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BRIEFING MEMORANDUM

TO: SPCSA Board
FROM: Patrick Gavin
SUBJECT: Agenda Item 12—SPCSA Strategic Plan
DATE: August 26, 2016

Background:

The Authority adopted its first [strategic plan](#) on March 23, 2013. Based on feedback from NACSA and WestEd in the fall of 2016, the Authority began revisions to its strategic plan in May 2016. At that time, the Authority identified two key objectives and four goals in the [draft document](#).

Objectives:

- 1) By 2020, increase the number of high quality seats in SPCSA-sponsored charter schools to 60,000.**
- 2) By 2020, enroll a statewide student population which is representative of our sending schools.**

Goals:

- 1) Open and sustain quality schools that reflect the demographics of their community**
 - a) Proactive Enrollment Practices
 - b) Equitable Funding
 - c) Focusing on local talent to open new schools
- 2) Unwavering Commitment to High Quality Schools—4 & 5 Star Schools**
 - a) Approve only the highest quality applicants

- b) Reward High Quality Schools and Disseminate Best Practices
- c) Sanction low performing schools
- d) Align standards to assessments
- e) Third party comprehensive assessment of the quality of the sector

3) Fulfillment of Public School Obligations

- a) Ensure equitable service to traditionally underserved populations
- b) Reward schools that equitably serve underserved populations
- c) Investigate and sanction schools that do not equitably serve underserved populations
- d) Recognize problems and encourage partnerships to facilitate solutions for children's environmental challenges

4) Facilitate a Community of Practice Among Charter School Operators and Leaders to Build a Culture of Innovation and Collaboration

- a) Leverage the Authority's LEA role to encourage the development and dissemination of best practices
- b) Collaborate with the Governor's Office, the Office of Economic Development, and other key stakeholders to encourage the formation of high quality schools that support the overarching workforce and economic development goals of the state.

Pursuant to a request from members of the Authority, staff have broken out the review of the proposed measures for consideration over the next several meetings. Based on a review of the proposed performance metrics in the draft Agency budget request, staff request that the Authority review the metrics related to Goal 2 and Goal 3 this month to ensure that there is alignment between the goals approved in this plan and the measurable goals set forth in the draft budget/

The draft metrics related to Goal 2 are:

- The number and percentage of seats at 4 and 5 star levels or equivalent
- The number and percentage of new schools rated 4 and 5 star in their first 1st rating year
- The number and percentage of low-performing schools closed each year

Each of these measurements represents new areas of focus for the Authority based on Board, community, and legislative concerns regarding the demographics of our portfolio and the need to ensure high quality, high achieving programs for all students, including those who are at risk. The first metric for goal 2 is the most transparent means of measuring our total count of quality seats.

The second metric is intended to determine what portion of our newest schools are performing at high levels by the time they have been in operation long enough to receive a rating on the statewide system of accountability. This second measure is a helpful yardstick for determining whether our approval standards for new applicants are rigorous enough to yield strong academic results during the critical first few years of operation. This is important as the research tells us that the highest achieving schools, including those serving high need populations, start out

achieving at high levels and sustain that performance. Schools which start out as low performing rarely become high performers in later years.

Similarly, the last metric for goal 2 reflects that part of the authorizing role is making difficult accountability decisions, including closing low-performing schools. This is consistent with our efforts to ensure that the Authority is eligible and well-positioned to apply directly for federal CSP funding in the 2018-19 funding cycle. One of the primary [criteria](#) for evaluating applicants for CSP funding is the “extent to which there has been a demonstrated reduction, for each of the past five years, in the number and percentage of academically poor-performing charter schools.”

The draft metrics related to Goal 3 are:

- The number and percentage of open enrollment schools with all subgroup populations within 10 percentage points of sending schools
- The number and percentage of open enrollment schools adopting and implementing equitable marketing, enrollment, disciplinary, and other organizational policies designed to attract, enroll, and retain a student body that is reflective of surrounding community

These metrics, combined with provisions related to weighted lotteries discussed during the previous meeting. Taken together, these metrics are intended to track adoption of key leading policy indicators that can drive clear, measurable outcomes related to student diversity.

Recommendation:

Staff requests endorsement of the proposed metrics for Goal 2 and 3 and will place consideration of Goal 4’s metrics on the September agenda.