intense PD for all staff on the MAPS assessment MAPS will be given at least 3x a year

Areas to Consider

*Charter school may choose to develop their goals from the following critical areas or develop goals using separate but relevant criteria.

- MSA/HSA Data
- Other Student Performance Assessments
- Student Academic Growth
- Non Testing Assessment Methods
- Academic goals/objectives/mission/vision from the originally approved application.
- Contribution to AACPS
- Instructional Strategies
- Academic Interventions
- Special Education Instruction
- Professional Development Effectiveness

* Each of the items listed are areas which will be measured and assessed as part of the AACPS annual site review as well as the renewal process. It would be in the best interest of the charter school to create goals and measures that address many of these areas.

Section 2 Business and Management Services

Goal(s)	Annual Outcome Measures	3/5 Year Outcome Measures	Baseline Data	Strategies for Attainment
School will operate within its approved budget.	At the end of the 2014 SY, Charter School's revenues will be greater than its expenses resulting in a surplus of at least 20K.	By the end of the 2017 SY, charter school will have operated with a surplus each of the three preceding year building up a cash reserve of 80K.	2012-2013 Annual Budget showed a 10K surplus.	<ul style="list-style-type: none"> • Constant Budget monitoring by Business manager. • Monthly meetings to report updated financials
School will complete an annual audit.	At the end of the 2014 SY, annual financial audit will show no adverse findings.	By the end of the 2017 SY, charter school will have a clean audit each of the three preceding year.	2012-2013 Financial Audit showed no findings.	<ul style="list-style-type: none"> • Clear and consistent internal control procedures. • Finance Committee which oversees the budget and spending.

Areas to Consider

*Charter school may choose to develop their goals from the following critical areas or develop goals using separate but relevant criteria.

- Annual Financial Comparisons between projected and actual budgets
- Financial Challenges
- Internal Financial Controls
- Financial Transactions
- Financial Oversight
- Funding Breakdown by Category
- Financial Audits

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Section 3 School Climate

Goal(s)	Annual Outcome Measures	3/5 Year Outcome Measures	Baseline Data	Strategies for Attainment
School will operate at full enrolment capacity.	By September 30, 2014, charter school will certify an enrollment of 630 students in grades K-8.	By the end of the 2017 SY, charter school will have met their September 30th enrollment goals in each of the previous years.	2012-2013 September 30 certified enrollment.	<ul style="list-style-type: none"> Marketing and recruiting plan. Annual open houses Strong program that attracts students Strong customer service which provides for a friendly inviting atmosphere for prospective families.
School will experience little student turnover.	At the end of the 2014 SY, annual financial audit will show no adverse findings.	By the end of the 2017 SY, charter school will have retained at least 95% of their eligible students in each of the previous years.	2012-2013 Financial Audit showed no findings.	<ul style="list-style-type: none"> Marketing and recruiting plan. Annual open houses Strong program that attracts students Strong customer service which provides for a friendly inviting atmosphere for prospective families.
School will maintain a positive school climate.	By the end of the 2014 SY, 98% of parents will demonstrate through a parent satisfaction survey a high level of satisfaction with the school.	By the end of the 2017 SY, charter school will maintain an ongoing rate of parent satisfaction of around 98% or above.	2012-2013 Parent satisfaction data	<ul style="list-style-type: none"> Ongoing communication with parents (email, teacher contacts, principal letter, annual reports) Opportunities for parent involvement Strong academic program High quality teaching staff

Areas to Consider

*Charter school may choose to develop their goals from the following critical areas or develop goals using separate but relevant criteria.

Student Enrollment:

- Student Enrollment
- Teacher- Student Ratio
- Demographic Breakdown
- Enrollment Trends

Safe Schools:

- Behavioral Analysis
- Other non-academic strategies
- Behavior Interventions

School Climate:

- Parent satisfaction
- Staff retention and turnover
- Measures of school climate
- Extra-Curricular Activities

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Section 4 Governance and Management

Goal(s)	Annual Outcome Measures	3/5 Year Outcome Measures	Baseline Data	Strategies for Attainment
School will be operated with strong Board Governance Practices.	Throughout the 2014-2015 SY, school will operate with a fully functioning board, hold monthly meetings and advertise meeting publically.	SAMPLE	2012-2013 Board composition, meeting dates and minutes.	<ul style="list-style-type: none"> • Consistent 5 member board composition • Fidelity to monthly meeting schedule • Strategic board planning • Annual board training and retreat

Areas to Consider

**Charter school may choose to develop their goals from the following critical areas or develop goals using separate but relevant criteria.*

- Board Composition and Turnover
- Board Responsibilities
- Evaluation of School Leadership
- Strategic Planning/Board Trainings
- Board Communication with stakeholders
- Financial Oversight
- Operator Effectiveness
- Reflection

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Section 5 Parent and Community Involvement

Goal(s)	Annual Outcome Measures	3/5 Year Outcome Measures	Baseline Data	Strategies for Attainment
School will maintain a high level of parental engagement.	By the June 2014, each child's parent will have contributed at least 5 hours of volunteer work at the school.	Each year through 2017, each child's parent will have contributed at least 5 hours of volunteer work at the school.	2012-2013 Parental engagement hours.	<ul style="list-style-type: none"> Market all volunteer opportunities to all parents. Create ongoing parental engagement activities Establish a strong PTO
School will engage in community and business partnerships.	By June 2014, school will have partnered with at least 5 business/community organization which align with the school mission and vision.	By June 2017, school will have at least 20 solid business partnerships.	2012-2013 Business partnerships.	<ul style="list-style-type: none"> Strong community outreach committee Market the school within the community and with local business Create opportunities for local business to contribute to the school in various ways.

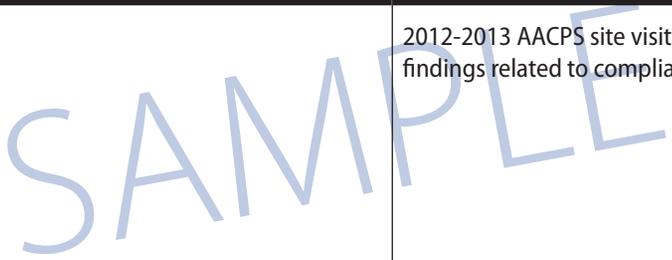
Areas to Consider

*Charter school may choose to develop their goals from the following critical areas or develop goals using separate but relevant criteria.

- Parental Activities, PTO, Business and Community Partnerships

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Section 6 Operational Compliance

Goal(s)	Annual Outcome Measures	3/5 Year Outcome Measures	Baseline Data	Strategies for Attainment
School will operate in compliance with its charter contract and AACPS policies and procedures.	By June 2014, school will be 100% compliant with share point.	School will be 100% compliant each year with share point.	2012-2013 share point completion	<ul style="list-style-type: none"> School has individual monitoring the share point site.
	School will operate annually in 100% compliance of the approved charter school contract resulting in a positive annual charter school site visit.			<ul style="list-style-type: none"> 2012-2013 AACPS site visit findings related to compliance. Strong procedures and structures within the school which are monitored daily. Staff and administration is held accountable to all AACPS policies and procedures. Staff of school has a copy of the charter agreement and has read it.

Areas to Consider

**Charter school may choose to develop their goals from the following critical areas or develop goals using separate but relevant criteria.*

- Student enrollment/Lottery procedures
- Facilities compliance
- Share point
- Charter Contract
- Transportation
- Human Resources
- Special Education

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