



# **Nevada State Public Charter School Authority**

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## **Strategic Planning**

**November 1, 2019**

# Strategic Plan

# SPCSA 5-Year Plan Structure

## **SPCSA Strategic Plan**

The strategic plan identifies the SPCSA's vision, mission, values, key organizational goals, the primary strategies for achieving those goals and the measures of success over the next five years.

## ***SPCSA Implementation Plans***

### **Growth Management Plan**

Plan to implement AB 462 as well as authorizing component of strategic plan. Includes detailed articulation of milestones for internal tracking and management.

### **LEA Support Plan**

Implementation plan for LEA support component of strategic plan. Includes detailed articulation of milestones for internal tracking and management.

### **Organizational Effectiveness Plan**

Implementation plan for internal SPCSA management and evolution. Includes detailed articulation of milestones for internal tracking and management.

*These three documents will outline the plans, goals, and progress tracking to support implementation of the strategic plan.*

# Components of the Strategic Plan

## **Vision**

An aspirational description of what an organization would like to achieve or accomplish

## **Mission**

A declaration of an organization's core purpose and focus

## **Values**

Principles that guide organizational thinking and actions

## **Goals**

The key outcomes that the organization aims to achieve within a given period of time

## **Strategies**

The primary actions and methods that will be used to realize the mission and vision

## **Measures**

Specific metrics that are used to determine success of the strategic plan

# Proposed Mission and Vision

**Vision:** Equitable access to diverse, high-quality public schools for every Nevada student.

**Mission:** The SPCSA sponsors, supports and oversees dynamic and responsive public charter schools that prepare all students for academic, social and economic success.

# Proposed Values

## **Student-Focused**

We put what is best for students at the center of our work and honor the critical role that families play in student success.

## **Excellence through improvement**

We establish clear, high expectations and constantly seek growth for ourselves and foster improvement for our schools to meet their evolving needs.

## **Transparency**

We promote transparent and open communication with all of our stakeholders.

## **Accountable Autonomy**

We provide our charter schools with the autonomy to innovate in the best interests of students and hold them accountable for legal compliance, financial performance, and academic results so that students, families, and taxpayers can be confident in the quality of the schools we sponsor.

## **Equity and Diversity**

We are committed to ensuring equitable access for all students and value the voices of all members of our community.

## **Leadership**

We earn the public's trust by holding ourselves to the highest standards and investing in our growth and development.

# Proposed Goals and Measures (#1)

## **Goal 1: Provide Families with Access to High Quality Schools**

- A. Maintain strong performance on star ratings as follows: 65% four-star or better, 80% three-star or better, no more than 20% two-star, less than 5% one star;
- B. Achieve high graduation rates with at least 85% of students graduating within four years;
- C. Schools demonstrate strong organization and financial performance with 95% rated as meeting standards on both the organization and financial performance frameworks

# Proposed Goals and Measures (#2)

## **Goal 2: Increase the diversity of students served by SPCSA schools**

- A. At the statewide level, the aggregate demographics of the SPCSA will be at least 90% of the state averages for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities;
- B. Within each county in which the SPCSA authorizes schools, the aggregate demographics of the SPCSA schools located within the county will be at least 80% of school district average for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities;



# Proposed Goals and Measures (#3)

## **Goal 3: Ensure that every SPCSA student succeeds - including those from historically underperforming subgroups**

- A. At the statewide level, all SPCSA will achieve SBAC and ACT proficiency at rates above the respective Nevada averages for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities;
- B. At least 80% of SPCSA schools will achieve SBAC and ACT subgroup proficiency rates above their respective county average for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities;

# Strategies

1. Proactive Oversight
2. Strategic Growth
3. Expanded Support
4. Reward Progress

# 1. Proactive Oversight

Conduct ongoing oversight and engagement with sponsored schools and their non-profit boards to clarify performance and compliance expectations, provide transparency about successes and failures, and take swift action where either performance or compliance fall short.

## 2. Strategic Growth

Clarify qualifying standards for schools wishing to expand (performance, subgroup populations and growth, etc.) and within the context of the Needs Assessment and Growth Management plan, work with community leaders to synthesize and communicate local educational needs to encourage aligned new school applications.

### 3. Expanded Support

In collaboration with the NDE, expand LEA services, supports, resources, and technical assistance to provide SPCSA schools with the opportunity to better meet the needs of students from traditionally underserved populations.

## 4. Reward Progress

Encourage operational schools and proposed schools to increase diversity by identifying and disseminating best practices and reward schools that show strong academic results with students from historically underperforming subgroups (expedited amendment, streamlined renewal, etc.).

# **Growth Management Plan**

# **Growth Management Plan Context**

## **Why is the SPCSA establishing a Growth Management Plan?**

As part of the requirements outlined in Assembly Bill 462, the SPCSA is in the process of completing its first, five-year Growth Management Plan by January 1, 2020. The Growth Management Plan presents an opportunity to build upon its academic successes while evolving to serve a higher percentage of students who qualify for Free and Reduced-Price Lunch, students who are English Learners and students who receive Special Education services.

## **What will the Growth Management Plan address?**

The Growth Management Plan outlines projected growth, including new charter schools, additional campuses for existing schools, grade level expansion, and anticipated charter renewals. In addition, we consider statewide pupil performance, including data for specific groups and subgroups, and the academic needs of students in geographic areas of the state. Finally, the plan includes an assessment of policies, procedures, capacity and resources along with potential initiatives and actions to enable the agency to both facilitate and manage the planned growth.



# Growth Management Plan Outline

**Section One:** Growth Management Plan Context

**Section Two:** The Nevada State Public Charter School Authority Today

- A. Current Educational Models within the State Public Charter School Authority
- B. State Public Charter School Authority School Performance
- C. Demographics of Students Attending State Public Charter School Authority Schools

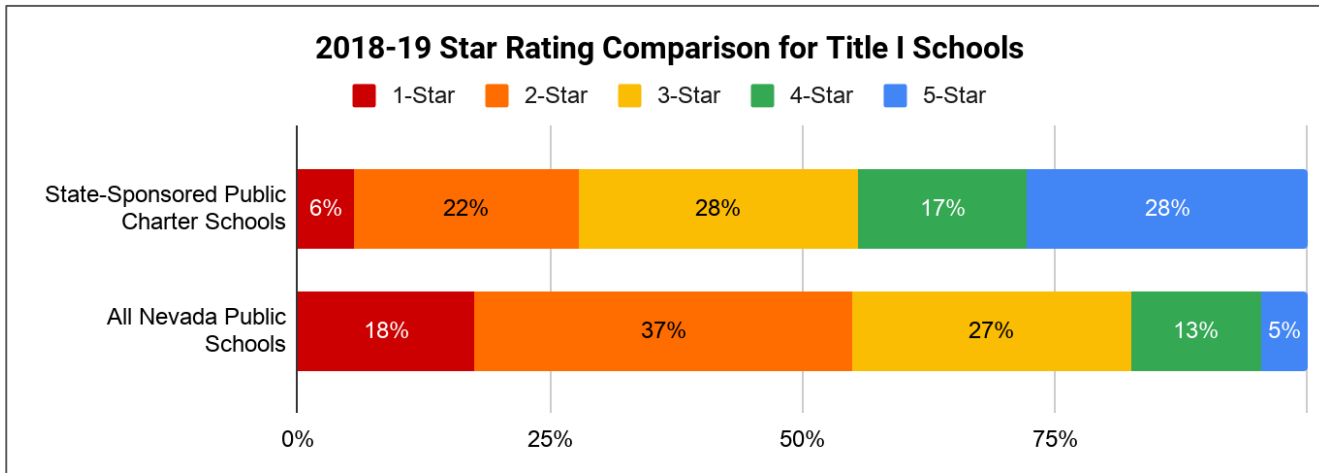
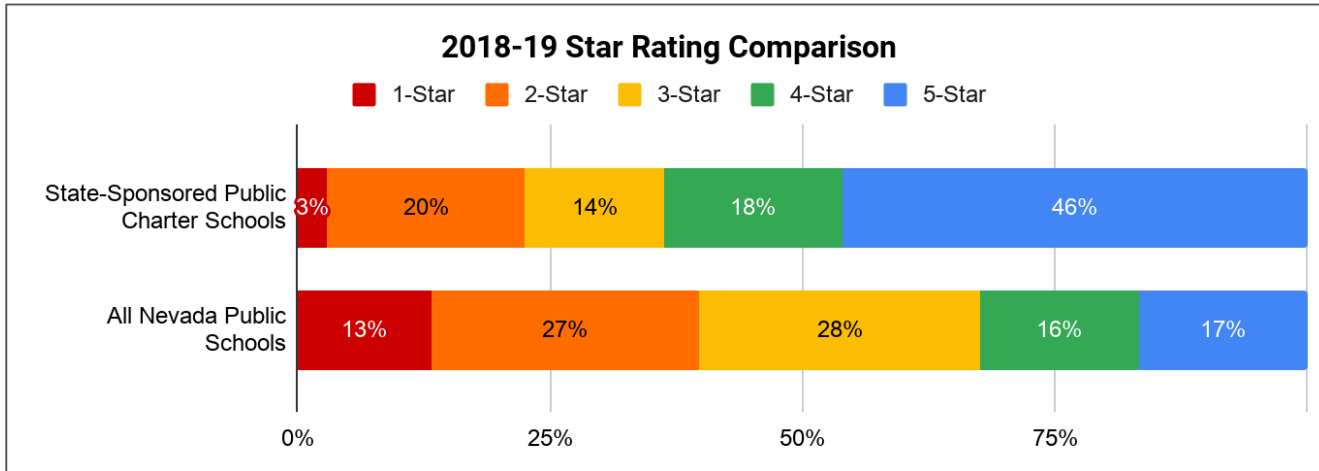
**Section Three:** The Academic and Demographic Needs Assessment

**Section Four:** The Future of State Public Charter School-Authority Sponsored Schools

- A. Five-year Strategic Goals
- B. Planning for Future Growth
  - I. Stakeholder Engagement in Planning
  - II. Potential Renewal of Existing Schools
  - III. Approved Expansions of Existing Schools
  - IV. Potential Future Expansions of Existing Schools
  - V. New Schools Approved to Open
  - VI. Potential Future New Schools

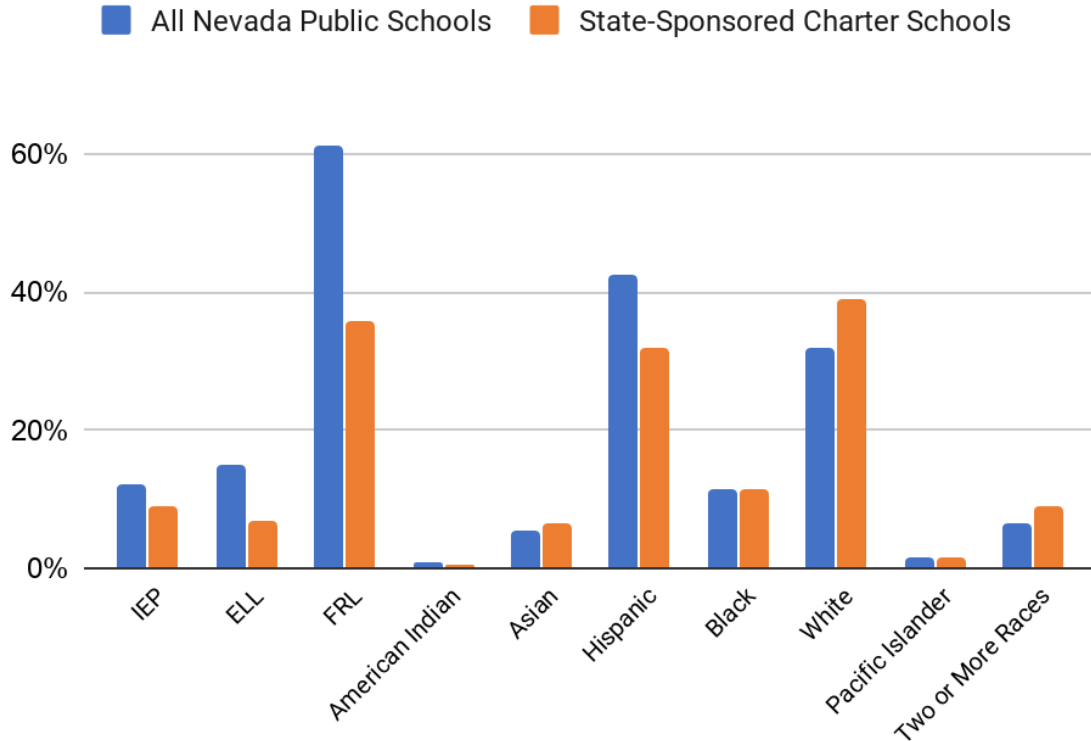
**Section Five:** The Future of State Public Charter School Authority Operations & Practices

# The Nevada State Public Charter School Authority Today



# The Nevada State Public Charter School Authority Today

## 2018-19 Demographic Comparison



The SPCSA serves a lower percentage of the following subgroups compared with overall statewide demographics:

- Students who qualify for Free or Reduced Lunch.
- English Language Learners, and
- Students with Disabilities.

All of these subgroups have historically underperformed relative to their peers.

*The final version of the 2020 Growth Management Plan will include updated enrollment data based on the October 1, 1019 student count.*

# Five Year SPCSA Goals

*Staff is recommending the following goals in order to build upon its current academic successes while diversifying the populations of SPCSA schools.*

## **Goal 1: Provide Families with Access to High Quality Schools**

- A. Maintain strong performance on star ratings as follows: 65% four-star or better, 80% three-star or better, no more than 20% two-star, less than 5% one star;
- B. Achieve high graduation rates with at least 85% of students graduating within four years;
- C. Schools demonstrate strong organization and financial performance with 95% rated as meeting standards on both the organization and financial performance frameworks.

## **Goal 2: Increase the diversity of students served by SPCSA schools**

- A. At the statewide level, the aggregate demographics of the SPCSA will be at least 90% of the state averages for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities;
- B. Within each county in which the SPCSA authorizes schools, the aggregate demographics of the SPCSA schools located within the county will be at least 80% of school district average for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities.

## **Goal 3: Ensure that every SPCSA student succeeds - including those from historically underperforming subgroups**

- A. At the statewide level, all SPCSA will achieve SBAC and ACT proficiency at rates above the respective Nevada averages for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities;
- B. At least 80% of SPCSA schools will achieve SBAC and ACT subgroup proficiency rates above their respective county average for each of the following student subgroups: English Learners, Students Eligible for Free or Reduced-Price Lunch, Students with Disabilities.

# Planning for Future Growth

- I. Stakeholder Engagement in Planning
  - Overview of 3-tiered approach
- II. Potential Renewal of Existing Schools
  - Contract Expirations & Current Performance
- III. Approved Expansions of Existing Schools
  - Board Approved: American Prep; Nevada State High School; Oasis Academy
  - Slow Growth Schools
- IV. Potential Future Expansions of Existing Schools
  - Survey of Charter Holders
- V. New Schools Approved to Open
  - Board Approved: Explore Academy
- VI. Potential Future New Schools
  - Previous Board Approvals
  - Focus on Strategic Goals
  - To achieve Strategic Goals, up to four schools per year

# Planning for Future Growth

To realize our goal of equitable access to high quality school options, the SPCSA will be focused on approving new schools that are responsive to an identified geographic, academic, or demographic need.

In addition, as the SPCSA continues to learn from community stakeholders, this information may lead to changes in our application process in order to more proactively solicit proposals aligned to needs. This year, for example, stakeholders articulated the following needs:

- Schools that will help to diversify the school models and programs available to students and families
- Schools that are expressly designed to support the needs of at-risk students
- Schools that are culturally responsive (ex. grounded in local community, intentional about school climate and culture, thoughtful about the demographic makeup of the teaching staff and professional development provided to teaching staff)
- Schools that are creating relief from extreme overcrowding

Going forward, the SPCSA will seek opportunities to collaborate with local stakeholders to identify and address specific, localized educational needs.

# The Future of the SPCSA - Policies

	<b>Goal 1: Provide Families with Access to High Quality Schools</b>	<b>Goal 2: Increase the diversity of students served by SPCSA schools</b>	<b>Goal 3: Ensure that all SPCSA students succeed - including those from historically underperforming subgroups</b>
<b>Existing</b>	<ul style="list-style-type: none"> <li>● Mandatory termination for schools with 3 consecutive years of 1-star ratings</li> <li>● Optional termination at board discretion for schools with 3 consecutive years of ratings below 3-stars</li> <li>● Annual School Performance Plan required of all schools</li> </ul>	<ul style="list-style-type: none"> <li>● Optional preferential enrollment (weighted lottery and priority enrollment)</li> <li>● Sponsor may require student recruitment materials to be published in multiple languages</li> <li>● Sponsor may require schools to develop a plan to recruit and enroll population similar to local district school</li> <li>● Annual Academic and Demographic Needs Assessment incorporated into authorizing process</li> </ul>	<ul style="list-style-type: none"> <li>● Data required to be disaggregated by racial subgroups and FRL, EL and IEP subgroups</li> <li>● NDE identification of schools in which any subgroup of students is consistently underperforming as Targeted Support and Improvement</li> </ul>
<b>Proposals</b>	<ul style="list-style-type: none"> <li>● Formalize academic, organizational and financial eligibility standards for expansion</li> <li>● Formalize academic, organizational and financial eligibility standards for renewal and for varying term lengths</li> </ul>		

# The Future of the SPCSA - Procedures

	<b>Goal 1: Provide Families with Access to High Quality Schools</b>	<b>Goal 2: Increase the diversity of students served by SPCSA schools</b>	<b>Goal 3: Ensure that all SPCSA students succeed - including those from historically underperforming subgroups</b>
<b>Existing</b>	<ul style="list-style-type: none"> <li>● Rigorous New School Application process</li> <li>● Fully codified Site Evaluation Process</li> <li>● SPCSA Performance Framework (Academic, Financial and Organizational)</li> <li>● Issuing notices, including additional oversight for schools on notice</li> </ul>	<ul style="list-style-type: none"> <li>● New School Application questions regarding intended community and population to be served</li> <li>● Academic Framework contains Diversity Component</li> </ul>	<ul style="list-style-type: none"> <li>● New School Applications questions regarding support for at-risk students</li> </ul>
<b>Proposals</b>	<ul style="list-style-type: none"> <li>● Expansion of National School Lunch Program participation</li> <li>● Expansion of enrollment preferences for historically underserved populations</li> <li>● Expansion of transportation options</li> <li>● Option for more specific Requests for New School Proposals aligned to identified community needs</li> <li>● Increased transparency around subgroup statistics (ex. Equity Reports)</li> <li>● Proactive monitoring of enrollment practices for IEP and EL subpopulations</li> <li>● Leverage existing policies to follow up with schools on efforts to ensure representative demographics</li> <li>● Formalize School Support and Finance &amp; Operations school visits to include federal program monitoring and technical assistance related to serving subpopulations that have historically underperformed (aligned with increased LEA responsibilities)</li> <li>● Build out proactive training calendar aligned to prioritize federal program requirements and technical assistance related to serving subpopulations that have historically underperformed (in line with increased LEA responsibilities)</li> <li>● Build internal protocols and infrastructure associated with serving as a Local Education Agency (monitoring and support)</li> </ul>		



# The Future of the SPCSA - Capacity

<b>Existing</b>	<b>Goal 1: Provide Families with Access to High Quality Schools</b>	<b>Goal 2: Increase the diversity of students served by SPCSA schools</b>	<b>Goal 3: Ensure that all SPCSA students succeed - including those from historically underperforming subgroups</b>
	<ul style="list-style-type: none"> <li>● 7-Member Authorizing team has diverse areas of expertise from finance and auditing to data analysis to school improvement</li> <li>● 1 authorizing team member tasked with coordinating all new school applications, relying on remainder of authorizing team and other staff members to serve as application leads, reading and scoring applications</li> </ul>		<ul style="list-style-type: none"> <li>● School Support team members have range of school-based experiences, including working with Students with Disabilities</li> <li>● 1:30 ratio of school support team member to campus</li> <li>● Finance &amp; Operations Team has expertise in state budgeting and managing subgrants</li> <li>● 4 Team members tasked with grant administration for 11 grants totaling \$15 Million annually</li> <li>● 1 Team member tasked with streamlining business processes</li> <li>● Nevada Department of Education support with federal and state programs</li> </ul>
<ul style="list-style-type: none"> <li>● 1 team member tasked with coordinating all site evaluations, relying on 4 additional authorizing team members and Executive Director to conduct site evaluations in teams of 2 (~30 site evaluations per year)</li> </ul>	<ul style="list-style-type: none"> <li>● Nevada Department of Agriculture support with National School Lunch Program</li> </ul>		

# The Future of the SPCSA - Capacity

<b>Goal 1: Provide Families with Access to High Quality Schools</b>	<b>Goal 2: Increase the diversity of students served by SPCSA schools</b>	<b>Goal 3: Ensure that all SPCSA students succeed - including those from historically underperforming subgroups</b>
<p><b>Proposals</b></p> <ul style="list-style-type: none"><li>● Build internal expertise and capacity associated with meeting responsibilities of a Local Education Agency</li><li>● Increase the ratio of school support team member to campus by adding team member(s)</li><li>● Implement new Grant Management System and Risk based monitoring approach within Finance &amp; Operations team in order to streamline end-to-end grant administration</li><li>● Continue to hone expertise across authorizing and school support teams related to high quality instruction, particularly for populations that have historically underperformed</li><li>● Add team member(s) to authorizing team or use contractors to reduce strain across staff due to supporting major annual initiatives including Site Evaluations and New School Applications</li><li>● Continue to scale human capital in alignment with increases in numbers of schools and students</li></ul>		

# The Future of the SPCSA - Financial Resources

	<b>Goal 1: Provide Families with Access to High Quality Schools</b>	<b>Goal 2: Increase the diversity of students served by SPCSA schools</b>	<b>Goal 3: Ensure that all SPCSA students succeed - including those from historically underperforming subgroups</b>
<b>Existing</b>	<ul style="list-style-type: none"> <li>Charter School Program grant available to high quality new school applicants through federal subgrants from NDE (grant is currently winding down)</li> </ul>		<ul style="list-style-type: none"> <li>Federal Funding Support (IDEA, Title I, Title III, Title IV)</li> <li>State Grants (SB 178)</li> </ul>
<b>Proposals</b>	<ul style="list-style-type: none"> <li>Explore options for future Charter School Program grant to Nevada</li> </ul>		