

EXHIBIT AS

EXHIBIT AS

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, March 31, 2016 11:39 AM
To: 'Olivia Roser'; Elisa Westapher; Erin Reddy; William Haft; Jessica L. Hoban; Larry Stanton
Subject: RE: NSPCSA/NACSA Kick-Off Call

The draft regs and comments: http://charterschools.nv.gov/News/Public_Notices/.

Patrick J. Gavin
Executive Director
State Public Charter School Authority
1749 North Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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-----Original Appointment-----

From: Olivia Roser [<mailto:oliviar@qualitycharters.org>]

Sent: Friday, March 25, 2016 3:36 PM

To: Patrick Gavin; Elisa Westapher; Erin Reddy; William Haft; Jessica L. Hoban; Larry Stanton

Subject: NSPCSA/NACSA Kick-Off Call

When: Thursday, March 31, 2016 11:00 AM-12:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Please use conference line instructions below to call in.

Participants to call William Haft's conference line at **1(800)750-4065**;

When prompted to enter your code, enter **256061#**

Patrick Gavin

From: Patrick Gavin
Sent: Monday, March 28, 2016 1:11 PM
To: Courtney Leigh Beisel
Subject: Tentative: NACSA Heads of Authorizing Office Community: After-Summit Check-In Call (Optional)

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, March 31, 2016 7:36 AM
To: Nelson Smith
Subject: Re: The Hill

There are two separate Coral charters--one based in Reno and the other in Las Vegas. They are both among the highest achieving charter schools in the state and both operate multiple campuses in their counties. They have separate boards but there is some overlap.

Reno is authorized by Washoe County; it is a district charter.

Coral LV is an SPCSA-sponsored charter. The military awarded Coral LV the contract to operate their on-base school as a campus of the LV charter last year after Clark County School District declined to make the facility change that they required as part of the base reconfiguration and the planned relocation of non-civilian activities to the area of the base there the current 50s-60s era school is located. It was an RFP type process. Several other schools applied. We had no involvement in the selection. Their amendment to expand to that campus was subsequently approved by our board last summer. They have several other expansion amendments that have also been approved.

They meet our financial and academic benchmarks and there have been no verified complaints that would trigger an operational finding. It is worth noting, however, that we have no resources with which to investigate and verify any complaints of organizational issues. This is an ongoing issue for us with many schools--we have credible complaints of violations such as exclusionary enrollment to boost grad rates by virtual schools--but cannot prove them to the extent that we can make findings administratively without the board/AGs office backing down due to legal threats. But even under that more limited subset, we've had no allegations of violations of law--e.g. Kickbacks, indoctrination, etc.- that are consistent with the statements made in this article.

Patrick

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On Mar 31, 2016, at 7:16 AM, Nelson Smith <nelsons@qualitycharters.org> wrote:

Patrick – The author of this piece (the second in this Capitol hill pub) is an attorney hired by the Turkish government who's going after all the "Gulen" charters. This is a new theme – infiltration of military bases -- and Mentions Reno-based Coral. I don't see an authorizer on their website but the report card says "state charter."

Is that correct, and have you had occasion to look into any of this? If this attorney ever brings an actual suit, a lot of these charges will go through discovery – but so far it's authorizers who have done the investigations.

Thanks.

Nelson

Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
www.qualitycharters.org
304-876-1177

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, March 31, 2016 7:18 AM
To: Nelson Smith
Subject: Re: The Hill

I don't think I got the attachment.

Patrick J. Gavin
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From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Thursday, March 31, 2016 7:16 AM
Subject: The Hill
To: Patrick Gavin <pgavin@spsca.nv.gov>

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Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Thursday, March 31, 2016 7:17 AM
To: Patrick Gavin
Subject: Sorry

Here's the link: <http://thehill.com/blogs/congress-blog/foreign-policy/274675-why-should-turkish-cleric-fethullah-gulen-operate-charter>

n

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Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Thursday, March 31, 2016 7:40 AM
To: Patrick Gavin
Subject: RE: The Hill

Thanks. Keep an eye out for the author and his firm, though - -they've showed up at charter hearings in CA armed with the same set of charges and I imagine there will be receptive ears in NV. Of course, if there's truth to them we want to know! There is an FBI investigation but as far as I know it's related to E-rate – but the longer it drags out the more time for conspiracy theories that prey on ignorance of Turkish politics.

Cheers..
N

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, March 31, 2016 10:36 AM
To: Nelson Smith
Subject: Re: The Hill

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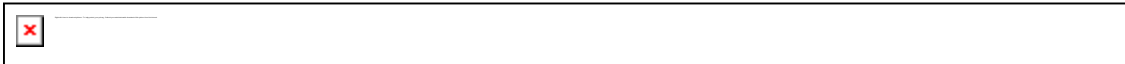
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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail205.atl121.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Monday, March 28, 2016 12:00 PM
To: Patrick Gavin
Subject: ICYMI: 🗣️ Storytelling Lessons from Heads of Authorizing Community Meeting in DC

Heads of Authorizing Offices
March 28, 2016

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Stories Matter

Positive stories inspire. A well-crafted story can help reinforce your messages, lead people to follow you, and shape the outcomes necessary to ensure all kids get the education they deserve. Last week, a number of your peers retreated to Washington, D.C. to help hone their storytelling chops and assist them in becoming more effective leaders.

Together, the group explored the basic elements of storytelling and how to apply these techniques in their work as an authorizer. Most importantly, we strengthened our bonds as a community committed to quality, learning from each of our shared experiences.

For those of you unable to join us, here are a few takeaways to help you better integrate storytelling into your work as an authorizing leader.

1. **Start building your story bank.** Think about your experiences as an education professional. How can you use these stories to your advantage? Which audiences might be most moved by your story? How can you use your stories to back up your data? How can you leverage these stories in difficult situations?
2. **Practice. Practice. Practice.** Storytelling is a craft, and unless you are a natural born storyteller, practice is essential for effective delivery. Practice the stories in your bank. Think about how you can add descriptors to make your story come alive. Consider how you can tailor your stories to different audiences. But, don't write them down and memorize them. Let them flow from your heart.
3. **Be relatable and engaging.** Find stories that will relate to your audiences. Use your stories to convey that you know what you are talking about and that you can be trusted. Ask yourself what you would want to hear if you put yourself in your audiences' shoes. Show that you care and demonstrate that you want to do the right thing. The more

relatable and authentic you appear, the more likely your audiences are to follow you.

As an authorizer, you are often ushering parents, students, teachers, and even your board into uncertain futures. This work can lead many of us to get caught up in our heads. Stories can add the heart to authorizing. Helping families find better options. Doing what is best for the kids in your communities. Showing that there is a brighter future out there. Finding solutions when there appear to be none.

Authorizers do beautiful things every single day to make the world a better place. A few well-crafted stories can help others follow your vision for quality.

Get Involved

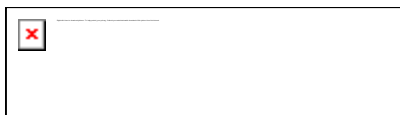
We need you. This community only works if you engage in it. Here are a few ways for you to support this group:

- Diversity is a major issue in our field, and we're going to tackle it head on. The Community is putting together a Diversity Working Group to dissect the problem and develop recommendations for the sector.
- What activities can this group engage in that would provide you with the most value? What topics are of the greatest interest to you?
- From serving as a co-chair or on our content committee to serving as a mentor for a new leader, we depend on volunteers to make this community work.

Please contact us at membership@qualitycharters.org if any of these opportunities interest you.

Support Your Team

Looking to support the professional development of your application/petition review team? NACSA will host an interactive workshop on April 28-29 in Nashville on interviewing and other key practices related to a rigorous and thorough application review process. There is no cost to attend this event, but [advanced registration is required](#).



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

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105 West Adams Street
Suite 1900
Chicago, IL 60603

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Patrick Gavin

From: William Haft <williamh@qualitycharters.org>
Sent: Thursday, March 24, 2016 9:05 AM
To: Patrick Gavin
Cc: Olivia Roser; Jessica L. Hoban; Erin Reddy
Subject: Policy and practice recommendations

Patrick,

Glad to be moving forward with you on this work. Even as we work on preliminary recommendations for organizational structure and staffing, it will be helpful to have a kickoff call to make sure we're all aligned on planning and expectations for the work as a whole. Olivia will set that up from our end. Let us know how best and with whom to coordinate scheduling on your end.

William

William Haft

VICE PRESIDENT FOR AUTHORIZER DEVELOPMENT



105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2323 | www.qualitycharters.org

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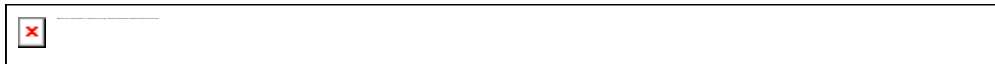
[2016 NACSA Leadership Conference](#)

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail219.atl21.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Friday, March 11, 2016 12:00 PM
To: Patrick Gavin
Subject: Weekend Reading: Greg Richmond's "A Way Beyond Our Public Education Weaknesses"

Weekend Reading
March 11, 2016

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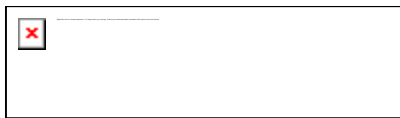


How do charter school opponents and proponents across the country stop *warring* and start *cooperating* in the interests of children?

Just in time for the weekend, we've published remarks Greg Richmond, NACSA president and CEO delivered to a gathering of Philadelphia Charters for Excellence earlier this week.

[In a speech that tells it like it is](#), Greg candidly acknowledges what's not working on each side of the debate and suggests how we can start working together for the benefit of all children, regardless of what type of school they attend.

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<nacsa=qualitycharters.org@mail3.suw13.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, March 10, 2016 10:36 AM
To: Patrick Gavin
Subject: NACSA Applauds Passage of Washington State Bill to Save Charter Schools

NACSA Statement on Washington State Charter School Bill
Thursday, March 10, 2016

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FOR IMMEDIATE RELEASE | MARCH 10, 2016

NACSA Applauds Passage of Washington State Bill to Save Charter Schools

CHICAGO – Yesterday, the Washington State House of Representatives passed SB 6194, a bipartisan bill allowing public charter schools to continue operating in the state. In response, Greg Richmond, president and CEO of the National Association of Charter School Authorizers (NACSA) issued the following statement:

“We are delighted that Washington legislators have passed bipartisan legislation reestablishing the state’s charter school law and reopening quality public school options for families. By doing so, legislators have not only respected the will of Washington voters, but have come together in order to put the best interests of children first.

The revised law rightly restores the State Charter School Commission, a quality authorizer whose high standards helped get the state’s eight existing charter schools off to a strong start. The Commission will continue to play a critical role ensuring only the schools most likely to succeed are allowed to open and holding charter schools accountable to students and the public for performance.

This is a remarkable achievement for students and something many said could not be done. We applaud the hard work and determination of the parents, school leaders, education advocates and policymakers who wouldn’t give up, driven by a belief that we need to open new doors for the children whose current options haven’t been getting the results we need for our

children.

As the state legislature finalizes the bill, we call on Governor Jay Inslee to sign it into law as soon as possible, bringing Washington back into the fold of 42 other states and Washington D.C. that provide students and families with quality public educational options.”

For more information, contact Corrie Leech at corriel@qualitycharters.org.



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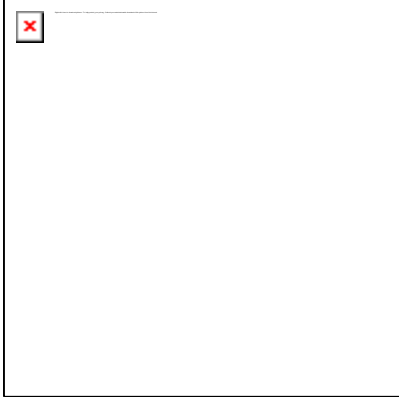
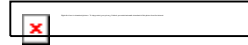
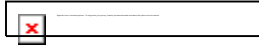
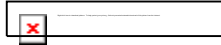


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail3.suw13.rsgsv.net> on behalf of National Association
of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, March 09, 2016 1:10 PM
To: Patrick Gavin
Subject: Close the Authorizer Shopping Loophole

Quality Charters Weekly
Wednesday, March 9, 2016

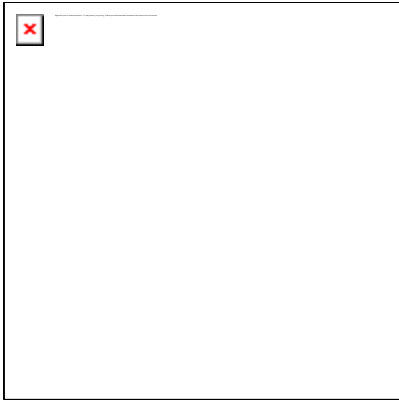
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HOT OFF THE PRESS: NACSA REPORT ON AUTHORIZER SHOPPING

As authorizers and states have increased performance expectations and grown less hesitant to close failing schools, “authorizer shopping,” has emerged as a growing threat to overall charter school quality. Read case studies from Colorado, Indiana, Michigan and Ohio and learn how authorizers can help close this loophole.





CHARTER WARS AND CHOCOLATE

Grab some chocolate (or your vice of choice) and sit back for more mini-movies on what makes authorizers tick. Story Suite features Part 1 of our interview with a California authorizer who isn't afraid to call a spade a spade. Gail Greely, director of the Charter Authorizers Regional Support Network, a program of the Alameda County Office of Education, talks about challenges and the things that keep us going.



OPPORTUNITIES

[PCS School Director](#)

Scholar Academies,
Washington, D.C.

[Head of School](#)

Namaste Charter School,
Chicago, IL

[Executive Director](#)

Henderson-Hopkins
New York, New York

[Commissioner-Approved Charter School Authorizers](#)

Minnesota Department of Education
Minnesota

IN THE NEWS

[Open Letter to Presidential Candidates: To Reduce Inequality, Reinvent Public Schools](#)

Real Clear Education

[In Charters, Using Weighted Lotteries for Diversity Hits Barriers](#)

Education Week

[When Social and Emotional Learning Is Key to College Success](#)

The Atlantic

[New L.A. Schools Chief Michelle King Calls for Making Peace with Charters](#)

Los Angeles Times



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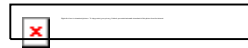
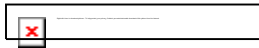
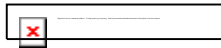


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<nacsa=qualitycharters.org@mail226.atl61.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, February 24, 2016 1:00 PM
To: Patrick Gavin
Subject: Stand with Great Authorizers

Quality Charters Weekly
Wednesday, February 24, 2016

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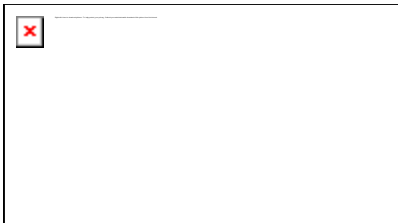
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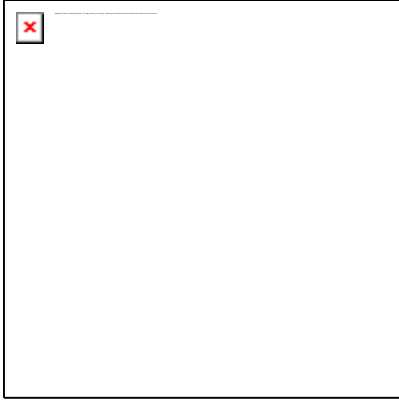


STORY SUITE WITH MELISSA SNOWDEN AND ELEANOR DAWKINS

This week, Montgomery Public Schools will vote on whether to become Alabama's fifth authorizer.

In advance of that decision, this week's Story Suite discussion features Eleanor Dawkins and Melissa Snowden, both members of the Montgomery County School Board since 2006. In four video clips, they discuss their different backgrounds and common call, the urgency of their situation, and why they believe authorizing can make a difference in their community. In Eleanor's own words: "Bring me some charter!"





HOW I LEARNED TO LOVE THE FEDERAL CHARTER SCHOOL PROGRAM

This year NACSA is proud to help the National Alliance for Public Charter Schools spread their #OpenTheDoors campaign in support of high quality charter schools. The campaign, launched earlier this month, draws attention to the more than 1 million student names on charter school waitlists across the country and asks Congress to continue making funding for charter schools a priority.



OPPORTUNITIES

[Charter School Office Education Specialist](#)

Delaware Department of Education
Dover, DE

[Assistant Director of Charter School Authorizing / Authorizing Specialist](#)

Audubon Center of the North Woods
Minneapolis, MN

[State Public Charter School Commission – Educational Specialist](#)

State Public Charter School Commission
Honolulu, HI

IN THE NEWS

[State of Charter Authorizing 2015 Report](#)

Real Clear Education

[No, There's Not a 'Charter School Bubble' on the Way](#)

Watchdog

[Pioneers of Charter School Innovation](#)

U.S. News & World Report

[A Dangerously Good Charter School](#)

The Wall Street Journal



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

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<nacsa=qualitycharters.org@mail78.atl111.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, February 17, 2016 1:00 PM
To: Patrick Gavin
Subject: Get ESSA Implementation Timelines

Quality Charters Weekly
Wednesday, February 17, 2016

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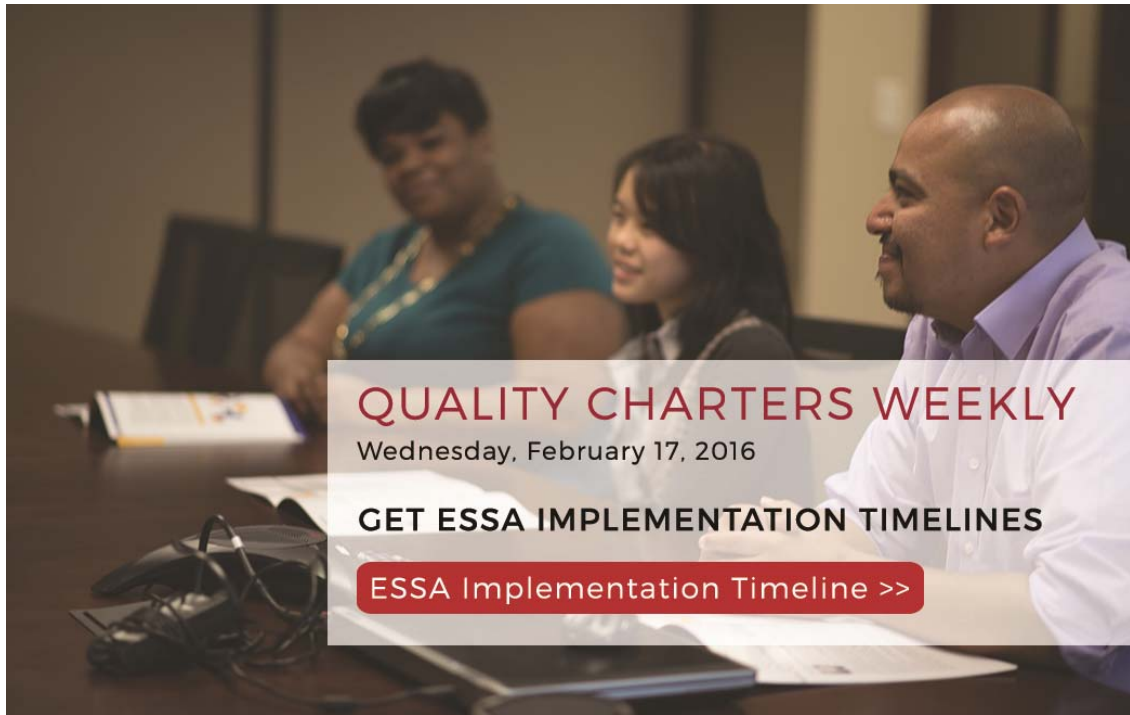


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100+ POINT CAR INSPECTION

While getting ready to launch the 2015 results for the *Index of Essential Practices*—an annual report of how authorizers around the country are implementing the 12 *Essential Practices*—I also happened to be scouring the Chicagoland area for a used Subaru Impreza. As someone who is new to the world of authorizing, this happy coincidence in timing helped me better understand the 12 Essential Practices as the “100+ point car inspection” of the charter sector.

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OPPORTUNITIES

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Chicago, IL

[Charter Application Reviewers](#)

Thibodeaux & Walden Consulting
New Orleans, LA

[Assistant Director of Charter School Authorizing / Authorizing Specialist](#)

Audubon Center of the North Woods
Minneapolis, MN

IN THE NEWS

[HARRIS, RAUSCH & BROWN: Focusing on Charter Quality Not New Concept](#)

Indianapolis Business Journal

[Indiana National Charter Law Ranking](#)

Inside Indiana Business

[The Buried Evidence of Teachers Union Failure](#)

New York Post

[Top Official Calls for Approval of New Charter Schools in Massachusetts](#)

WCVB – Boston, MA



An independent voice for effective charter school policy
and thoughtful charter authorizing practices that lead to
great public schools.

National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

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Ph: 312.376.2300

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Patrick Gavin

From: Alex Medler <alexmedler@qualitycharters.org>
Sent: Thursday, December 04, 2014 8:44 AM
To: Patrick Gavin
Cc: Christina Ricordati; Amanda Fenton
Subject: RE: New Report for Immediate Release - State Charter School Policy

The naming of the authorizer is something we can probably fix in the next week or so in the PDF as posted. Glad to discuss the details of the other provisions.

Some of the issue is how we use generic phrases to capture a few different types of entities, and making sure we use the right level of precision at some page, but a level of aggregating types of actors in other sections – if that makes sense.

Let's set up a call next week with Christina (who handles the dataset) and go over coding and specific references to the names.

Thanks again for your careful reading and your work in general,
Alex

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, December 04, 2014 9:03 AM
To: Alex Medler
Subject: Re: New Report for Immediate Release - State Charter School Policy

Sorry! The text calls us the NV Charter School Commission (or something similar--I'm on my phone and it's taking a while to get to page 100 again). The legal name of the agency is the State Public Charter School Authority. I think everything else is right (while I thought there was some language about SBOE authority and authorizer accountability in the autoclosure law, that may not be enough to qualify for credit on that front).

Nitpicking aside--thank you for the positive language about implementing autoclosure over time; it may give us more of a leg to stand on when it comes to our CSP application as closure of underperforming schools is a key point in the draft criteria.

Patrick J. Gavin
Director
State Public Charter School Authority
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[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Dec 4, 2014, at 7:25 AM, Alex Medler <alexmedler@qualitycharters.org> wrote:

Can you say more?

Alex

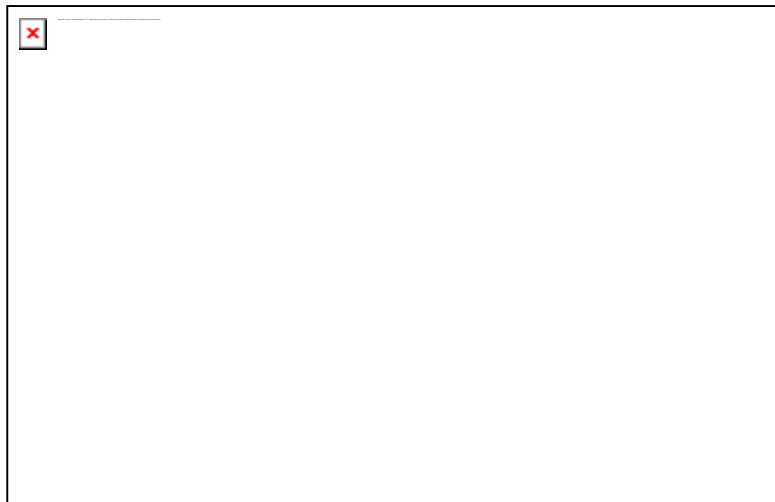
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On Dec 4, 2014, at 3:57 AM, "jobic@qualitycharters.org" <jobic@qualitycharters.org> wrote:

View the online version or mobile version [here](#).



[For Immediate Release](#)

No Silver Bullets, Just Smart Tools

On the Road to Better Accountability: An Analysis of State Charter School Policies

December 4, 2014 -- Today NACSA released [On the Road to Better Accountability: An Analysis of State Charter School Policies](#), a first-of-its-kind review of state laws affecting both charter schools and the entities that authorize them.

"We anticipate that state legislatures will use this report to strengthen their charter school laws, especially concerning accountability," said Greg Richmond, President and CEO of NACSA. "Fully implemented, NACSA's recommended state policies will help parents and public officials understand the quality of their community's charter schools. Whether they have great charters that should grow, or chronically poor-performing charters that ought to be closed, these policies will give people what they need to take constructive action over time."

Most state charter school laws do not provide parents and public officials with enough information, tools, or authority to hold schools accountable. Out of 43 states with charter school laws, 25 have fewer than half of the quality and accountability measures that NACSA recommends.

The report is a snapshot of this moment in time. Most states with charter schools started with few or none of the policies NACSA recommends, but in recent years, many states, including Texas, South Carolina, and Nevada, have taken bold action to address problems in their charter schools. We can and should learn from their progress. Others with high performing charter school communities, such as Massachusetts and New York, have high quality authorizers that employ strong practices. But these states have not established state policies that would ensure these practices would be sustained if current leadership was replaced by others less interested in high standards or the fair treatment of the charter schools they oversee.

On the Road describes, state by state, how laws can be improved to promote and protect quality in public charter schools. "In Ohio, as in many other states, the discussion and debate around how best to ensure charter school quality is ongoing," said Dr. Darlene Chambers, President and CEO of the Ohio Alliance for Public Charter Schools. "Several of NACSA's observations and recommendations will enhance the conversation as we seek to achieve a perfect balance between accountability and autonomy. It's important, too, that we reflect on what we're doing right, including recent changes in Ohio law to increase sponsor (authorizer) accountability."

Every charter school has an authorizer given the responsibility by law to approve new schools, monitor them, and close those that do not perform. More than 1,000 charter school authorizing agencies work under a wide range of laws and policies in 43 states. Yet in most states, the laws that govern authorizers are weak or vague about school quality and accountability.

Based on NACSA's scoring system, South Carolina, Indiana, and Washington earned the highest ranking for their state policies on charter schools and authorizers, in their respective three groups of states that share similar authorizing characteristics. The lowest ranking states in each of the three groups of states, according to NACSA's rubric, are Kansas, Michigan, and Connecticut.

A number of states, including California, are currently working with NACSA to improve their state policy environment, and NACSA welcomes additional partnerships in these improvement efforts. "NACSA's timely report provides the first comprehensive survey of the national landscape of charter school authorizing structures and laws," said Jed Wallace, CEO of the California Charter Schools Association (CCSA). "The report underscores the important role authorizers play in supporting the emergence of vibrant charter school sectors offering high quality educational choices to all students."

"CCSA shares NACSA's concerns about charter school authorizing in California and recognizes that many elements of our state's current authorizing structure actually undermine a high quality charter sector and strong results for students," Wallace explained. "We look forward to engaging with NACSA further on these issues to improve

charter school authorizing in California."

"This report shares proposals that can be adjusted to fit a state's particular history and its current challenges," said Alex Medler, Vice President of Policy at NACSA and the lead author of the report. "**On the Road** could have a real impact on hundreds of thousands of lives. If state legislatures take action this year in even a handful of the states in this report, we could change the equation for children and parents seeking the best public education possible in their community."

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Contact:

- Jobi Cates, NACSA VP Communications, 312 376 2328 office, 773 318 0026 mobile
- Greg Richmond, NACSA President and CEO, 312 376 2311 office
- Alex Medler, NACSA VP of Policy, 303 494 1820 office, 720 635 8329 mobile
- Amanda Fenton, NACSA Director of Federal and State Policy, 510 612 3244 mobile
- Jed Wallace, CEO, California Charter Schools Association, 916 448 0995 ext. 301 office
- Darlene Chambers, Ph.D., SPHR, President and CEO, Ohio Alliance of Public Charter Schools, 614 744 2266, Ext. 202 office

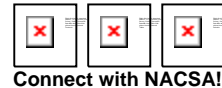
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National Association of Charter School Authorizers | 105 W. Adams Street,
Suite 3500 | Chicago, IL 60603-6253

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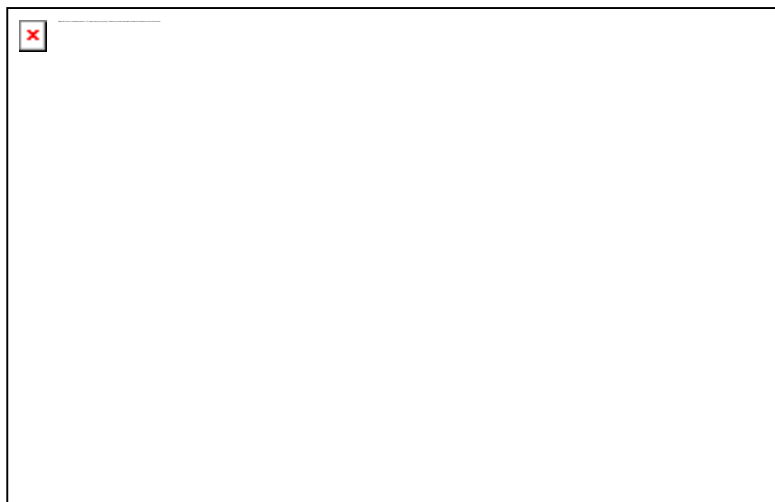
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Patrick Gavin

From: Anya Ciccone <anyac@qualitycharters.org>
Sent: Wednesday, October 01, 2014 6:31 AM
To: Patrick Gavin
Subject: Org. Accountability Measures call 2

Patrick,

I am scheduling the second call with Elisa Westapher on Organizational Accountability Measures, and would like to know your availabilities for 10/6 for a one-hour meeting. Elisa is free all day aside from 12-1 CST, so please let me know if there are any times that work for you.

Anya



Anya Ciccone Division Coordinator, Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2352 direct
www.qualitycharters.org

Patrick Gavin

From: Anya Ciccone <anyac@qualitycharters.org>
Sent: Monday, September 22, 2014 7:55 AM
To: Patrick Gavin
Subject: meeting update

Hello Patrick,

All apologies for these emails, but the conference line / participant code for this meeting has changed. The new numbers are:

(800) 750-4065;

participant code: 256061#

Anya



Anya Ciccone Division Coordinator, Authorizer Development
National Association of Charter School Authorizers
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312.376.2352 direct
www.qualitycharters.org

Patrick Gavin

From: Anya Ciccone <anyac@qualitycharters.org>
Sent: Monday, September 22, 2014 7:21 AM
To: Patrick Gavin
Subject: RE: Organizational Accountability Measures Planning Meeting - tomorrow

Sure – it will be attached to the meeting invitation, but here it is now:

Number: (404) 920 – 6601

Participant code: 682914#

Thanks so much,
Anya

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, September 22, 2014 9:20 AM
To: Anya Ciccone
Subject: Re: Organizational Accountability Measures Planning Meeting - tomorrow

Yes that works fine. Can you send me the dial-in information when you get a moment?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Sep 22, 2014, at 7:18 AM, Anya Ciccone <anyac@qualitycharters.org> wrote:

Patrick,

The meeting would be one hour. Would this work for you?

Anya

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, September 22, 2014 9:17 AM
To: Anya Ciccone
Subject: Re: Organizational Accountability Measures Planning Meeting - tomorrow

I can do 12:30 PST today. Would this be a half hour or an hour?

Patrick J. Gavin
Director

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On Sep 22, 2014, at 7:15 AM, Anya Ciccone <anyac@qualitycharters.org> wrote:

Patrick,

No, I'm sorry – all times are CST. 11:30 CST would be 9:30 PST tomorrow.
If tomorrow does not work for you, there are certain times available later today, mainly
from 2:30-4 CST (12:30-2 PST)

Anya

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, September 22, 2014 9:12 AM
To: Anya Ciccone
Subject: Re: Organizational Accountability Measures Planning Meeting - tomorrow

Would this be PST? We have applicant interviews this week and next--11:30 PST is one
of the few windows I've got open tomorrow.

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On Sep 22, 2014, at 7:02 AM, Anya Ciccone <anyac@qualitycharters.org> wrote:

Hello Patrick,

Would you be available for this one-hour call at 11:30 am or 3:00 pm
tomorrow, Tuesday 9/23?

Anya

<[image001.jpg](#)>

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Patrick Gavin

From: Anya Ciccone <anyac@qualitycharters.org>
Sent: Friday, September 19, 2014 9:31 AM
To: Patrick Gavin
Subject: Organizational Accountability Measures Breakout session planning

Hello Patrick,

Due to scheduling difficulties this meeting was postponed. We are now trying to coordinate for next Monday or Tuesday. I've created another Doodle poll with Elisa's availabilities and hopefully we can set something up. All times are start times for a one hour meeting, and all are CST.

Here is the link: <https://doodle.com/xr6adyahgqbfzssk>

Anya



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Patrick Gavin

From: Anya Ciccone <anyac@qualitycharters.org>
Sent: Thursday, September 11, 2014 9:18 AM
To: Patrick Gavin
Cc: Elisa Westapher
Subject: Organization Accountability Measures breakout session planning

Dear Patrick,

Elisa would like to schedule a one-hour appointment with you to plan for the Organization Accountability Measures breakout session at the NACSA Conference. I've attached a Doodle timetable with her availabilities next week (all times are CST). Please click on the start times you are available for and we can coordinate a meeting.

Here is the link: <https://doodle.com/ns7zwnxfmu5qnyi8>

Anya



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312.376.2352 direct
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Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Monday, December 15, 2014 9:54 AM
Subject: The NACSA Leaders Program Application Is Now Open!

Happy Monday Everyone!

I hope that you had a great weekend and are gearing up for an awesome week to lead into the holiday season!

The NACSA Leaders Program application is now available online (**see link below**). We are so excited that you are interested in participating in our truly one of a kind program and can't wait to receive your applications. This year we moved to an online application model to improve overall convenience. Just a reminder – your answers will be saved in the application (in the event you do not complete it in one sitting) **if you use the same computer to complete the application as you used to start.**

<https://www.surveymonkey.com/s/2015LeadersApplication>

The priority deadline for the application is Monday, January 12, 2015. The final application deadline is Monday, January 26, 2015.

I wish you all the best of luck and we are so excited to begin the next round of the Leaders Program!

Happy Holidays!
Cory



Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, December 12, 2014 11:59 AM
To: Patrick Gavin
Subject: RE: NACSA Leaders Program Applications December Launch

Hi Patrick,

The priority deadline is Monday, January 12, 2015. The final application deadline is Monday, January 26, 2015.

Just let me know if you have any other questions!

Thanks,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, December 12, 2014 1:47 PM
To: Cory Thames
Subject: Re: NACSA Leaders Program Applications December Launch

Thanks! What is the turnaround? Just want to make sure stuff gets done between impending holidays and upcoming legislative session.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Dec 12, 2014, at 11:09 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Mark your calendars, everyone! ☺

The next application for the NACSA Leaders Program opens next Monday, December 15, 2014. If you're receiving this email, that means we have connected at some point regarding your interest in applying to our fourth cohort. We are so excited that you are interested in participating in our truly one of a kind program and can't wait to receive your applications!

I will make sure that you receive your applications on December 15th.

Have a great week and Happy Holidays!
Cory

<image001.jpg>

Cory L. Thames

Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, December 12, 2014 11:09 AM
Subject: NACSA Leaders Program Applications December Launch

Mark your calendars, everyone! ☺

The next application for the NACSA Leaders Program opens next Monday, December 15, 2014. If you're receiving this email, that means we have connected at some point regarding your interest in applying to our fourth cohort. We are so excited that you are interested in participating in our truly one of a kind program and can't wait to receive your applications!

I will make sure that you receive your applications on December 15th.

Have a great week and Happy Holidays!

Cory



Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Tuesday, October 14, 2014 10:37 AM
To: Patrick Gavin
Subject: NACSA Leaders Program

Hi Patrick,

I hope this email finds you well and you're fully transitioned into your new role!

We spoke earlier this summer after being connected through Steve Canavero regarding the NACSA Leaders Program. As we gear up to launch our application in December, I just wanted to make sure that I checked in with you to keep you posted since you were a highly recommended candidate. I would love the opportunity to meet you in person during the conference next week in Miami. I'll have a NACSA Leaders Program table with signage that you can't miss ☺ so feel free to stop by and say hello.

I will definitely keep you posted as we get closer and closer to the application launch date.

See you in Miami!

-Cory



Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Friday, November 14, 2014 1:47 PM
To: Patrick Gavin
Subject: RE: Another NV SPCSA Job Posting

Absolutely, Patrick. I'll get this posted right away and will promote in Tuesday's Member Notes.

Please let me know if I may be of further assistance. Have a wonderful weekend!

Best,
Courtney

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct NEW!
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

-----Original Message-----

From: Patrick Gavin [<mailto:pgavin@spcsa.nv.gov>]
Sent: Friday, November 14, 2014 3:44 AM
To: Courtney Leigh Beisel
Subject: Another NV SPCSA Job Posting

Courtney,

Can you post the attached role on the job board?

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

-----Original Message-----

From: Courtney Leigh Beisel [<mailto:courtneyb@qualitycharters.org>]
Sent: Monday, October 06, 2014 6:53 AM

To: Patrick Gavin
Subject: RE: NV SPCSA Job Posting

Absolutely, Patrick. I'll get this posted right away.

Best,
Courtney

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct NEW!
312.376.2400 fax
www.qualitycharters.org
courtneyb@qualitycharters.org

-----Original Message-----

From: Patrick Gavin [<mailto:pgavin@spcsa.nv.gov>]
Sent: Saturday, October 04, 2014 4:28 PM
To: Courtney Leigh Beisel
Subject: NV SPCSA Job Posting

Courtney,

Can you add this posting to the job board?

Patrick

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Monday, October 06, 2014 6:53 AM
To: Patrick Gavin
Subject: RE: NV SPCSA Job Posting

Absolutely, Patrick. I'll get this posted right away.

Best,
Courtney

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct NEW!
312.376.2400 fax
www.qualitycharters.org
courtneyb@qualitycharters.org

-----Original Message-----

From: Patrick Gavin [<mailto:pgavin@spcsa.nv.gov>]
Sent: Saturday, October 04, 2014 4:28 PM
To: Courtney Leigh Beisel
Subject: NV SPCSA Job Posting

Courtney,

Can you add this posting to the job board?

Patrick

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Friday, August 08, 2014 12:29 PM
To: Patrick Gavin
Subject: Thank You for Renewing Your NACSA Membership

Good afternoon, Patrick,

I wanted to take a brief moment to personally thank you for renewing your organization's NACSA membership for 2014-2015! We're so happy to have you and your colleagues back as a members. We look forward to sharing with you all of the exciting new resources and opportunities we have planned for our members this year.

If you ever have any questions regarding your NACSA membership or the services and resources we offer, or would like to provide any feedback you have for us, please don't hesitate to contact me. I'm always here to help.

Have a wonderful weekend!

Warmest regards,
Courtney



Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Thursday, August 07, 2014 6:43 AM
To: Patrick Gavin
Subject: RE: Welcome to NACSA!

My pleasure, Patrick!

If you have any questions regarding the Authority's NACSA membership, or the resources and services we offer, please let me know. I'm always here to help!

Best,
Courtney



Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, August 06, 2014 9:43 PM
To: Courtney Leigh Beisel
Subject: Re: Welcome to NACSA!

Courtney,

Thanks for the warm welcome!

Best,

Patrick

Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Aug 6, 2014, at 4:43 PM, "Courtney Leigh Beisel" <courtneyb@qualitycharters.org> wrote:



Welcome to NACSA!

Good afternoon, Patrick,

It is my pleasure to welcome you to the [National Association of Charter School Authorizers](#)! You are now part of a growing community of more than 1,200 professionals committed to advancing the charter sector through high-quality authorizing.

You have been added to our member mailing list. Stay tuned to your inbox for NACSA's weekly member newsletter, [Member Notes](#), as well as other announcements related to new member resources.

We have also created an account for you on NACSA's [Knowledge Core](#), our newest member benefit. The Knowledge Core is an exciting resource with content exclusively developed for NACSA members. Log in today to download resources that will help you in your day-to-day authorizing duties, including customizable templates, online tutorials, and the latest publications on prominent issues in charter school authorizing.

You can access the link to NACSA Knowledge Core with the username and password provided below. Once you log in with the username and password, you can change the password by clicking on My Preferences > My Info > Edit.

URL: <http://nacsa.mycrowdwisdom.com/diweb/start>

Username: pgavin@spsca.nv.gov

Password: nacsa1234

If you have any questions regarding your NACSA membership, please let me know. On behalf of everyone at NACSA, thank you for being a member.

Warmest regards,

Courtney Leigh Beisel
Senior Manager, Membership
courtneyb@qualitycharters.org | 724.719.2554

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, August 06, 2014 1:44 PM
To: Patrick Gavin
Subject: Welcome to NACSA!



Welcome to NACSA!

Good afternoon, Patrick,

It is my pleasure to welcome you to the [National Association of Charter School Authorizers](#)! You are now part of a growing community of more than 1,200 professionals committed to advancing the charter sector through high-quality authorizing.

You have been added to our member mailing list. Stay tuned to your inbox for NACSA's weekly member newsletter, [Member Notes](#), as well as other announcements related to new member resources.

We have also created an account for you on NACSA's [Knowledge Core](#), our newest member benefit. The Knowledge Core is an exciting resource with content exclusively developed for NACSA members. Log in today to download resources that will help you in your day-to-day authorizing duties, including customizable templates, online tutorials, and the latest publications on prominent issues in charter school authorizing.

You can access the link to NACSA Knowledge Core with the username and password provided below. Once you log in with the username and password, you can change the password by clicking on My Preferences > My Info > Edit.

URL: <http://nacsa.mycrowdwisdom.com/diweb/start>

Username: pgavin@spsca.nv.gov

Password: nacsa1234

If you have any questions regarding your NACSA membership, please let me know. On behalf of everyone at NACSA, thank you for being a member.

Warmest regards,

Courtney Leigh Beisel
Senior Manager, Membership
courtneyb@qualitycharters.org | 724.719.2554

Patrick Gavin

From: Courtney Leigh Beisel, NACSA <courtneyb@qualitycharters.mmsend.com> on behalf of Courtney Leigh Beisel, NACSA <courtneyb@qualitycharters.org>
Sent: Tuesday, September 09, 2014 7:12 AM
To: Patrick Gavin
Subject: Signing Day for NACSA Communities!

View the online version or mobile version [here](#).



Dear Patrick,

It's signing day! Our records indicate that you are the primary membership holder for State Public Charter School Authority, granting you the important responsibility of selecting which member community your office would like to join. [To designate your NACSA Community of choice, please click here.](#)

As you may have read in Member Notes, [NACSA Communities](#) are 100 percent member-driven groups providing authorizers a forum to share experiences and resources, as well as support their professional development. We have created four NACSA Communities for authorizer members. They are:

- [District Authorizer Community](#)
- [Financial Accountability Community](#)
- [Heads of Office Community](#)
- [Independent Chartering Board Community](#)

As a NACSA Plus member, you may select up to three communities to join. Questions? Please contact membership@qualitycharters.org.

As always, thank you for being a NACSA member. We look forward to sharing this new member benefit with you and your colleagues!

Warmest regards,

Courtney Leigh Beisel
Senior Membership Manager
724.719.2554 | courtneyb@qualitycharters.org



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Danny Peltier
Sent: Wednesday, December 17, 2014 8:26 AM
To: Patrick Gavin
Subject: RE: Connecting about Nevada Charter Schools

Sure no problem

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

CONFIDENTIALITY - This message and accompanying documents are covered by the electronic Communications Privacy Act, 18 U.S.C. §§ 2510-2521, may be covered by the Family Educational Rights and Privacy Act (FERPA) 20 U.S.C. § 122g; 34 CFR Part 99 and may contain confidential information or Protected Information intended for the specified individual(s) only. If you are not the intended recipient or an agent responsible for delivering it to the intended recipient, you are hereby notified that you have received this document in error and that any review, dissemination, copying, or the taking of any action based on the contents of this information is strictly prohibited. Violations may result in administrative, civil, or criminal penalties. If you have received this communication in error, please notify sender immediately by e-mail, and delete the message. The Nevada Department of Education will not accept any liability in respect of such communication that violates our e-mail policy.

From: Patrick Gavin
Sent: Wednesday, December 17, 2014 8:19 AM
To: Danny Peltier
Subject: Fwd: Connecting about Nevada Charter Schools

Can you send this info out today?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)
pgavin@spsca.nv.gov

Begin forwarded message:

From: Simeon Stolzberg <stolzberg@aol.com>
To: Patrick Gavin <pgavin@spsca.nv.gov>

Date: December 17, 2014 at 8:16:59 AM PST
Subject: Re: Connecting about Nevada Charter Schools

Yes, I could do that, I'm always curious to see another authorizer's application process. Can you send me an agreement letter or contract with dates and fee info? Couple of other questions: Do you have evaluation criteria and a rubric or review template? How will you disseminate applications?

Best,
Simeon

-----Original Message-----

From: Patrick Gavin <pgavin@spsca.nv.gov>
To: Simeon Stolzberg <stolzberg@aol.com>
Sent: Wed, Dec 17, 2014 11:03 am
Subject: Re: Connecting about Nevada Charter Schools

Simeon,

Great connecting formally. I came on board in NV back in the early fall. We're about to get hit with resubmissions of applications from 5-6 applicant groups. Our first round focused mainly on completeness and compliance review. We'd need to have reviewers read 1--max 2, depending on capacity--by the end of the 2nd week of January so we can do a reviewer conference call and have review reports complete and out to the board and applicants by 1/16 or so. Any interest/capacity to read one?

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

On Dec 17, 2014, at 5:01 AM, Michael Cordell <mdcordell@me.com> wrote:

Simeon:
I want to thank you for connecting me to Simmi Bindra.

I am connecting you to Patrick Gavin who I worked with for a number of years.

Patrick is now Executive Director of Nevada Charter School Authorizer.

I hope you two can quickly connect.

Happy Holidays,

Michael

Sent from my iPhone

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, November 14, 2014 7:07 AM
To: Patrick Gavin
Subject: Athlos

Patrick,

Since you asked, a couple other authorizers have asked about Athlos and I've now reviewed their management agreement and a lease in one instance.

If you would like to chat – let me know. Definitely some things to be aware of.

Hope you are doing well,

Elisa



Elisa Westapher
Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
312.376.0000 fax
www.qualitycharters.org

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Tuesday, October 21, 2014 11:26 AM
To: Patrick Gavin
Subject: RE: Athlos Academies

Patrick,

If you haven't seen this article yet – it might be of interest.

<http://www.texasobserver.org/athlos-academies-texas-charter-school/>

Elisa



Elisa Westapher
Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, October 17, 2014 1:41 PM
To: Elisa Westapher
Subject: Athlos Academies

Elisa,

Has NACSA conducted any due diligence on Athlos Academies? They're an Idaho-based EMO which has recently opened or taken over management of multiple schools in TX and AZ—we've received an application from a group seeking to open a school utilizing their services and model. I'm reaching out to both states for info but wanted to see if you had anything on them which could be helpful.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, October 17, 2014 1:12 PM
To: Patrick Gavin; Marra, Robert
Subject: My cell in case you need it - 630-732-5455



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

From: Elisa Westapher
Sent: Friday, October 17, 2014 3:11 PM
To: 'Patrick Gavin'; 'Marra, Robert'
Subject: FINAL Org. Acct. Presentation/Final Reminders
Importance: High

Patrick and Bob,

Looking forward to meeting you both in a few days. It's been a pleasure putting this session together with both of you. Attached is the FINAL presentation (just adjusted one slide and added the "scenario" at the end rather than providing as a hand-out).

Room: Windsor. **Our session starts at 3:15pm – let's plan on meeting at 3pm there or a little before if you can get there.**

Session Pacing.

I'll plan on keeping time and keeping us on track.

1. Intros + Quiz (10 minutes). I'm going to instruct people to complete the quiz as they arrive and then we will do the stand up/sit down to report answers as a group. I'm thinking we'll hold up on discussing until after our presentations...? **[BOB – SINCE I'M GOING TO BE TALKING A LOT AT THE BEGINNING – GOING TO ASK YOU TO LEAD REPORT OUT ON THE QUIZ]**
2. EMW Section (10-15 minutes). There's a bit of meat in mine so it might be closer to 15 minutes.
3. Bob Marra (10 minutes)
4. Patrick Gavin (10 minutes)
5. Revisit Quiz – report out answers and ask if anyone has changed their mind/has questions. (5-10 minutes) **[ELISA]**
6. Final Activity (10 to work as a group and then quick report out – another 10 for a total of 20 minutes) **[PATRICK – I'M GOING TO ASK THAT YOU TAKE THE LEAD ON THIS FINAL ACTIVITY]**

Materials:

- Copies of NACSA's Core Performance Framework will be in the room (they are NOT allowed to use for the quiz).
- Bob is bringing copies of BSU's org. framework
- Elisa is bringing copies of the quiz.

Thank you!

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, October 17, 2014 1:12 PM
To: Patrick Gavin; Marra, Robert
Subject: FINAL Org. Acct. Presentation/Final Reminders
Attachments: Conference 2014 Org Acct. Presentation.pptx

Importance: High

Patrick and Bob,

Looking forward to meeting you both in a few days. It's been a pleasure putting this session together with both of you. Attached is the FINAL presentation (just adjusted one slide and added the "scenario" at the end rather than providing as a hand-out).

Room: Windsor. **Our session starts at 3:15pm – let's plan on meeting at 3pm there or a little before if you can get there.**

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3. Bob Marra (10 minutes)
4. Patrick Gavin (10 minutes)
5. Revisit Quiz – report out answers and ask if anyone has changed their mind/has questions. (5-10 minutes) [**ELISA**]
6. Final Activity (10 to work as a group and then quick report out – another 10 for a total of 20 minutes) [**PATRICK – I'M GOING TO ASK THAT YOU TAKE THE LEAD ON THIS FINAL ACTIVITY**]

Materials:

- Copies of NACSA's Core Performance Framework will be in the room (they are NOT allowed to use for the quiz).
- Bob is bringing copies of BSU's org. framework
- Elisa is bringing copies of the quiz.

Thank you!

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, October 17, 2014 11:53 AM
To: Patrick Gavin
Subject: RE: Athlos Academies

Patrick,

We have not, this is the first I've heard of them, but I'm still getting up to speed on all the players. As we've discussed, NACSA does conduct formal due diligence on experienced operators. We can discuss in greater detail at conference if you are interested. I'll see if any of my team members are familiar with the organization.

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, October 17, 2014 1:41 PM
To: Elisa Westapher
Subject: Athlos Academies

Elisa,

Has NACSA conducted any due diligence on Athlos Academies? They're an Idaho-based EMO which has recently opened or taken over management of multiple schools in TX and AZ—we've received an application from a group seeking to open a school utilizing their services and model. I'm reaching out to both states for info but wanted to see if you had anything on them which could be helpful.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, October 17, 2014 11:08 AM
To: Marra, Robert
Cc: Patrick Gavin
Subject: RE: NACSA Conf/Power point slides

Bob,

I received your voicemail. I'll make that minor change to the presentation and yes, using just Patrick's scenario sounds fine.

I'll bring copies of that and the quiz.

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

From: Marra, Robert [mailto:ramarra@bsu.edu]
Sent: Friday, October 17, 2014 11:55 AM
To: Elisa Westapher
Subject: Re: NACSA Conf/Power point slides

Looks Good too me! Can we just use Patrick's scenario instead of the one submitted ?

Robert A. Marra
Executive Director
Office of Charter Schools
Ball State University
TC-912
Muncie, IN 47306
Office: 765-285-1336
Fax: 765-285-9873
Email: ramarra@bsu.edu

From: Elisa Westapher <elisaw@qualitycharters.org>
Date: Thu, 16 Oct 2014 21:25:26 +0000
To: Robert Marra <RAMARRA@bsu.edu>
Cc: "pgavin@spsca.nv.gov" <pgavin@spsca.nv.gov>
Subject: FW: NACSA Conf/Power point slides

Patrick – I like the scenario.

Bob – any comments (see below)?

If not, I'll plan to transfer this to a word document and will bring sufficient copies to the session.

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, October 16, 2014 2:23 PM
To: Elisa Westapher
Subject: RE: NACSA Conf/Power point slides

Yikes! Please delete 15—I must have duplicated it by accident.

As for the scenario, here it is:

During a routine review, you learn that less than 25 percent of the special education teachers at one of your highest achieving schools hold appropriate licenses—this is contrary to the certification provisions of your state's charter law. Consider your role as an LEA, SEA, ICB, or University Authorizer and discuss the following questions:

- 1) Is this a material violation of the school's charter?
- 2) What, if any, sanctions does this merit?
- 3) What steps do you take to address the situation?
- 4) What risks do you face based on potential actions/inactions?
- 5) What is your federal/state legal exposure?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Thursday, October 16, 2014 8:43 AM
To: Patrick Gavin
Subject: RE: NACSA Conf/Power point slides

Patrick,

Thank you. Quick question – slides 15 and 17 are very similar – looks like one additional bullet point on slide 17. Do you want to include both of these slides?

Just wanted to confirm.

Also – you are still planning on developing a scenario for our group activity, correct?

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Wednesday, October 15, 2014 5:07 PM

To: Elisa Westapher

Subject: RE: NACSA Conf/Power point slides

Here you go!

Patrick J. Gavin

Director

State Public Charter School Authority

1749 N. Stewart Street, Suite 40

Carson City, NV 89706

Direct: 775-687-9160

Office: 775-687-9174

Fax: 775-687-9113

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]

Sent: Wednesday, October 15, 2014 8:29 AM

To: Patrick Gavin

Subject: NACSA Conf/Power point slides

Just a reminder to send your slides to me today!

Thank you,

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Thursday, October 16, 2014 3:01 PM
To: Patrick Gavin; Marra, Robert
Subject: Org. Acct. Quiz
Attachments: Org. Acct. Quiz.docx

Here's the proposed quiz to start the session off.

Let me know if you have any questions or revisions.

Thank you,

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Thursday, October 16, 2014 2:25 PM
To: Marra, Robert
Cc: Patrick Gavin
Subject: FW: NACSA Conf/Power point slides

Patrick – I like the scenario.

Bob – any comments (see below)?

If not, I'll plan to transfer this to a word document and will bring sufficient copies to the session.

Elisa



Elisa Westapher
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www.qualitycharters.org

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, October 16, 2014 2:23 PM
To: Elisa Westapher
Subject: RE: NACSA Conf/Power point slides

Yikes! Please delete 15—I must have duplicated it by accident.

As for the scenario, here it is:

During a routine review, you learn that less than 25 percent of the special education teachers at one of your highest achieving schools hold appropriate licenses—this is contrary to the certification provisions of your state's charter law. Consider your role as an LEA, SEA, ICB, or University Authorizer and discuss the following questions:

- 1) Is this a material violation of the school's charter?
- 2) What, if any, sanctions does this merit?
- 3) What steps do you take to address the situation?
- 4) What risks do you face based on potential actions/inactions?
- 5) What is your federal/state legal exposure?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706

Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Thursday, October 16, 2014 8:43 AM
To: Patrick Gavin
Subject: RE: NACSA Conf/Power point slides

Patrick,

Thank you. Quick question – slides 15 and 17 are very similar – looks like one additional bullet point on slide 17. Do you want to include both of these slides?

Just wanted to confirm.

Also – you are still planning on developing a scenario for our group activity, correct?

Elisa



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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, October 15, 2014 5:07 PM
To: Elisa Westapher
Subject: RE: NACSA Conf/Power point slides

Here you go!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, October 15, 2014 8:29 AM
To: Patrick Gavin
Subject: NACSA Conf/Power point slides

Just a reminder to send your slides to me today!

Thank you,

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Thursday, October 16, 2014 1:59 PM
To: Patrick Gavin; Marra, Robert
Subject: Conference/Org. Acct/Proposed Final Presentation
Attachments: Conference 2014 Org Acct. Presentation.pptx

Importance: High

Patrick and Bob,

Attached please find the proposed final presentation for the organizational accountability measures session. I did not substantively alter any of your slides. I may have just adjusted formatting in some instances.

Please let me know if you have any corrections by noon CST tomorrow. Otherwise, I will assume it's final.

I'm going to prepare the draft "true/false" exercise now and will review the scenario Patrick sent me.

Bob – please send me your revised scenario!

Thank you both!

Elisa



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Patrick Gavin

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Sent: Thursday, October 16, 2014 8:43 AM
To: Patrick Gavin
Subject: RE: NACSA Conf/Power point slides

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Elisa



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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Wednesday, October 15, 2014 5:07 PM
To: Elisa Westapher
Subject: RE: NACSA Conf/Power point slides

Here you go!

Patrick J. Gavin
Director
State Public Charter School Authority
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Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Wednesday, October 15, 2014 8:29 AM
To: Patrick Gavin
Subject: NACSA Conf/Power point slides

Just a reminder to send your slides to me today!

Thank you,

Elisa



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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, October 15, 2014 8:29 AM
To: Patrick Gavin
Subject: NACSA Conf/Power point slides

Just a reminder to send your slides to me today!

Thank you,

Elisa



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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Monday, October 13, 2014 10:52 AM
To: Patrick Gavin; Marra, Robert
Subject: Revised PP with Bob's slides
Attachments: Org. Acct. draft slides emw.pptx; Scenario for 10-13 NACSA phone call.docx

Here is the revised PP with Bob's slides added. I've also attached is proposed scenario.

Elisa



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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, October 10, 2014 2:02 PM
To: Patrick Gavin
Subject: FW: Bob Marra's portion of the PowerPoint Presentation
Attachments: Bob portion of NACSA 2014 Conference PowerPoint.pptx; Scenario for 10-13 NACSA phone call.docx

Patrick – attached are Bob’s draft slides and possible scenario. I haven’t reviewed yet, but want to pass along.



Elisa Westapher
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From: Siler, Marriette [mailto:mrsiler@bsu.edu]
Sent: Friday, October 10, 2014 2:51 PM
To: Elisa Westapher
Cc: Marra, Robert
Subject: Bob Marra's portion of the PowerPoint Presentation

Elisa, attached is Bob Marra’s portion of the PowerPoint for the NACSA conference presentation. I am also attaching an example of a scenario that Bob will discuss on Monday. However, he has been in a meeting all day and while we have discussed these points, he has not seen this document, so may have changes, but I wanted to get it to you today in preparation for your call on Monday.

Marriette R. Siler
Office and Systems Coordinator
Office of Charter Schools
Ball State University
Teachers College TC-912
Muncie, IN 47306
Phone: 765-285-1343
Fax: 765-285-9873
Email: mrsiler@bsu.edu

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Thursday, October 09, 2014 11:31 AM
To: Patrick Gavin; ramarra@bsu.edu
Subject: Org. Acct. - PPT Reminder

Importance: High

Just a reminder to send PPT slides/scenario tomorrow. I will be working on my slides tomorrow as well and will plan to send to the group!

As discussed during our call today, please provide your draft slides by **Friday, October 10th** and I will merge into one presentation. Please also provide **one proposed intervention or performance scenario** for our activity. As a reminder the "scenario" should present a "situation" and then we will ask each group (LEA; SEA; ICB; university/non-profit) to outline the corresponding tasks, actions, and intended results.



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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Tuesday, October 07, 2014 3:23 PM
To: Patrick Gavin; ramarra@bsu.edu; ndeveaux@dcpcsb.org; Orlando M. Castellon
Subject: Conference PP Template (no pressure)
Attachments: NACSA 2014 Conference PPT 2.pptx

I wanted to pass along NACSA's power point template for conference. Feel free to use if you would like. No pressure.

I will likely use for my slides, but don't think it's necessary for everyone to use.

Elisa



Elisa Westapher
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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Monday, October 06, 2014 11:51 AM
To: ramarra@bsu.edu; Patrick Gavin
Subject: Last year's Org. Performance Framework Presentation
Attachments: Org Frmk Session PPT FINAL.PPTX

Patrick and Bob:

I thought it might be helpful to pass along last year's presentation. We can steal some of it and can take it in different directions, but I wanted to share with you as I found it helpful.

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
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Patrick Gavin

From: Erin Hasty
Sent: Thursday, October 09, 2014 3:21 PM
To: Patrick Gavin
Subject: FW: Charter School Policy Project
Attachments: NGA Center Request for Application for Technical Assistance to Improve C....docx

Good Afternoon Patrick,

I am a policy analyst for Governor Sandoval's office and we have been in discussions with the National Governors Association (NGA) and Dale Erquiaga regarding NGA's opportunity for technical assistance to strengthen charter school policies.

Sarah Silverman at NGA has very eloquently summarized what the opportunity entails:

Charter School Policy (for potential future consideration)

Many states have established charter laws that have provided a strong start to chartering in the state, but that are also ready for revision and improvement. In order to help states address these issues, we're offering on-going technical support from our staff and our expert consultants, as well as grants of up to \$5,000 to cover costs associated with bringing together stakeholders and decision-makers or other meetings and activities. These activities are designed to be tailored to individual state needs, so they often look quite distinct from state to state. That said, many of the states with which we have worked already have used these resources to change legal code, improve authorization, address facilities inequities, and expand access to high quality charter seats.

I want to present the opportunity to you so you can fine tune what you think would be of value to you and Nevada. Sarah has recently reached out again to see if Nevada is interested. I think this could be a great opportunity and I have worked closely with NGA on many issues.

Can you please review and see if you believe this will be beneficial to you to take the lead on?

Please do not hesitate to contact me if you have any questions!

Thank you,
Erin

Erin Hasty
Policy Analyst
Office of Governor Brian Sandoval
(775) 684-5670



From: Silverman, Sarah [mailto:SSilverman@NGA.ORG]
Sent: Tuesday, April 22, 2014 7:01 AM
To: Erin Hasty; Matthew Morris
Subject: Charter School Policy Project

Erin and Matt,

I hope this finds you both well. My colleague, Cortney Rowland, and I sat down a few days ago to identify states that may be interested in an on-going grant project we're running to help states review and improve their charter school policies. Nevada came to mind as a place that has a strong track record with charters, but may benefit from some technical assistance and a small grant to beef up your existing policy. As part of this project, we're offering states up to \$5,000 to cover costs associated with bringing together stakeholders or other meetings and activities, as well as on-going technical support from our staff and our expert consultants. I'm attaching the RFA here, which has more details about the project. If this sounds like something you might be interested in, please let me know. I'd be happy to schedule a call so our team can tell you more about it and answer any questions you may have.

Best,
-Sarah

Sarah K. Silverman, Ph.D.
Program Director, Education Division
National Governors Association
Center for Best Practices

P: 202-624-5486
C: 614-304-1785
444 North Capitol Street, Suite 267
Washington, DC 20001-1512

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Patrick Gavin

From: Gina Mahony <gina@publiccharters.org>
Sent: Thursday, December 04, 2014 2:54 PM
To: Patrick Gavin
Subject: FW: Follow-up: Webinar on CSP Notice for SEA Grants

Patrick – hope this is helpful.

Gina

From: Gina=publiccharters.org@mail.salsalabs.net [mailto:Gina=publiccharters.org@mail.salsalabs.net] **On Behalf Of** Gina Mahony
Sent: Tuesday, December 02, 2014 1:00 PM
To: Gina Mahony
Subject: Follow-up: Webinar on CSP Notice for SEA Grants



Thank you for joining us yesterday for a webinar on the CSP Notice for SEA Grants. If you were unable to join us, [a recording of the webinar is available online](#).

The materials mentioned on the call are listed below:

- [U.S. Department of Education Notice of Proposed Priorities for the CSP Grants to SEAs](#)
- [National Alliance memo summarizing proposed new requirements](#)
- [National Alliance webinar slides](#)

As mentioned on the webinar, we are looking for feedback on the following:

- Potential conflicts with state charter school law
- Ways in which the notice puts new charter law states at an unfair/inappropriate disadvantage
- Overlapping requirements for states and authorizers that could be problematic
- If the notice would require an SEA, authorizer or charter school to alter effective practices

If you have any feedback or questions for us, please email me or Christy Wolfe at christy@publiccharters.org.

Thank you,

Gina

Gina Mahony
Senior Vice President, Government Relations
National Alliance for Public Charter Schools
@gmahony
T. 202.521.2836
www.publiccharters.org

This email was sent to gina@publiccharters.org.

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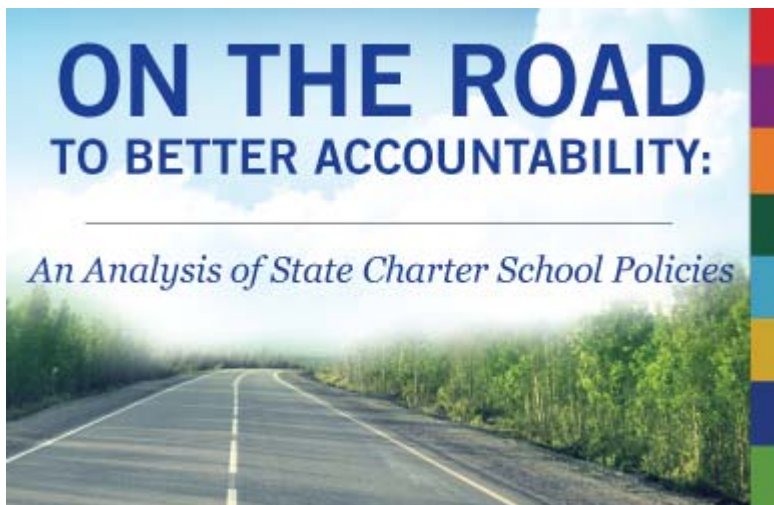
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1101 Fifteenth Street, NW, Suite 1010. Washington, DC 20005. (202) 289-2700



Patrick Gavin

From: jobic@qualitycharters.mmsend.com on behalf of jobic@qualitycharters.org
Sent: Thursday, December 04, 2014 3:58 AM
To: Patrick Gavin
Subject: New Report for Immediate Release - State Charter School Policy

View the online version or mobile version [here](#).



[For Immediate Release](#)

No Silver Bullets, Just Smart Tools

On the Road to Better Accountability: An Analysis of State Charter School Policies

December 4, 2014 -- Today NACSA released [On the Road to Better Accountability: An Analysis of State Charter School Policies](#), a first-of-its-kind review of state laws affecting both charter schools and the entities that authorize them.

"We anticipate that state legislatures will use this report to strengthen their charter school laws, especially concerning accountability," said Greg Richmond, President and CEO of NACSA. "Fully implemented, NACSA's recommended state policies will help parents and public officials understand the quality of their community's charter schools. Whether they have great charters that should grow, or chronically poor-performing charters that ought to be closed, these policies will give people what they need to take constructive action over time."

Most state charter school laws do not provide parents and public officials with enough information, tools, or authority to hold

schools accountable. Out of 43 states with charter school laws, 25 have fewer than half of the quality and accountability measures that NACSA recommends.

The report is a snapshot of this moment in time. Most states with charter schools started with few or none of the policies NACSA recommends, but in recent years, many states, including Texas, South Carolina, and Nevada, have taken bold action to address problems in their charter schools. We can and should learn from their progress. Others with high performing charter school communities, such as Massachusetts and New York, have high quality authorizers that employ strong practices. But these states have not established state policies that would ensure these practices would be sustained if current leadership was replaced by others less interested in high standards or the fair treatment of the charter schools they oversee.

On the Road describes, state by state, how laws can be improved to promote and protect quality in public charter schools. "In Ohio, as in many other states, the discussion and debate around how best to ensure charter school quality is ongoing," said Dr. Darlene Chambers, President and CEO of the Ohio Alliance for Public Charter Schools. "Several of NACSA's observations and recommendations will enhance the conversation as we seek to achieve a perfect balance between accountability and autonomy. It's important, too, that we reflect on what we're doing right, including recent changes in Ohio law to increase sponsor (authorizer) accountability."

Every charter school has an authorizer given the responsibility by law to approve new schools, monitor them, and close those that do not perform. More than 1,000 charter school authorizing agencies work under a wide range of laws and policies in 43 states. Yet in most states, the laws that govern authorizers are weak or vague about school quality and accountability.

Based on NACSA's scoring system, South Carolina, Indiana, and Washington earned the highest ranking for their state policies on charter schools and authorizers, in their respective three groups of states that share similar authorizing characteristics. The lowest ranking states in each of the three groups of states, according to NACSA's rubric, are Kansas, Michigan, and Connecticut.

A number of states, including California, are currently working with NACSA to improve their state policy environment, and NACSA welcomes additional partnerships in these improvement efforts. "NACSA's timely report provides the first comprehensive survey of the national landscape of charter school authorizing structures and laws," said Jed Wallace, CEO of the California Charter Schools Association (CCSA). "The report underscores the important role authorizers play in supporting the emergence of vibrant charter school sectors offering high quality educational choices to all students."

"CCSA shares NACSA's concerns about charter school authorizing in California and recognizes that many elements of our state's current authorizing structure actually undermine a high quality charter sector and strong results for students," Wallace explained. "We look forward to engaging with NACSA further on these issues to improve charter school authorizing in California."

"This report shares proposals that can be adjusted to fit a state's particular history and its current challenges," said Alex Medler, Vice President of Policy at NACSA and the lead author of the report. "**On the Road** could have a real impact on hundreds of thousands of lives. If state legislatures take action this year in even a handful of the states in this report, we could change the equation for children and parents seeking the best public education possible in their community."

[Release Landing Page Here](#)

[Report Only Here](#)

[Executive Summary Only Here](#)

Contact:

- Jobi Cates, NACSA VP Communications, 312 376 2328 office, 773 318 0026 mobile
- Greg Richmond, NACSA President and CEO, 312 376 2311 office
- Alex Medler, NACSA VP of Policy, 303 494 1820 office, 720 635 8329 mobile
- Amanda Fenton, NACSA Director of Federal and State Policy, 510 612 3244 mobile
- Jed Wallace, CEO, California Charter Schools Association, 916 448 0995 ext. 301 office
- Darlene Chambers, Ph.D., SPHR, President and CEO, Ohio Alliance of Public Charter Schools, 614 744 2266, Ext. 202 office

The National Association of Charter School Authorizers (NACSA) is committed to advancing excellence and accountability in the charter school sector and to increasing the number of high-quality charter schools across the nation. To accomplish this mission, NACSA works to improve the policies and practices of authorizers—the organizations designated to approve, monitor, renew, and, if necessary, close charter schools. NACSA provides training, consulting, and policy guidance to authorizers. It also advocates for laws and policies that raise the bar for excellence among authorizers and the schools they charter.

Visit <http://www.qualitycharters.org>

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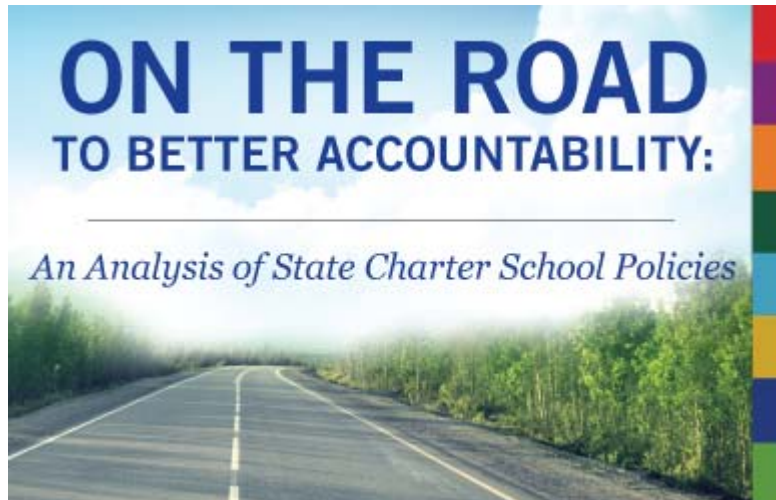
Patrick Gavin

From: jobic@qualitycharters.mmsend.com on behalf of jobic@qualitycharters.org
Sent: Tuesday, December 02, 2014 11:55 AM
To: Patrick Gavin
Subject: Look for a new analysis of state charter school policies on December 4th!

View the online version or mobile version [here](#).



There are no silver bullets, just smart tools to help on the long road to improvement.



On Thursday, December 4th 2014, NACSA will release a first-of-its-kind policy analysis that describes, state by state, which states have adopted eight policies recommended by NACSA that promote quality and accountability among public charter schools. NACSA's recommended policies fall into three categories: holding schools accountable, holding authorizing entities accountable, and creating alternative authorizing entities.

Fully implemented, NACSA's recommended state policies will give parents and public officials the information they need to understand the quality of their community's charter schools. Whether their community has great charters that should grow, or charters that ought to be closed, the information

and transparency these policies generate will give people the information and tools they need to take action.

REPORT WILL BE "LIVE" DECEMBER 4, 2014!

For information, please contact Amanda Fenton at 510-612-3244 or amandaf@qualitycharters.org

For media inquiries, please contact Jobi Cates at 312-376-2328 or jobic@qualitycharters.org

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National Association of Charter School Authorizers | 105 W. Adams Street, Suite 3500 | Chicago, IL 60603-6253

[Click here](#) to unsubscribe.



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Patrick Gavin

From: NACSA Communities <membership@qualitycharters.mmsend.com> on behalf of NACSA Communities <membership@qualitycharters.org>
Sent: Tuesday, December 09, 2014 6:35 AM
To: Patrick Gavin
Subject: Welcome to NACSA's Financial Accountability Community

View the online version or mobile version [here](#).



Welcome to the NACSA Financial Accountability Community!

Good morning, Patrick,

Thank you for joining the NACSA Financial Accountability Community. We are pleased to introduce ourselves as the co-chairs for this important group.

We all know how critical it is for a charter school to be financially stable and viable in its efforts to provide students with a great education. It makes headlines every day. Sometimes, authorizers just don't have the capacity or financial know-how to perform this function to the best of their abilities. Others are looking to advance their accountability practices to further develop a portfolio of high-performing charters. That's where this group comes in.

We hope this group will become a resource for you as you seek to strengthen your financial accountability practices. We look forward to sharing our own expertise with you, as well as providing a forum for you to share your expertise and practices so that we may all learn from our collective experiences to advance our practices in this area.

To do this, we need to first learn more about you. Where are you strongest in this area? Where do you feel you need the most improvement? What are the greatest challenges facing you in this area of practice? What are your expectations for your participation in this group?

Personal connections, we hope, will be the cornerstone of this group. We will start by reaching out to each of you individually over the course of the next few weeks. [We've also created a survey for you to provide feedback to help guide the group](#). After we have spoken with at least one representative from your organization, we will start planning this Community's first activities based entirely on the feedback we've gained from you.

We want this group to be of high value to each of its participants, and look forward to working with all of you in achieving this goal.

Best,

Brenna Copeland
Community Co-Chair
Executive Director of Autonomous Schools
Denver Public Schools

Lin Johnson, III
Community Co-Chair
Director of Special Projects
Tennessee Department of Education

[TAKE SURVEY](#)



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, December 23, 2014 7:24 AM
To: Patrick Gavin
Subject: Happy Holidays from NACSA!

View the online version or mobile version [here](#).

December 23, 2014

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IN THIS ISSUE

- [Year-End Retrospective of NACSA's Policy Work](#)
- [Is NACSA's Leaders Program Right for You?](#)
- [Tips for Making a Lasting New Year's Resolution](#)
- [Season's Greetings from NACSA!](#)

NACSA Year in Review: Policy

Year-End Retrospective of NACSA's Policy Work
NACSA's [One Million Lives](#) campaign focuses on three pillars—people, policy, and practice—all working together to provide one million more children the chance to attend a great school that will prepare them for success throughout their lives.

As we close out NACSA's annual year in review, let's take a look at what our Policy Team was up to in 2014 as they worked to advocate for stronger laws to support smarter growth and stronger accountability.
[Read More](#)

News You Need to Know

Is NACSA's Leaders Program Right for You?
Thinking about a applying to participate in the next cohort of

Quality in the News

Following the release of two recent charter school studies, Ohio Governor John Kasich has pledged to [revamp the state's laws](#) on charter schools, reported the *Columbus Dispatch*.

Maryland's Governor-Elect Larry Hogan said in a speech last week that he will [push for more charter schools](#) in the state, reported the *Baltimore Sun*.

North Carolina's Board of Education could decide next month whether to launch the state's [first online charter schools](#), reported *The Associated Press*.

Newsworks highlighted the [national movement](#) behind Delaware's recent charter school closures, including NACSA's [One Million Lives](#) campaign.

Chartering Quality

[Buckeye Blues Again](#)

NACSA's [Leaders Program](#)? [Read More](#)

Tips for Making a Lasting New Year's Resolution

Is your office considering a few New Year's Resolutions? Here are a few tips to help make them stick. [Read More](#)



Happy Holidays from NACSA

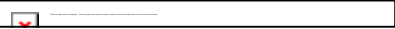
Season's Greetings from NACSA!

From our NACSA family to yours, we wish you the happiest of holiday seasons. Read on for more on our holiday hours and when you will receive your next issue of *Member Notes*. [Read More](#)



Thanks for Renewing!

- California Department of Education
- Metropolitan Nashville Public Schools
- Santa Clara County Office of Education



CONTACT US

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Fax: 312.376.2400
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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, December 16, 2014 2:45 PM
To: Patrick Gavin
Subject: Resources, Resources Everywhere!

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December 16, 2014

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IN THIS ISSUE

- [Resources, Resources Everywhere!](#)
- [Context Matters: NACSA's State Policy Analysis Report](#)
- [Have a question? Ask NACSA](#)
- [Calling All Leaders!](#)
- [Don't Overlook Potential Candidates in Your Talent Pool](#)

NACSA Year in Review: Practice

Resources, Resources Everywhere!

'Tis the season for year-in-review retrospectives! As you work to wrap things up before the holidays, we thought it was the perfect opportunity to share all of the great resources and tools NACSA has provided members throughout this year.

From the [Annual State of Charter School Authorizing](#) to [Replicating Quality](#), we've been busy making sure you are informed of the latest trends in the field, and have access to the tools necessary to tackle them.

[Read More](#)

News You Need to Know

Professional Development Tip

Looking to fill a position in your office? Don't overlook the non-obvious. [Read More](#)

Quality in the News

NACSA's Nelson Smith weighs in on York City School's move to become Pennsylvania's [first all-charter school system](#) in *EdWeek*.

Four Memphis charter schools are [set to close this summer](#) under terms of a recently enacted Tennessee law, reported the *Memphis Daily News*.

Delaware's school entrance assessments [face tough test](#), reported *Newsworks*.

Essential Practices

- [Practice #1-Mission](#)
- [Practice #2-Staff](#)
- [Practice #3-Contracts](#)
- [Practice #4-Application Criteria](#)
- [Practice #5-Application Timeline](#)

Context Matters: NACSA's State Policy Analysis Report

Earlier this month, NACSA released its first-of-its-kind analysis of state charter school policies, [On the Road to Better Accountability](#). In reading the report, it is important to note that state and local context matter when considering the policies that govern charter schools. [Read More](#)

Have a question? Ask NACSA

Did you know we're always here to help? All you need to do is ask! [Read More](#)

Leaders Program Application is Now Open

Calling All Leaders!

Is your New Year's resolution to engage in professional development opportunities to become a stronger leader and better authorizer? [Read More](#)

- [Practice #6-Application Interview](#)
- [Practice #7-External Expert Panel](#)
- [Practice #8-5-Year Term Lengths](#)
- [Practice #9-Financial Audit](#)
- [Practice #10-Renewal Criteria](#)
- [Practice #11-Revocation Criteria](#)
- [Practice #12-Annual Report](#)

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Sent: Tuesday, December 09, 2014 3:04 PM
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Subject: On the Road to Better Accountability

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[New NACSA Report: An Analysis of State Charter School Policies](#)

[NACSA Year in Review: People](#)

[More Resources from NACSA's Closure Guide](#)

[Get Ready! Application Cycle for 2015 Leaders Program Opens Next Week](#)

[New Opportunity Posted on NACSA's Job Board](#)



On the Road to Better Accountability

New NACSA Report: An Analysis of State Charter School Policies

We know that good authorizing leads to better charter schools for children. Yet in most states, the laws that govern charter schools and authorizers are weak or vague about school quality and accountability. Most state charter school laws need to be clearer and stronger. NACSA is dedicated to improving public education by strengthening and leveraging the work of charter school authorizers. This commitment is one of the cornerstones of NACSA's [One Million Lives](#) campaign.

Our newest report—[On the Road to Better Accountability: An Analysis of State Charter School Policies](#)—describes, state by state, how laws can be improved to promote quality and accountability

Join the Team at SUNY

The SUNY Charter Schools Institute seeks a director for new charters. [Read More](#)

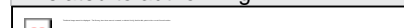


Quality in the News

"We can't leave [charter school quality up to chance](#) in Rhode Island," said a charter school parent in the *EducationPost*.

[Progress is being made](#) in Georgia's charter school efforts said State Charter School Commission of Georgia's executive director and Leaders Program alum Bonnie Holliday in a column printed in *The Telegraph*.

EdWeek covered NACSA's new report—[On the Road to Better Accountability](#)—citing that Indiana, South Carolina, and Washington have the nation's [strongest charter school laws](#) related to authorizing.



Chartering Quality

among charter schools across the country.
[Read More](#)

News You Need to Know

NACSA Year in Review: People

As part of NACSA's [One Million Lives](#) campaign, we pledged to focus on three core areas—people, policy, and practice—to help accomplish the goal of providing one million of our nation's children with better educational options. Let's take a look at how we focused on advancing the individuals that carry out this important work in 2014. [Read More](#)

More Resources from NACSA's Closure Guide

We are almost done wrapping up our series on NACSA's [Accountability in Action: A Comprehensive Guide to Charter School Closure](#), a must-use resource for any authorizer preparing to close a charter school. The appendices of the publication provide even more tools to help you effectively manage the process. [Read More](#)

Are You Ready to Lead?

Get Ready! Application Cycle for 2015 Leaders Program Opens Next Week

Are you prepared to take the next step in your career? NACSA's [Leaders Program](#) may be just what you are looking for to sharpen your leadership skills and hone your knowledge of best practices in authorizing. [Read More](#)

[Lessons from the Road to Better Accountability](#)

Thanks for Renewing!

Massachusetts Department of
Elementary and Secondary
Education

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Sent: Tuesday, December 02, 2014 2:54 PM
To: Patrick Gavin
Subject: Using Default Closure Policies to Strengthen Accountability

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- [NACSA Year in Review: Membership](#)
- [ICYMI! Request for Comments on U.S. DOE CSP Grant Notice](#)
- [Welcome Jobi Cates!](#)
- [Tips for New Authorizing Leaders](#)

Chapter 9 of NACSA's Closure Guide

Using Default Closure Policies to Strengthen Accountability

Any authorizer who has closed a school or even tried to close a school will tell you it was the hardest thing they've ever done, not just because it is heart wrenching to uproot children and disrupt communities but also because people will fight you every inch of the way. Parents will protest. School leaders and governing boards will take you to court. Elected officials and community leaders will try to intervene. As a result of these challenges, many authorizers are unsuccessful in their efforts to close failing charters; many don't even try.

To remove the political barriers to closing failing charter schools and to make it easier to hold persistently low-performing schools accountable for their failure, NACSA encourages—and state legislatures are increasingly employing—an approach known as

Professional Development Tip of the Week

New on the job? Here are four things new leaders should consider doing. [Read More](#)

Quality in the News

Authorizers [play a key role](#) in charter school quality, said the Indianapolis Mayor's Office's Brandon Brown and the Mind Trusts' David Harris in the *Indianapolis Business Journal*.

Pennsylvania needs to ensure cyber charter schools are [up to the task](#), said the editorial board of *Lancaster Online*.

[Charter school applications](#) were down in Florida but approvals for new schools were up in 2013, reported the *Naples News*.

NACSA's Essential Practices

- [Practice #1-Mission](#)
- [Practice #2-Staff](#)
- [Practice #3-Contracts](#)

automatic or default closure. This topic is explored in Chapter Nine of NACSA's [Accountability in Action: A Comprehensive Guide to Charter School Closure](#).
[Read More](#)

News You Need to Know

NACSA Year in Review: Membership

As 2014 comes quickly to a close, we'd like to take a moment to reflect upon the past year at NACSA, starting with big changes to our membership program. [Read More](#)

ICYMI! Request for Comments on U.S. DOE CSP Grant Notice

In case you missed it... the U.S. Department of Education seeks [public comments](#) for the Charter Schools Program (CSP) Grants to State Educational Agencies (SEAs). [Read More](#)

NACSA Welcomes Jobi Cates

Welcome Jobi Cates!

NACSA is pleased to welcome Jobi Cates as its new Vice President of Communications. [Read More](#)

[Practice #4-Application Criteria](#)
[Practice #5-Application Timeline](#)
[Practice #6-Application Interview](#)
[Practice #7-External Expert Panel](#)
[Practice #8-5-Year Term Lengths](#)
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Sent: Tuesday, November 25, 2014 2:35 PM
To: Patrick Gavin
Subject: Messaging Matters

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IN THIS ISSUE

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- [Common Core Affects Charters, Too](#)
- [U.S. DOE Releases Charter Schools Program Grant Priorities](#)
- [We're Thankful for Our Members!](#)
- [Looking for a New Job in the New Year?](#)

Messaging Matters in Closure Decisions

Chapter 8 of NACSA's Closure Guide: Messaging Matters

The job of charter school authorizers is difficult enough, even without the glare from the public spotlight that invariably comes with a decision to close a failing school. The concept of shuttering failing schools may seem straightforward in theory, but it is hard work to execute in the real world.

It is no wonder why many authorizers agonize over the media aspects of a school closing. Authorizers have seen their share of media coverage where the emotional aspects or salacious details of a particular closing distort or obscure the larger issues of accountability and educational quality or unfairly taint the accomplishments of successful charter schools. Engaging with the media can also seem contrary to the authorizers' duty to be politically detached, evidence-driven decision makers whose first priority is the

New Postings on NACSA's Job Board

There are lots of new opportunities available in the charter sector. [Read More](#)

Quality in the News

California's charter school sector [continues to grow](#), now serving more than a half-million students, reported *EdWeek*.

Florida's new Principles & Standards for Quality Charter School Authorizing seek to bring [clarity and direction](#) to charter school authorizing, reported the *Naples News*.

York City Schools is poised to become Pennsylvania's first [district-wide charter school conversion](#), reported *Newsworks*.

NACSA Closed for Holiday

NACSA will be closed for the holiday beginning at 1 p.m. CT on Wednesday. We will reopen the morning of Monday, December 1.

best interests of children. Chapter 8 of NACSA's [Accountability in Action: A Comprehensive Guide to Charter School Closure](#) provides media perspectives and advice on effective messaging for authorizers facing the highly sensitive situation of closing a school. [Read More](#)

News You Need to Know

Common Core Affects Charters, Too

EdWeek recently released a [special report](#) on the math portion of the new Common Core State Standards, highlighting that the [implementation affects charters](#), too. NACSA has tools to help authorizers manage the transition while maintaining accountability. [Read More](#)

U.S. DOE Releases Charter Schools Program Grant Priorities

Last week, the U.S. Department of Education [released](#) its proposed priorities, requirements, definitions, and selection criteria for the Charter Schools Program's grants to state education agencies. Here's what it means. [Read More](#)

Happy Thanksgiving from NACSA

We're Thankful for Our Members!

It's that special time of year when we give thanks to those things that matter most to us. At NACSA, we are thankful this Thanksgiving season, and every other day of the year, for the important work our members do to ensure our nation's children have access to a great education. [Read More](#)

Welcome New Members!

Sacramento City Unified School District

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From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, November 18, 2014 2:32 PM
To: Patrick Gavin
Subject: Navigating the Closure Process

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IN THIS ISSUE

- [Navigating the Closure Process](#)
- [Budgeting for 2015? Don't Forget NACSA!](#)
- [Accessing NACSA Tools and Resources](#)
- [An Update on NACSA's Newest Member Benefit](#)
- [Cold? Nevada is Hiring](#)

Chapter Seven of NACSA's Closure Guide

Navigating the Closure Process
We're almost done! Over the past few weeks, we've explored NACSA's [Accountability in Action: A Comprehensive Guide to Charter School Closure](#). Now we are ready to tackle Chapter 7—Navigating the Closure Process.

Why are we going into such great detail on this resource? Because closing a school is one of—if not the—hardest things authorizers have to do to uphold their end of the charter bargain. A closure will keep you up at night, flood your office with phone calls, and put you on the front page of your local paper. But, with NACSA's help, your office can successfully navigate the process to ensure students, families, and the public are adequately served.
[Read More](#)

New Job Posted on NACSA's Job Board

For many of us, winter has arrived. Tired of the cold? Consider Nevada as your next career destination. [Read More](#)

Quality in the News

All eyes are on the Michigan Legislature as a number of education bills, including [multiple charter schools bills](#), make their way through the "lame duck" session, reports *MLive.com*.

Maine has approved its second [virtual charter school](#), reports the *Bangor Daily News*.

Charter schools are not a silver bullet, but an [option Kentucky's kids deserve](#), said an education advocate in the *Lexington Herald-Leader*.

Welcome New Members!

Oklahoma City Public

News You Need to Know

Budgeting for 2015? Don't Forget NACSA!

2015 is just around the corner and many of us are working on our budgets for the New Year. As you continue your planning process, don't forget to include NACSA as part of your professional development budget. Here are a few things you'll want to include. [Read More](#)

Accessing NACSA Tools and Resources

We hear it all the time. "You know what I would love to see? A model contract to help me revise our own contract." We have it, along with scores of other resources to help make your job easier. [Here's how to access them.](#) [Read More](#)

What's Going on with NACSA Communities?

An Update on NACSA's Newest Member Benefit

We've talked a lot about our newest member benefit—NACSA Communities. But what's really going on with them? A lot... behind the scenes. Here's an update. [Read More](#)

Schools

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From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, November 11, 2014 2:44 PM
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Subject: Supporting Students and Families through the Closure Transition

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- [Recapping Election Night 2014](#)
- [NACSA Conference Presentations Available for Download](#)
- [Everything I Need to Know to be a Charter School Authorizer I Learned in the Army](#)
- [Wanted: Your Job Postings](#)

Supporting Students and Families through the Closure Transition

Exploring the Tough Side of Closure: Supporting Families and Students

The closure of a low-performing charter school can send shock waves throughout an entire community. Closing a school often unleashes a sense of grievous injury to the community as a trusted public institution fails, and families that may already be vulnerable are left feeling even more disenfranchised. Because of this, authorizers must do their utmost to protect the best interests of displaced students and ensure successful transitions for all. The students and parents caught in the trap of a failed school should not be punished for the school's shortcomings. They deserve nothing less than individual assistance to transition smoothly from a closing charter school to a viable education option. Here are a few tips on how authorizers can make this happen. [Read More](#)

Hiring? Post Open Positions to NACSA's Job Board

NACSA's [Job Board](#) is a great place to recruit qualified candidates for your office's open positions. [Read More](#)

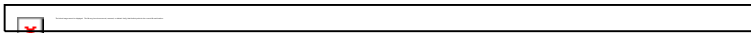
Quality in the News

EdWeek wrote about [charter school closures](#) from the authorizer perspective last week, citing NACSA research and interviewing representatives of NACSA members the Indianapolis Mayor's Office and Fordham Foundation.

Some Florida lawmakers are pressing for [tighter rules for charter schools](#) following a number of recent high-profile closures, reported the *Sun-Sentinel*.

NACSA Thanks Renewing Members

Milwaukee Public Schools



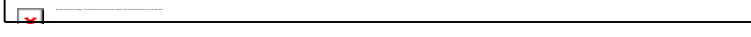
News You Need to Know

Recapping Election Night 2014

Last week, we shared with you races to watch on Election Day 2014. This week, let's recap the results. [Read More](#)

NACSA Conference Presentations Available for Download

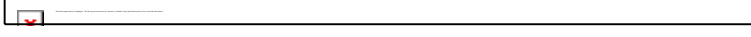
Did you miss out on attending the 2014 NACSA Leadership Conference? Or, if you were able to join us in Miami, was there a session (or two!) that you'd love to access the materials from to help you in implementing the ideas presented in your own office. Today is your luck day! [Read More](#)



NACSA Thanks and Recognizes Our Nation's Veterans

Everything I Need to Know to be a Charter School Authorizer I Learned in the Army

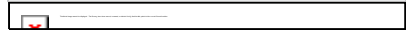
It's Veteran's Day. We at NACSA wanted to take a moment to thank our nation's veterans, most especially those that are NACSA members, for their service. As a special treat this holiday, we'd like to share with you the Black Alliance for Educational Options President Ken Campbell's presentation, *Everything I Need to Know to be a Charter School Authorizer I Learned in the Army*, from the 2014 NACSA Leadership Conference. [Read More](#)



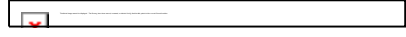
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Sent: Tuesday, November 04, 2014 2:43 PM
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Subject: The Roles of Authorizing Boards and Staff

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- [The Roles of Authorizing Boards and Staff in Making Closure Decisions](#)
- [Haven't Designated Your NACSA Community Yet? What are You Waiting for?](#)
- [Upcoming Event: 3rd Annual Alternative Accountability Policy Forum](#)
- [2014 Mid-Term Election Poised to Have Big Impact on Charter Sector](#)
- [Wanted: Volunteer Reviewers](#)

Reaching Closure Decisions

The Roles of Authorizing Boards and Staff in Making Closure Decisions

At the end of each closure, the strongest authorizing boards and executives know their decision to close a charter school was sound, based on the evidence they heard, the policies that guided them, and a focus on the best interests of children. This knowledge does not always come easily, yet it is essential to discuss and ultimately reach closure decisions in public. Doing so underscores an authorizing board's commitment to transparency and ensures that members of the school community can hear decisions first hand.

Chapter 5 of NACSA's [Accountability in Action: A Comprehensive](#)

Wanted: Volunteer Reviewers

The School District of Philadelphia seeks volunteer reviewers to assist with its charter school application process. [Read More](#)

Quality in the News

A [recent report released](#) by the National Center for Education Statistics shows that the number of charter schools increased by seven percent for the 2012-2013 school year, reported *U.S. News & World Reports*.

The Fordham Institute wrote about [redefining the school district](#) in Michigan on its *Flypaper* blog.

In one of its first actions as an authorizer, the Tennessee State Board of Education [denied an appeal](#) to open a charter school in Robertson County, reported *The Tennessean*.

[Guide to Charter School Closure](#) focuses on the role of authorizing board members and the importance of professional staff work in preparing them for making charter closure decisions. [Read More](#)

News You Need to Know

Haven't Designated Your NACSA Community Yet? What are You Waiting for?

There is still time to designate your authorizing office's NACSA Community of choice. Here's how to make your selection. [Read More](#)

Upcoming Event: 3rd Annual Alternative Accountability Policy Forum

Next week, educators and education advocates, including many NACSA members, will gather in San Diego to [learn and collaborate](#) on issues related to educational accountability. [Read More](#)

2014 Elections to Watch

2014 Mid-Term Election Poised to Have Big Impact on Charter Sector

It's Election Day! Through your ballot may be a little light this year, there are a number of important races taking place this year poised to make a big impact on the nation's charter sector. Here are some elections to watch. [Read More](#)

NACSA's Essential Practices

[Practice #1-Mission](#)
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From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, October 28, 2014 2:30 PM
To: Patrick Gavin
Subject: Preventing Mid-Year Closure

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October 28, 2014

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IN THIS ISSUE

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- [Save the Date for the 2015 NACSA Leadership Conference](#)
- [Tips for Making the Most Out of What You Learned in Miami](#)
- [NACSA Seeks Director of Strategic Growth, Development, and Partnerships](#)

Chapter Four: NACSA's Closure Guide

Preventing Mid-Year Closure

Closing a charter is disruptive for everyone, most especially the children and families affected by the closure. The disruption caused by closure increases exponentially when a school closes abruptly in the middle of the school year. Fortunately, the vast majority of mid-year closures are preventable through strong authorizing practices.

Read more about how to prevent a mid-year closure in Chapter Four of NACSA's *Accountability in Action: A Comprehensive Guide to School Closure*.
[Read More](#)

Quality in the News

The Tennessee State Board of Education has finalized its [role as an alternative authorizer](#) in the state, reported *Chalkbeat Tennessee*.

EdWeek shared [advice from three states](#) on how to close a charter during its coverage of the 2014 NACSA Leadership Conference in Miami.

The Washington Supreme Court is scheduled to [hear arguments today](#) about whether the voter-approved charter school law violates the state constitution, reported the *Yakima Herald*.

Spotlight on Essential Practices

- [Practice #1-Mission](#)
- [Practice #2-Staff](#)
- [Practice #3-Contracts](#)
- [Practice #4-Application Criteria](#)
- [Practice #5-Application Timeline](#)
- [Practice #6-Application Interview](#)
- [Practice #7-External Expert Panel](#)
- [Practice #8-5-Year Term Lengths](#)
- [Practice #9-Financial Audit](#)
- [Practice #10-Renewal Criteria](#)

News You Need to Know

New Case Study Examines the Practices of the D.C. Public Charter School Board

A new case study, funded by the Michael and Susan Dell Foundation and conducted by the research group FSG, focusing on the D.C. Public Charter School Board was released last week. [Transforming Public Education in the Nation's Capital](#) highlights D.C.'s strong, effective charter school authorizer practices. [Read More](#)

Save the Date for the 2015 NACSA Leadership Conference

Mark your calendars! NACSA is headed to Colorado in 2015. [Read More](#)

You're Back from Conference... Now What?

Tips for Making the Most Out of What You Learned in Miami

If you attended the NACSA conference, you undoubtedly left Miami with a number of ideas to implement within your own offices. Now you are back in your office, catching up on a week's worth of work, and those ideas are quickly falling to the back burner. Don't let them! Here are three easy steps to help make the most out of what you learned at the 2014 NACSA Leadership Conference. [Read More](#)

Join NACSA's Team!

NACSA Seeks Director of Strategic Growth, Development, and Partnerships

NACSA is looking for a qualified, mission-driven development professional to join its team. [Read More](#)

[Practice #11-Revocation Criteria](#)
[Practice #12-Annual Report](#)

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To: Patrick Gavin
Subject: Planning and Managing School Closure: Timing, Process, and Appeals

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IN THIS ISSUE

[Planning and Managing School Closure: Timing, Process, and Appeals](#)

[2014 NACSA Conference in Swing](#)

[Unable to Join Us in Miami? Follow the Conference on Twitter!](#)

[NACSA Community Members Meet for First Time](#)

[Is Your Next Career Stop in Hawaii?](#)

More from Accountability in Action

Planning and Managing School Closure: Timing, Process, and Appeals

Let's face it. Not every charter school is a great one. For whatever reason—academics, operations, governance, financials—these schools need to either shape up fast or close it down.

Making school closure decisions is ultimately the responsibility of authorizers, and managing the closure process is the ultimate test of the quality and the capacity of those authorizers. A poorly handled closure, or one that is reversed for reasons attributed to the authorizer, can have serious negative consequences for all parties, starting with the students whose educations are disrupted and certainly including the authorizer.

Let's take a moment to look at Chapter Three of NACSA's

New Job Posted on NACSA's Job Board

The Hawaii State Public Charter School Commission seeks an academic performance specialist. [Read More](#)

Quality in the News

Quality charter schools are crucial for [Detroit to thrive](#), said *Crain's Detroit Business*.

A long-discussed [charter-school reform bill](#) finally received a legislative hearing, reported *NJ Spotlight*.

NACSA Welcomes New Members

- Florida Department of Education
- Oklahoma Statewide Virtual Charter School Board
- Tulsa Public Schools

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[Accountability in Action: A Comprehensive Guide to Charter School Closure](#) for more on planning and managing a closure.
[Read More](#)

News You Need to Know

2014 NACSA Conference in Swing

More than 300 of NACSA's members have descended upon South Florida for four days of learning, networking, and professional development all aimed at creating brighter futures through high-quality educational opportunities. [Read More](#)

Unable to Join Us in Miami? Follow the Conference on Twitter!

We know not everyone can join us for our annual event, but that doesn't mean you can't [get in on the action](#).

[Read More](#)

Three NACSA Communities Kick-Off at Conference

NACSA Community Members Meet for First Time

Three out of NACSA's four authorizer member communities are kicking off at this year's conference with meetings of their membership to discuss first steps for the groups. [Read More](#)

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Sent: Tuesday, October 14, 2014 2:36 PM
To: Patrick Gavin
Subject: Using Performance Frameworks for Strong Accountability

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October 14, 2014

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IN THIS ISSUE

- [Using Performance Frameworks for Strong Accountability](#)
- [Essential Practices Take Center Stage in Miami](#)
- [DIY with the Knowledge Core](#)
- [Last Minute Reminders for 2014 NACSA Conference](#)
- [New Jobs Across the Country](#)

A Closer Look at NACSA's Closure Guide

Using Performance Frameworks for Strong Accountability

Last week, we explored why good authorizers should close bad schools. Now, let's talk about how we can put this into practice. Chapter Two of NACSA's [Accountability in Action: A Comprehensive Guide to Charter School Closure](#) explores tools for strong accountability. To hold charter schools accountable for their performance, NACSA recommends authorizers employ three critical tools: a clear performance contract, a comprehensive performance framework, and a strong body of evidence.

Together, these tools help authorizers and schools establish mutual agreement about the expectations for performance, the data to measure it, and the system used for evaluation.

[Read More](#)

New Job Opportunities Galore

Where do you want your next career stop? New opportunities are available in Washington, Georgia, Michigan, Louisiana, Nevada, New York, New Mexico, and Pennsylvania. [Read More](#)

Quality in the News

The New York State Department of Education is [making an exception](#) for new charter school proposals just for Buffalo, reported *The Buffalo News*.

NACSA's Nelson Smith said [criticizing charter schools](#) for lacking diversity and unions misses the point in a review of the new book *A Smarter Charter on Education Next*.

The Oklahoma Office of Juvenile Affairs has proposed [charter schools in detention facilities](#) to serve incarcerated youth, reported *The Oklahoman*.

News You Need to Know

Essential Practices Take Center Stage in Miami

Next week, hundreds of authorizers will gather in Miami to learn new skills and strengthen existing ones... and NACSA's [Essential Practices](#) will take center stage. [Read More](#)

DIY with the Knowledge Core

The weekends are usually reserved for DIY projects. But now with NACSA's [Knowledge Core](#), you can bring DIY to your authorizing office. Here's how. [Read More](#)

Countdown to Conference! Six Days!

Last Minute Reminders for 2014 NACSA Conference

Can you believe it? In less than a week, hundreds of your peers will gather in Miami for the [2014 NACSA Leadership Conference](#). There is still time to join us! [Read More](#)

NACSA Blogs

[NYC New Accountability System Focuses on Right Measures in the Wrong Way](#)

NACSA Thanks New and Renewing Members

Douglas County School District
 Knox County Schools (New!)

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Subject: Why Good Authorizers Should Close Bad Schools

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- [Why Good Authorizers Should Close Bad Schools](#)
- [NACSA Applauds New Report Released by National Alliance](#)
- [Time is Running Out! Register for NACSA's Conference](#)
- [Hi... I'm Your Membership Manager. Nice to Meet You!](#)
- [New Job Opportunities Announced](#)

Take a Closer Look at NACSA's Closure Guide

Why Good Authorizers Should Close Bad Schools
We hate it when charter schools have to close. It means that another school has failed to live up to its promises to its students and the public that invested in it. We want every charter school to be a great one. Unfortunately, closure is a necessary means of ensuring that our movement is successful at providing all charter school students an exceptional education.

You don't have to go at a closure alone. NACSA is here to help guide you along the way, making the process as pain free as possible for all involved—students, families, authorizer, and school. One way we can help is through one of our most popular resources, [Accountability in Action: A Comprehensive Guide to Charter School Closure](#). Let's take a look at the first chapter together.
[Read More](#)

Make Your Next Career Move

Looking to make a career move? Check out great opportunities in New York, Nevada, and Philadelphia. [Read More](#)

Quality in the News

Andy Smarick wrote about district authorizers and [next-generation accountability](#) on the Fordham Institute's *Flypaper* blog.

The Missouri Charter Public School Commission is starting to [take shape](#), reported *St. Louis Public Radio*.

Chicago Public Schools announced it [will not approve](#) any more charters to open in 2015 within the district, reported the *Chicago Tribune*.

Chartering Quality

[Demystifying School Choice](#)

News You Need to Know

NACSA Applauds New Report Released by National Alliance

Last week, NACSA [applauded](#) a new report released by the National Alliance for Public Charter Schools, highlighting its emphasis on improved academic outcomes, as well as the opening of new quality schools and closing of poor-performing ones, which are central tenets of NACSA's [One Million Lives](#) campaign. [Read More](#)

Time is Running Out! Register for NACSA's Conference

Don't miss out on attending the only national event dedicated solely to charter school authorizing. Register today for the [2014 NACSA Leadership Conference](#) before it is too late. [Read More](#)

Meet Your Membership Manager

Hi... I'm Your Membership Manager. Nice to Meet You!

Associations, at their core, are about people working together to advance a profession. NACSA is no different. We'd like to take a few minutes to introduce one of our people—NACSA's Senior Membership Manager. [Read More](#)

NACSA Thanks New and Renewing Members

- Charter School Management Company (New!)
- Cleveland Metropolitan School District (New!)
- Fulton County Schools
- Jefferson County Educational Service Center (New!)
- Washington State Charter Schools Association (New!)

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From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, September 30, 2014 3:40 PM
To: Patrick Gavin
Subject: Time for Reflection: Application Process

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September 30, 2014

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- [NACSA Conference Hotel Announcement](#)
- [Want to Learn More about NACSA's Policy Agenda? Check Out Our New Resources](#)
- [New Opportunities in Authorizing](#)

Reflecting on Your Application Process

Time for Reflection: Application Process

You've heard us say it a million times—your application process is one of the most critical pieces in ensuring that every charter school in your portfolio is a great one. Why? Because a rigorous process can prevent bad operators from even opening, saving you from closing down a school that was destined to fail from the start.

Many of you are in the final stages of your process for this year. There is no better time than now to reflect upon the work you just completed. As you wrap up your cycle, here are a few ways to step back and think about improvement.

[Read More](#)

ICYMI: New Jobs Posted

In case you missed it, there are a few new jobs opportunities in the charter sector. [Read More](#)

Quality in the News

[Missouri's Governor](#) has made the first appointments to the Missouri Charter Public Schools Commission. The commission was created by legislation in 2012.

The Ohio Supreme Court is contemplating whether [taxpayer-funded assets](#) belong to charter schools or the private companies that run them, reported the *Akron Beacon Journal*.

Concordia University announced it is [getting out of the charter business](#), reported the *Twin Cities Pioneer Press*.

Recent NACSA Blog Posts

[Responsible Governance, Strong Authorizing, and Smart Policy \(](#)

News You Need to Know

Don't Forget! Sign Up for NACSA Communities

Our [NACSA Community](#) Co-Chairs are anxiously waiting to welcome you to our newest member benefit, but many of you have yet to designate your group of choice.

[Read More](#)

NACSA Conference Hotel Announcement

NACSA's room block for the [2014 Leadership Conference](#) has expired; rooms are available, but going fast! [Read More](#)

New Policy Resources from NACSA

Want to Learn More about NACSA's Policy Agenda? Check Out Our New Resources

NACSA wears many hats—membership organization, consultant, researcher, trainer, and advocate. Our policy team combs the nation each legislative session educating policy makers and partners about the importance of strong charter school laws. Interested in the key issues in our current policy agenda? [Read More](#)

Chartering Quality)

[President Bill Clinton is Right to Demand Excellence from Charter Schools](#) (*EducationPost*)

NACSA Thanks New and Renewing Members

- Calumet College of St. Joseph
- El Dorado County SELPA and Charter SELPA (New!)
- Maryland State Department of Education (New!)

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Sent: Tuesday, September 23, 2014 3:01 PM
To: Patrick Gavin
Subject: Your Application Process: More Tips for a Strong Finish

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- [New Annenberg Institute Report Misses the Mark](#)
- [Speaking of Applications... NACSA Application Resources Just for You](#)
- [Introducing NACSA's New Vice President of Research & Evaluation](#)
- [Make a Difference in D.C. or Oklahoma](#)

Your Application Process: More Tips for a Strong Finish

Bringing it Home: Finishing a Strong Application Process

Your application process is a critical piece in ensuring that every charter school you authorize is a good one. It is so important that NACSA has dedicated five of its [12 Essential Practices](#) to it as a guide for authorizers in executing a rigorous process.

Last week, NACSA's Authorizer Development team shared tips for creating a strong recommendation report to help inform decision makers of whether an application should be approved or denied. This week, they share a few additional tips for bringing home a strong application process.

New Jobs Posted on NACSA's Job Board

Have experience in overseeing virtual charters or expertise in school finance? We have a job opportunities for you! [Read More](#)

Quality in the News

NACSA friend and member Andrew Broy of the Illinois Network of Charter Schools said charter schools are [part of the solution](#) no matter how you spin it in the *Chicago Sun-Times*.

The *Naples Daily News* has wrapped a [week's long series](#) examining charter schools in the State of Florida. In a [final editorial](#), the paper calls for new financial rules and more local control to improve the sector.

Michigan lawmakers are [calling for a moratorium](#) on new charter schools; NACSA shared its opposition to this measure in the *Lansing State Journal*.

[Read More](#)

News You Need to Know

Content is King at the NACSA Conference

Some say, "Content is king." At the [NACSA Leadership Conference](#), it reigns supreme as we strive to provide you with content aimed at helping you advance your office's practices and as a professional. [Read More](#)

New Annenberg Institute Report Misses the Mark

There is a new report out in the charter sector—one that NACSA calls disappointing and incomplete. [Read More](#)

Speaking of Applications... NACSA Application Resources Just for You

We can't talk enough about how important your application process is to ensuring that every charter school in our nation is a good one. Here are some resources that can you use to implement a high-quality process. [Read More](#)

NACSA Welcomes Karega Rausch!

Introducing NACSA's New Vice President of Research & Evaluation

NACSA is pleased to welcome a familiar face to its team! Karega Rausch will be joining us as our new Vice President of Research & Evaluation next month. [Read More](#)

Chartering Quality

[Beyond the Divide: A Better Conversation on Charter Schools](#)

NACSA Thanks New and Renewing Members

- City of Columbus (New!)
- NewSchools Venture Fund
- New York State Education Department
- Raza Development Fund
- Rhode Island Department of Education
- San Bernardino County Superintendent of Schools (New!)

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Sent: Tuesday, September 16, 2014 2:14 PM
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Subject: Sliding Your Application Process into Home

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- [Sliding Your Application Process into Home](#)
- [Don't Procrastinate! Book Your Hotel Room Now](#)
- [Time is Running out to Respond to NACSA's Annual Survey](#)
- [Sign-Up for NACSA Communities in Progress](#)
- [Check Out NACSA's Job Board](#)

Your Application Process: Tips for Finishing Strong

Sliding Your Application Process into Home
Fall is here. Baseball season is coming to a close, and for many of you, so is your application cycle. Your process is vital towards creating a portfolio of only high-performing charter schools. It should give you and decision makers the upmost confidence that every school recommended for approval has the greatest chance for success.

As you prepare to slide your applications into home, we checked in with NACSA's Authorizer Development Team for their tips on finishing a strong process. At bat this week... the recommendation report.
[Read More](#)

Now Hiring! SUNY Charter Schools Institute

Wanted: performance and systems analyst to join SUNY's team. [Read More](#)

Quality in the News

Cleveland has been recognized as a Gates Compact City, a [positive sign](#) for the city's public schools, said the executive director of the Cleveland Transformation Alliance in the *Plain Dealer*.

New York's Mayor announced his administration will find [space in public school buildings](#) for four charter schools seeking to open or expand next year, reported the *New York Times*.

Florida's Board of Education is set to adopt a [standard charter school contract](#) that is intended to serve as the bases for an initial draft contract, reported the *Tampa Bay Times*.

News You Need to Know

Don't Procrastinate! Book Your Hotel Room Now

NACSA's room block is nearing capacity. Act now to ensure your accommodations are the [2014 NACSA Leadership Conference](#) host hotel. [Read More](#)

Time is Running out to Respond to NACSA's Annual Survey

Be honest with us. Is NACSA's Annual Authorizer Survey still sitting on your desk, just waiting to be completed? [Read More](#)

Don't Forget to Make Your Pick for NACSA Communities

Sign-Up for NACSA Communities in Progress

Attention authorizer members! Have you signed up for your NACSA Community of choice yet? [Read More](#)

Thanks for Joining!

New York City Department of Education

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To: Patrick Gavin
Subject: It's Signing Day!

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- [What are Your Peers Looking at in the Knowledge Core?](#)
- [Six Things to Do Now in Preparation for the 2014 NACSA Leadership Conference](#)
- [Five Things to Know about Metro Nashville's Carol Swann](#)

Make Your Pick for NACSA Communities

Time to Choose... Which NACSA Community is for You?

It's signing day at NACSA! Earlier today, the primary affiliate of NACSA's authorizer members received an email with a link to designate the organization's NACSA Community of choice for this member year. All they need to do is complete the form with their selection, hit "done," and we'll take care of the rest. Still have questions about NACSA's newest member benefit? We have answers. [Read More](#)

News You Need to Know

NACSA's Essential Practices: Why They Matter

Members in the News

Chalkbeat Tennessee featured an [article](#) about NACSA member and Director of Charter Schools for Metro Nashville Public Schools Carol Swann. [Read More](#)

New Job Posted

The Hawaii State Public Charter School Commission seeks an [organizational performance manager](#) to join its team.

Quality in the News

The Mississippi Charter School Authorizer Board hired its [first executive director](#) just as it received [17 Letters of Intent](#) from potential operators, reported the *Jackson Free Press* and *The Clarion-Ledger*.

After two charter schools closed just two weeks into the school year, columnist for the *Sun Sentinel* is calling upon [Florida's legislature](#) to prevent more charter school debacles.

We've spent the past year detailing NACSA's [12 Essential Practices](#) for quality charter school authorizing. Now it is time to consider [why they matter](#). [Read More](#)

What are Your Peers Looking at in the Knowledge Core?

Every week, authorizers turn to the [Knowledge Core](#) for guidance on important topics in authorizing. Here is a peek of what they were viewing in the past week. [Read More](#)

Countdown to Conference... Six Weeks!

Six Things to Do Now in Preparation for the 2014 NACSA Leadership Conference

The time is almost here for us to join together as a community to create futures so bright... you know the rest. Here are six things to do now to prepare for the [2014 NACSA Leadership Conference](#), hosted October 20-23 at the Hotel Intercontinental. [Read More](#)

Suspensions and expulsions are down in D.C. charter schools after an effort by the D.C. Public Charter School Board made it a [priority to reduce the rates](#) in recent years, reported the *Washington Post*.

Thanks for Renewing!

- Albuquerque Public Schools
- Denver Public Schools
- Hawaii State Public Charter School Commission
- Jacqueline Scott-English
- Milwaukee Common Council
- National Center for Special Education in Charter Schools
- Public Charter School Alliance of South Carolina
- School District of Philadelphia
- SchoolWorks
- South Carolina Dept. of Education Office of Charter Schools

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, September 02, 2014 2:38 PM
To: Patrick Gavin
Subject: Which Member Community is Right for You?

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September 2, 2014

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IN THIS ISSUE

- [Decision Time! Which Will You Choose?](#)
- [Countdown to Conference! Seven Weeks](#)
- [Resource Spotlight: Examples from Your Peers](#)
- [Tips on Customizing NACSA Templates](#)
- [Make a Difference in Idaho](#)

Which Member Community is Right for You?

Decision Time! Which Will You Choose?
We've spent the last five weeks sharing with you details of each of our five new NACSA Communities through Member Notes. Now it is time for you to decide. Your task for the week... choose which community is best for your authorizing office. [Read More](#)

News You Need to Know

Countdown to Conference! Seven Weeks
In just seven weeks, the authorizing community will gather in Miami for the [2014 NACSA Leadership Conference](#). Here's what we have in store for you. [Read More](#)

Resource Spotlight: Examples from Your Peers

New Job Posted

The Idaho Charter School Network seeks a Chief Financial Officer. [Read More](#)

Quality in the News

Florida's charter school applicants get a [free ride on due diligence](#), wrote the *Sun Sentinel*.

Washington is preparing for the [opening of the state's first charter school](#), reported the *Yakima Herald*.

The Michigan Council for Charter School Authorizers has proposed a [peer-review system](#) to evaluate authorizers, reported the *Detroit Free Press*.

NACSA National Advisory Board Member and President and CEO of the California Charter Schools Association Jed Wallace said California's charter schools are a [case study for success](#) in *EducationNext*.

One of the greatest ways for us to advance quality authorizing nationally is to learn from each other. We accomplish this at our annual conference and through our new member communities, but also through peer documents posted on the [Knowledge Core](#). [Read More](#)

Putting NACSA Templates to Work

Tips on Customizing NACSA Templates

NACSA's [Knowledge Core](#) provides members access to a number of templates to assist authorizers with implementing quality practices. Here are few tips on how to make these templates work for you. [Read More](#)

NACSA Thanks New and Renewing Members

- Class Measures
- Idaho State Board of Education
- Kids Count of Dayton (New!)
- Los Angeles County Office of Education

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, August 26, 2014 3:01 PM
To: Patrick Gavin
Subject: Have You Checked Out the NACSA Conference Breakout Sessions Yet?

View the online version or mobile version [here](#).

August 26, 2014

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IN THIS ISSUE

- [Introducing the Financial Accountability Community](#)
- [Using NACSA's Spotlight of Essential Practices](#)
- [Resource of the Week: A Comprehensive Guide to Closure](#)
- [ICYMI: NACSA Reveals 2014 Conference Breakout Sessions](#)
- [Recommended Read: NCSRC on Implementing the Common Core](#)

New Member Benefit--NACSA Communities

Introducing the Financial Accountability Community
One of the main principles of authorizing is to ensure that charter schools are accountable to public interests. But for many authorizers, upholding this principle is easier said than done. Do you feel like your office is just getting by when it comes to financial accountability? Do you struggle with the financial know-how to effectively ensure that charter schools are living up to their fiscal responsibilities? If so, we have the [NACSA Community](#) for you. [Read More](#)

News You Need to Know

Using NACSA's Spotlight of Essential Practices
NACSA just completed its year-long series highlighting each of its [12](#)

Recommended Read

The National Charter School Resource Center recently published an article highlighting the [charter school perspective](#) of implementing new Common Core standards. [Read More](#)

Quality in the News

[Accountability works](#), said Indianapolis Mayor Greg Ballard of the closure of a charter school at the center of a cheating scandal, reported *Indy Politics*.

Charters top the list of [Nashville's best schools](#), accounting for more than one-third of the city's schools recognized recently by the state, reported *The Tennessean*.

More states are creating [independent charter-approval boards](#), reported *Education Week*.

NACSA Thanks New and Renewing Members

[Essential Practices](#) for quality charter school authorizing. How can you use these spotlights to improve practice in your office? [Read More](#)

Resource of the Week: A Comprehensive Guide to Closure

How many charter schools in your portfolio should not be opening this fall due to failing academics, poor management, and other circumstances impacting the quality of education students are receiving? If there is even just one school that comes to mind, it's time to start taking action. [NACSA can help. Read More](#)



NACSA Conference Breakout Sessions Now Online

ICYMI: NACSA Reveals 2014 Conference Breakout Sessions

As if \$50 off your conference rate wasn't enough motivation to [register](#) for the [2014 NACSA Leadership Conference](#), NACSA was pleased to share with members last week the full [breakout session slate](#). [Read More](#)



- Altus Institute
- Arizona State Board for Charter Schools
- ASU Preparatory Academy
- Gov. John Engler Center for Charter Schools
- Indianapolis Mayor's Office
- New Jersey Department of Education
- Pillsbury United Communities
- Santa Cruz County Office of Education
- University of Missouri St Louis
- University of St. Thomas
- Utah State Office of Education

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, August 19, 2014 3:00 PM
To: Patrick Gavin
Subject: Back to School Tips for Authorizers

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August 19, 2014

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IN THIS ISSUE

- [A Place for Independent Authorizing Boards](#)
- [Some Added Perspective on Annual Reports](#)
- [Don't Wait! Register Today for the 2014 NACSA Leadership Conference](#)
- [Start the School Year Off Right with These Tips](#)
- [Authorizers are Hiring!](#)

Introducing NACSA's Independent Charter School Board Community

A Place for Independent Authorizing Boards
Across the country, 15 state laws empower independent authorizing boards to open, oversee, and renew charter schools. These boards range from seasoned authorizers to the new kids on the authorizing block. Based on the diversity of size, experience, and authorizing environments, NACSA has created the Independent Chartering Board Community to aid this group in sharing best practices and networking to advance the charter sector within their own state and nationally. [Read More](#)

News You Need to Know

Some Added Perspective on Annual Reports

New Jobs Posted!

Ready to lead? Looking to apply your strategic skills? [NACSA's Job Board](#) has opportunities for you. [Read More](#)

Quality in the News

The Washington State Supreme Court announced last week it will consider whether [a voter-approved charter school law](#) violates the state constitution, reported *The Seattle Times*.

Virtual charter schools are coming to [North Carolina in 2015](#), reported the *Citizen-Times*.

Stronger accountability will [benefit Michigan's students](#), said the *Lansing State Journal* in an editorial published last week.

ICYMI

In case you missed it...Last week NACSA released a case study featuring lessons learned from our work in the Bayou State.

Last week, NACSA released the twelfth and final installment of its [Spotlight on Essential Practices](#) series. Here's a little added perspective on [annual reports](#). [Read More](#)

Don't Wait! Register Today for the 2014 NACSA Leadership Conference

You like to save money, right? Then don't wait to register for the [2014 NACSA Leadership Conference](#). Our early bird rate expires at the end of the month. [Read More](#)

Back to School Tips for Authorizers

Start the School Year Off Right with These Tips

We don't know about you, but we love back to school time here at NACSA. Fresh starts and new opportunities are punctuated by excitement and the smell of freshly sharpened No. 2 pencils. For authorizers, this time of year is brimming with activity. Here are a few tips to get the most of this important time on the school calendar. [Read More](#)

Read [Great Expectations in New Orleans](#)

NACSA Thanks New and Renewing Members

- Georgia Charter Schools Association
- Minnesota Department of Education
- National Heritage Academies
- Northeast Charter Schools Network (new!)
- SIATech

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, August 12, 2014 2:36 PM
To: Patrick Gavin
Subject: Introducing NACSA's District Authorizer Community

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August 12, 2014

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IN THIS ISSUE

- [A Place for District Authorizers](#)
- [Great Expectations in New Orleans](#)
- [Confronting the Talent Gap](#)
- [Spotlight on Essential Practices: Annual Reports](#)
- [Early Bird Rate Expires in 19 Days](#)

Introducing NACSA's District Authorizer Community

A Place for District Authorizers

In some places, it isn't easy being a district authorizer. Your district leadership may be anti-charter. Your office may be woefully understaffed, or your "other duties as assigned" list may grow exponentially every year. You may have been thrown into the authorizing role with no real grasp of what you're supposed to do. You may struggle to execute your core functions as an authorizer because of competing priorities. People in your district may just not get what you do.

We feel your pain. NACSA is pleased to announce that we have created a [community](#) just for you.
[Read More](#)

Don't Wait! Register for the 2014 NACSA Conference Today

Plan on attending the 2014 NACSA Leadership Conference hosted October 20-23 in Miami? Don't wait to register. Our early bird rate expires in 19 days. [Read More](#)

Quality in the News

The Connecticut Department of Education has [announced improvements](#) to charter school accountability when it comes to governance, student performance, and other expectations set forth, reported *The Register Citizen*.

Education Week took a [look at authorizing](#) from the perspective of Rocketship in a recent article.

A charter school in Ohio at the center of controversy has announced it will [close its doors](#) after failing to find a new sponsor, reported the *Cincinnati Enquirer*.

Michigan's State Superintendent

News You Need to Know

Great Expectations in New Orleans

Nine years ago, we all watched our TVs in horror as the news media splashed images of the devastation caused by Hurricane Katrina and its aftermath in New Orleans. Many of us in the education sector immediately thought—what about the children? Today, New Orleans has become a shining star in the charter sector as it has transformed public education within its once flooded city limits. Learn more about this revival in NACSA's newest case study, [Great Expectations in New Orleans](#). [Read More](#)

Confronting the Talent Gap

Last week, we shared with you EdFuel's [Map the Gap: Confronting the Leadership Talent Gap in the New Urban Education Ecosystem](#). Here are our three takeaways from the report. [Read More](#)

Essential Practice #12-Annual Reports

Spotlight on Essential Practices: Annual Reports

Transparency. It's at the heart of accountability in the charter sector. One way authorizers can help to provide schools with a snapshot of how they are doing is through an [annual report](#), the twelfth final practice in NACSA's [Index of Essential Practices](#). [Read More](#)

[issued notices](#) yesterday to 11 authorizers at risk of suspension, reported the *Detroit Free Press*.

NACSA Thanks New and Renewing Members

- Atlanta City School District
- Education One, LLC
- Franklin-McKinley School District (New!)
- Lake Superior State University
- Lighthouse Academies, Inc.
- Maine Association for Public Charter Schools
- Saginaw Valley State University
- SUNY Charter Schools Institute
- Yvonne Cribbs

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Monday, August 11, 2014 10:04 AM
To: Patrick Gavin
Subject: One Million Lives in Action: Great Expectations in New Orleans

View the online version or mobile version [here](#).



One Million Lives In Action



Great Expectations in New Orleans

In the midst of a summer of countless news stories, online sparring and legislative debates about charter school quality, sustainability and scale, we turn to focus on a place where better authorizing has led to better schools and better outcomes. That place is New Orleans.

Nine years ago this month, the city and its school system were largely washed away. The rebuilding of both the city and its schools were characterized by citizens and their government looking for new solutions to long-standing problems.

Today, New Orleans is a place that has a school system that is increasingly doing right by its families - with high standards now in place for school creation and performance and with committed educators leading the way to student success. It has benefited from a set of tireless local and vocal champions for quality. The results are impressive. By 2013 only 5.7% of students attended a failing school, down from 65% in 2008.

With such dramatic data, some might dismiss the story of New Orleans's turnaround as impossible to replicate, but many education leaders disagree. Although a combination of rare circumstances set the stage for transformation in New Orleans, the activities that effected that transformation are replicable. The New Orleans model of reform applies to all states with chronically failing schools and that growing number of large urban districts increasing their charter share of the market. All can learn from New Orleans's victories and missteps and their example of perseverance and ingenuity in creating a better public school system for every student.

One Million Lives in Action highlights stories of authorizing work across the country that is advancing smarter growth and stronger accountability, consistent with the mission and goals of the *One Million Lives* campaign.

Tell us your story! Email [Katie Kelly](#) at NACSA.

NACSA has worked in partnership with state and local education leaders throughout the post-Katrina period to solidify the role strong authorizing has in sustaining and expanding this success. Our involvement and [lessons learned](#) are detailed in our new case study [Great Expectations in New Orleans](#).



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, August 21, 2014 1:42 PM
To: Patrick Gavin
Subject: NACSA Conference Session Descriptions Now Available Online

View the online version or mobile version [here](#).



NACSA Conference Session Descriptions Now Available Online

NACSA's [Annual Leadership Conference](#) is just two months away and every day gets us closer to the opportunity to refresh and recharge in beautiful Miami.

Whether it's a discussion of Common Core or just common challenges, this conference is designed to both inform and inspire you. We have more than 40 breakout sessions ready with topics ranging from creating a shared mission and diversifying your portfolio to improving accountability for alternative schools and meeting the needs of English learners. Whether you are a new authorizer looking for a crash course on essential practices or an experienced authorizer looking to learn about emerging trends, the NACSA Leadership Conference has something for you.

Check out the full schedule of [breakout sessions](#) and [register](#) today.

Don't forget. Early bird registration rates end on August 31.

Five Easy Ways to Register for the NACSA Conference

1. Online

Members use your member credentials to [register online](#). Non-members click the "I would like to register for a new account" link to create a user profile.

2. Email

Download our [PDF registration form](#) and email it to conference@qualitycharters.org.

3. Phone

Call us at 785.865.9405 to register by phone.

4. Fax

Download our [PDF registration form](#) and fax it to 785.843.6153.

5. Walk-In

A walk-in rate is available for on-site registration.



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>

Sent: Friday, August 29, 2014 8:02 AM

To: Patrick Gavin

Subject: Early Bird Rates for NACSA's Leadership Conference Expire in 3 Days

Follow Up Flag: Flag for follow up

Flag Status: Completed

Categories: Authorizer

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Early Bird Rates Expire This Weekend Register Today!

Everyone likes to stretch out those three-day holiday weekends, but here's something we can't extend – the deadline for our Early Bird conference registration. So before you set out to celebrate the end of summer don't miss out on the end of this great offer for a discount on our annual conference.

We want to see you this October at NACSA's 14th

Five Easy Ways to Register for the NACSA Conference

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2. Email
Download our [PDF registration form](#) and email it to

Annual Leadership Conference in Miami.

Need more information on why this is your best opportunity to sharpen your skills, expand your network, and dive into emerging trends affecting the charter school movement? Check out our [website](#) for the full slate of conference sessions that cover the landscape of authorizing policy and practice.

And don't forget. Register now to take advantage of the early bird prices that will be gone before you get back to your desk Tuesday.

Join us in Miami and get ready to create bright futures together!

conference@qualitycharters.org.

3. Phone

Call us at 785.865.9405 to register by phone.

4. Fax

Download our [PDF registration form](#) and fax it to 785.843.6153.

5. Walk-In

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, September 10, 2014 11:29 AM
To: Patrick Gavin
Subject: Time to Talk About the Future

View the online version or mobile version [here](#).



Can we talk?

As a sector, we need to face some of the most challenging issues before us head on. Someone just needs to take the first step to get the conversation going. So let's talk. There's no better place to do it than at NACSA's Annual Leadership Conference next month in Miami.

Join us in one of our conference "super sessions" as we discuss some of our toughest issues including:

Taming the Gorilla in the Room: Full-time Cyber Schools and the Agenda for Quality Charter Schools

The weak academic performance of many full-time cyber charters means that the effort to advance quality-control among all charters is colliding with the reality of cyber school expansion. This session will explore the challenges that recur with cyber charters and what would it take to generate successful cyber schools while closing low performers.

Five Easy Ways to Register for the NACSA Conference

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2. Email

Download our [PDF registration form](#) and email it to conference@qualitycharters.org.

3. Phone

Call us at 785.865.9405 to register by phone.

4. Fax

Upholding the Promise: Promoting Equity in Charter Schools

Charter schools are commonly criticized for exclusionary discipline practices and for not doing enough to provide equal access and quality services to students with special needs and English language learners. Although these criticisms are sometimes exaggerated or unfounded, they cannot be ignored. This session will explore the role of authorizers in promoting equitable access and quality services for all students.

Next Generation Authorizing: What Does the Future Hold?

Charter school authorizers are as diverse as the schools they authorize. What does the future hold for authorizing as the profession continues to grow and mature? How will authorizers adapt to changes in charter schooling and education more broadly? This session will explore these and other questions through the perspectives of authorizers, researchers, and advocates.

Protecting the Public Interest: A Focus on Financial Accountability

One of a charter school authorizer's core responsibilities is financial oversight and accountability. While some authorizers conduct financial oversight very well, others may struggle. Even authorizers that are strong in this area can be surprised when undiscovered problems are exposed. This session will explore how we can do better in protecting both students and the public.

Register today and let's talk!

Download our [PDF registration form](#) and fax it to 785.843.6153.

5. Walk-In

A walk-in rate is available for on-site registration.



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, September 18, 2014 12:05 PM
To: Patrick Gavin
Subject: Ignite Your Inner Leader

View the online version or mobile version [here](#).



Miami Might Just Get Hotter... Ignite Your Inner Leader!

Inside each of us, there is a leader fueling a strong desire to make a difference in the lives of children. That's why we do this important work and support quality charter schools. During the opening plenary session at this year's Annual Leadership Conference in Miami, attendees will be treated to seven unique perspectives on igniting their own leader within to help inspire positive impacts on our nation's charter school students.

The challenge for each of our speakers is to "enlighten us, but make it quick." Join us for inspiration that will energize you for the great conference, and the great opportunities, ahead.

Sharing their inspirations will be:

- Ken Campbell, Black Alliance for Educational Options

Five Easy Ways to Register for the NACSA Conference

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2. Email

Download our [PDF registration form](#) and email it to conference@qualitycharters.org.

3. Phone

Call us at 785.865.9405 to register by phone.

- Bonnie Holliday, Georgia State Charter School Commission
- Lisa Graham Keegan, Education Breakthrough Network
- Jim Peyser, NewSchools Venture Fund
- Nelson Smith, NACSA
- Kisha Verduco, Detroit Public Schools

Register today and let's fire it up!

4. Fax

Download our [PDF registration form](#) and fax it to 785.843.6153.

5. Walk-In

A walk-in rate is available for on-site registration.

Hotel Information

Make sure to visit our page for [hotel reservation information](#).



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Tuesday, November 25, 2014 6:36 AM
To: Patrick Gavin
Subject: Don't Miss Out on History of a Movement: A Special Invitation for NACSA Plus Members

View the online version or mobile version [here](#).

nacsa expert briefing

Don't Miss Out on This Special Event!

History of a Movement with Nelson Smith

Tuesday, December 2 | 1-2 p.m. ET | [Register to Attend](#)

The roots of the charter school movement run deep—much, much deeper than just the opening of the nation's first charter school in 1992. In NACSA's first Expert Briefing, offered exclusively to NACSA Plus members, our own Nelson Smith will offer an overview of the central elements of the charter movement's history from both policy and practice perspectives. Together, we'll explore the movement's very early roots moving into the political and organizational changes that turned charters from an idea into a real force within our public education system. We'll end our journey with where we are now, where the movement might go, and some key challenges that present themselves in the future.

We look forward to your participation in this special event!

[Register to Attend](#)



About Nelson Smith

Nelson Smith is Senior Advisor to NACSA. From 2004 to 2011, he was President and CEO and then Senior Advisor to the National Alliance for Public Charter Schools. Previously, he served as Vice President for Policy and Governance at New American Schools; as Executive Director of the District of Columbia Public Charter School Board; and as Vice President for Education and Workforce Development at the New York City Partnership. From 1985 to 1992, at the U.S. Department of Education, he oversaw programs devoted to improving education through research-based methods. Previously an Adjunct Lecturer at the Harvard Graduate School of Education, Mr. Smith was given a Career Achievement Award from New Schools Venture Fund in 2010, recognizing his quarter-century of leadership in education reform. Mr. Smith is a graduate of Georgetown University.

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Tuesday, November 18, 2014 7:36 AM
To: Patrick Gavin
Subject: History of a Movement: A Special Invitation for NACSA Plus Members

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nacsa expert briefing

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We look forward to your participation in this special event!

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Monday, November 03, 2014 12:29 PM
To: Patrick Gavin
Subject: 2014 NACSA Conference: Session Materials, Conference Survey, and Other Tips

View the online version or mobile version [here](#).



Can you believe it has already been more than a week since we were all together in Miami? We hope you enjoyed your time at the 2014 NACSA Leadership Conference and had a safe trip home!

Even though the conference has come and gone, our work to create brighter futures for our nation's children is just beginning. Read on for a few thoughts on how to put what you learned in Miami to use in your office. We've also included links to materials presented during the event.

And finally, don't forget to save the data for the 2015 NACSA Leadership Conference, October 19-22 in Denver. [Help us improve upon this year's event by completing our conference survey!](#)

Tips for Making the Most Out of What You Learned in Miami

If you attended the NACSA conference, you undoubtedly left

2014 NACSA Leadership Conference Session Materials

Please note, this list includes presentations submitted to NACSA and may not be inclusive of all materials presented at the conference. To request additional materials, please contact

conference@qualitycharters.org.

- [Successful Authorizing Leadership: Tell Us What It Takes!](#)
- [Getting Great People to Stay](#)
- [Unleashing Your Team's Leadership Potential: Creating a Culture for Success](#)
- [Track Record: If You Have](#)

Miami with a number of ideas to implement within your own offices. Now you are home, still catching up on a week's worth of work, and those ideas are quickly falling to the back burner. Don't let them! Here are three easy steps to help make the most out of what you learned at the 2014 NACSA Leadership Conference.

Tip #1—Write Down Your Thoughts

Grab a cup of coffee, shut down your email, and take a few minutes to reflect. What were your important takeaways from the sessions you attended? What were a few things you learned that made a light bulb go off in your head? Write them down and then prioritize. Which idea will have the greatest impact in your office? Which idea is a must-have to strengthen your practices?

Tip #2—Develop a Plan

You have your priority takeaways. Now you need to develop a realistic plan for implementation. Which steps are required to make this plan a reality? Who else do you need to involve in your office? Given everything else on your plate, develop a timeline to help guide you. Have questions or need additional guidance? Reach out to the colleagues you met at the conference or contact NACSA. Visit the [Knowledge Core](#) for resources. Remember: we are always here to help!

Tip #3—Share What You Learned

Not everyone gets to attend the NACSA Leadership Conference, so take a moment to share what you learned with your colleagues in your office. Communicate your takeaways and other things you explored at the event. Involve them in your plan to implement new strategies in your office. Listen to their input and, as a team, discuss the ways your office can continue professional development and practice improvement throughout the year.

[Not a NACSA member? Learn more about joining!](#)

- [One, Use It! Due Diligence](#)
- [Organizational Accountability Measures](#)
- [Promoting Performance: Strategies for Developing Annual Performance Reports](#)
- [Oversight Methods and Tools: Learn from the Field](#)
- [Diversifying Your Portfolio: Setting and Implementing Strategic Priorities](#)
- [Where the Rubber Meets the Road: Fulfilling the Charter Bargain Through Charter Renewal](#)
- [How Good is Good Enough? Determining When a School is Ready to Replicate](#)
- [Where Have We Been and Where are We Going? Trends in State Charter School Legislation](#)
- [The Public Charter School Program: Deconstructing the Policies within Reauthorization Proposals](#)



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105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, October 23, 2014 5:00 AM
To: Patrick Gavin
Subject: NACSA Conference Daily for Thursday: Is It Over Already?

View the online version or mobile version [here](#).



[NACSA Conference Daily for Thursday: Is It Over Already?](#)

Is it over already? We don't know about you, but the past few days have flown by! We hope you enjoyed this year's event as much as we enjoyed having you. Thank you for coming and sharing with us not only the great work you are doing for our nation's kids but also sharing with us the challenges you face so that we may better serve you. We hope you have a safe trip home and look forward to connecting with you in other ways throughout the year.

[We're Not Quite Done Yet](#)

We saved the best for last. We're closing the conference with two important conversations, and you get to choose which one you want to attend. Perhaps you want to talk about the future of the authorizing profession as it continues to grow and mature. Or maybe strengthening your financial accountability measures is a priority for your office. Take your pick of which Super Session you'd like to cap your NACSA Conference off with this morning. Both sessions begin at 9 a.m. *Next Generation Authorizing: What*

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[Hotels and Transportation](#)
[Plenary Sessions](#)
[Breakout Sessions](#)
[Mobile App at Apple Store](#)
[Mobile App at Google Play](#)

What are your fellow attendees saying about this year's conference? Follow their tweets at #nacsa14 and add your own!

Does the Future Hold will take place in the Sandringham Room;
*Protecting the Public Interest: A Focus on Financial
Accountability* will take place in Windsor.

Tell Us What You Think

We want your feedback! We'd love for you to take our quick 10-question survey to tell us how we did this year and how we can improve for next year. You may take the survey via your mobile app (tap Conference Survey) or complete an [online version of the survey](#). Your input will play an important role as we start planning next year's conference.

Speaking of Next Year...

The host of the 2015 NACSA Leadership Conference will be...DENVER! Mark your calendar now for October 19-22! We can't wait to see you there!



Click [here](#) to unsubscribe.



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, October 22, 2014 4:50 AM
To: Patrick Gavin
Subject: NACSA Conference Daily for Wednesday: Let's Keep Going!

View the online version or mobile version [here](#).



NACSA Conference Daily for Wednesday: Let's Keep Going!

Good morning, NACSA Attendees! Can you believe we are already on Day Three of our event? Time sure is flying. We had a great day yesterday, and are looking forward to continuing the momentum today. Here's what we have on tap for you.

How Do You Want to Spend Your Morning?

Choice is at the heart of the charter movement. We want you to be able to choose how you spend your morning. We are pleased to offer, for the first time, Super Sessions for your learning pleasure. Do you want to explore cyber schools or promoting equity? The choice is up to you! *Taming the Gorilla in the Room: Full-Time Cyber Schools and the Agenda for Quality Charter Schools* will take place in the Versailles Ballroom and *Upholding the Promise: Promoting Equity in Charter Schools* will take place in the Biscayne Ballroom. Enjoy!

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[Mobile App at Google Play](#)

Have a question or still need to register? The registration table opens this morning at 7:30 a.m. and is located by the elevators.

We value your feedback! Don't forget to fill out session evaluations for each breakout session you attend

It's Party Time

The 2014 NACSA Leadership Conference has been epic so far, so let's honor it, and the great work of authorizers across the country, with an EPIC celebration. Join us from 8-10 p.m. on the Rooftop Terrace at the EPIC Hotel for breathtaking views of the Biscayne Bay and the company of great friends, old and new. Let's all cross our fingers that Mother Nature behaves herself for this evening's event.

The EPIC Hotel is a short walk from the InterContinental. Just exit the hotel and take a left on Chopin Plaza. Turn left onto Biscayne Blvd, then another left at SE 3rd Ave. Take a slight right into the EPIC Lobby and up the elevators to the terrace.

NACSA Members Unite

NACSA's Annual Membership Meeting will take place today at noon in Versailles Ballroom. Meet NACSA's Board and staff, learn more about the association, share how NACSA can help you overcome your greatest obstacles, and explore the value you receive through your membership. Not a member? We hope you'll consider joining our growing community of authorizers and education organizations committed to quality!

In addition to all of the above, our Independent Statewide Chartering Board Community will convene its first meeting this morning during breakfast in the **Sandringham Room**. This new Community is just for staff members of ICBs. Our policy team is also hosting another policy focus group during breakfast in the **Windsor Room**.

today. Evaluations may be completed via the app or hard copies you will find in each room.

What are your fellow attendees saying about this year's conference? Follow their tweets at #nacsa14 and add your own!



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Monday, October 20, 2014 10:36 AM
To: Patrick Gavin
Subject: NACSA Conference Daily for Monday: Welcome to Miami!

View the online version or mobile version [here](#).



Welcome to the 2014 NACSA Leadership Conference!

We're so happy you're joining us for the three days of learning, sharing, and networking. We've already seen many of you around the hotel or attending our pre-conference activities. If you are making your way in today or early tomorrow, please travel safe. This daily newsletter will provide you with important information you need to know to make the most out of your NACSA Conference experience.

Your Guide to the NACSA Conference... In the Palm of Your Hand

Who needs a program book when you can download a nifty app? We are pleased to once again offer a mobile app to provide attendees with all the information they need about this year's event at their fingertips. The app is available in Apple Store and Google Play. Just search for NACSA. Return user? Find the app in your app directory and tap on the 2014 Conference in your directory to download and start using this year's app. Need help? [Click here for instructions to download and use the app if you haven't already done so!](#)

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What are your fellow attendees saying about this year's conference? Follow their tweets at #nacsa14 and add your own!

Who's Here?

There's an app for that, too! The mobile app provides the opportunity for you to share your contact information with fellow attendees, connect with speakers, and more. To get in on the sharing, you need to establish a profile within the app. You can do this by following these easy instructions.

1. Join the attendee list. You received a prompt to join the list upon download of the event. Select "Join" to share information with your fellow attendees.
2. Edit your profile. To edit your profile on an iPhone, iPad, or Android device, tap the event guide at the top menu of the app. Next, tap "Return to Event Directory" and tap the gear icon in the upper left corner of the phone. Select "Profile Settings."
3. Complete your profile. From this screen, you can upload a picture, share your title and short biography, and post your social media accounts. Once you've completed inputting your information, click "save changes."

Hint: Uncheck "Set Profile to Private" to share your information with other attendees.

Hint: Make sure to fill in your display name, especially if you used a social media account to access the app.

Today's Activities

Registration

Hotel Lobby | 3-7 p.m.

Registration for this year's event starts today at 3 p.m. in the hotel lobby. Tomorrow, you may register on the second floor of the InterContinental by the elevators. A badge is required to attend all conference events, so please don't forget to stop by the registration desk to check-in and pick up a program book before heading to the Welcome Reception.

Welcome Reception

Pool Terrace | 6-8 p.m.

Come have a drink on us as we welcome you to the 2014 NACSA Leadership Conference. Say "hi" to old friends and "pleased to meet you" to new ones. It is the perfect opportunity to unwind from your travels before we get down to business on tomorrow. See you there!



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Tuesday, October 21, 2014 4:08 AM
To: Patrick Gavin
Subject: NACSA Conference Daily: Let's Get it Started in Here!

View the online version or mobile version [here](#).



Let's Get Started in Here!

It's Day Two of the 2014 NACSA Leadership Conference! We hope you got plenty of rest last night, because we are ready to hit the ground running.

What's in a Theme?

Why do we do this important work? To create brighter futures for our nation's children. That's why we are all here in Miami—to gain new skills and learn new things that will help us make sure every child in this country has access to a great education.

This idea is at the heart of NACSA's 2014 Leadership Conference theme, *Creating Futures So Bright*. We've tried to embrace this theme, and have a little bit of fun with it (stop by the membership table to pick up a cool pair of shades!), in every aspect of this year's event.

First, we know that leadership is central to creating better

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We value your feedback! Don't forget to fill our session evaluations for each breakout session you attend

educational opportunities for our children. From our opening plenary session today to numerous breakout sessions focused on professional development, we hope you will leave Miami with your inner leader ignited and ready to make an impact back home.

Second, we know that authorizing is a skilled profession tasked with upholding the charter bargain—autonomy for accountability. To do this work well, we need training on the essentials of authorizing as well the soft skills of authorizing. Over the course of the conference, you can learn everything from how to implement a rigorous application to dissecting emerging trends in the sector. Together, this learning will arm you with a toolkit to lead your office and foster quality in your portfolio.

Finally, we believe that every child deserves a bright future. These students are the reason we are here—whether it's a child on the Big Island of Hawaii or in our host city of Miami.

So let's join together, learn together, and advance the sector together here at the NACSA 2014 Leadership Conference to create futures so bright... you know the rest.

Who's Here?

NACSA is pleased to announce we have more than 450 professionals dedicated to quality at this year's event! We are so honored to have you join us for this important conference.

Here's a breakdown of our attendees:

- Members: 357
- Authorizing Professionals: 265
- Authorizers: 91
- # of Schools Represented: 3,897

Today's Activities

Today is jam packed with activity. We are starting out the day with a number of breakfasts that may interest you:

So You Want to Create a Statewide Authorizer Group?
Tuesday | 7-8:30 a.m. | Balmoral

NACSA Policy Focus Group Breakfasts
Tuesday | 7-8:30 a.m. | Windsor

After you've fueled up for the day, join us in the Versailles Ballroom for our opening plenary session—Ignite Your Inner Leader. This session will feature a number of your peers sharing their own personal leadership stories and the lessons they have learned along their journeys.

Following the opening plenary, it is time to get down to business with our first round of breakout sessions, followed by lunch, then two more blocks of breakouts. We have 20 breakout sessions slotted for today. If you are here with your team, consider dividing and conquering to get the most out of your NACSA Conference experience.

During lunch, NACSA members who are part of the *District*

today. Evaluations may be completed via the app or hard copies you will find in each room.

What are your fellow attendees saying about this year's conference? Follow their tweets at #nacsa14 and add your own!

Authorizer Community, or those members interested in learning more about the community, should join its inaugural meeting in the Versailles Ballroom.

Dinner is on your own this evening, so check out our mobile app for some recommended dining options. If you are a member of the *NACSA Heads of Authorizing Office Community*, or a member who would like to learn more about this group, join us for its inaugural meeting at 5 p.m. in the Trade Room. Feel free to grab a cocktail from the lobby bar!

The *Raza Development Fund* is also hosting a reception for NACSA conference attendees from 6-8 p.m. in the Bayfront Ballroom.

Let's make it a great day at the NACSA Conference!



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, October 16, 2014 1:58 PM
To: Patrick Gavin
Subject: NACSA Conference Weekly: We're Ready for Miami... Are You?

View the online version or mobile version [here](#).



It's Almost Here!

Next week is shaping up to be a beautiful one in South Florida! We can't wait to welcome you and more than 450 of your colleagues to Miami on Monday for the start of the 2014 NACSA Annual Leadership Conference. Our program is jam-packed with unmatched opportunities to learn new approaches and discuss the most pressing issues in our sector. We've also picked a location that provides a wide array of choices for filling your non-conference hours. Last week we shared ideas about things to do. Today let's talk places to venture off to for dinner.

Dining Delights in Miami

Nothing like travel (or meaty conference sessions) to work up an appetite. Here are some ideas for you to explore during your time in Miami.

For no travel time at all, check out the [InterContinental](#)-hosted Happy Hours:

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There's an App for That!

Have you downloaded the NACSA Mobile App yet? This year's app, available through the Apple Store and Google Play, is the best way to keep in touch with what's going on at the NACSA conference. You'll be able to build your own schedule, connect directly with other attendees, manage your posts on social media, complete conference surveys and

- [Toro Toro](#) (Lobby Bar), Daily: 4pm - 7pm, \$5 Appetizers
- [Bluewater](#) (Pool Deck Bar), Daily: 4pm - 7pm, \$3 Beer, \$6 Wine, \$7 Cocktails, Complimentary Snacks

Downtown Miami offers plenty of options. Here's just a few.

Within walking distance from InterContinental:

- [Hard Rock Cafe Miami](#), 401 Biscayne Blvd. R-200, @ Bayside Marketplace
- [Biscayne Tavern](#) (b2 Miami Downtown), 146 Biscayne Blvd.

A bit further but still quite close:

- [City Hall the Restaurant](#), 2004 Biscayne Blvd.
- [Michael's Genuine Food and Drink](#), 130 Northeast 40th St.

For those with more adventurous taste buds, head to [Little Havana](#) or [Little Haiti](#) for great Cuban and Creole culinary offerings.

Some popular eating spots in South Beach/Miami Beach include:

- [Abbey Brewing Company & Pub](#), 1115 16th St., Miami Beach
- [Yardbird Southern Table & Bar](#), 1600 Lenox Ave., Miami Beach
- [Dutch](#) (Located in the W South Beach Hotel), 2201 Collins Ave., Miami Beach
- [Macchialina Taverna Rustica](#), 820 Alton Rd., Miami Beach

Side Meetings

There is a lot going on at the NACSA Conference—even outside of our regular conference programming. Here is a list of additional meetings you may want to partake in at the event:

So You Want to Create a Statewide Authorizer Group?

Grab your breakfast and join representatives from the Florida Association of Charter School Authorizers to learn more about their work as a statewide organization just for authorizers. Tuesday | 7-8:30 a.m. | Balmoral

NEW! Inaugural Meeting of NACSA's District Authorizer Community

District authorizers unite! Please join us for the inaugural meeting of NACSA's District Authorizer Community during lunch on Tuesday to help plan the new group's activities in the coming year. *District Authorizers Only* Tuesday | 12-1:15 p.m. | Versailles Ballroom

Inaugural Meeting of NACSA's Heads of Authorizing Office Community

NACSA's Heads of Authorizing Office Community will host its inaugural meeting at the conference. Grab a cocktail from happy hour and meet up with your peers to discuss the new group's activities for the coming year. *Heads of Authorizing Offices Only* Tuesday | 5-6 p.m. | Trade Room

get text notifications of any changes or updates to the schedule. Having trouble downloading or accessing the app? Contact nacsa@qualitycharters.org.

Be Our Guest

Who doesn't want to visit Miami during the beautiful month of October? We are pleased to offer a special rate of \$100 for adult guests of NACSA conference attendees. This rate includes two breakfasts and two networking receptions. You may register your guest online through our registration portal or by calling (785) 865-9405.

Tweet It Out

Are you active on Twitter? Send us a tweet at [@QualityCharters](https://twitter.com/QualityCharters) using the hashtag [#nacsa14](https://twitter.com/nacsa14) and let us know that you are joining us in Miami!

Walk-In Rates

Advanced registration is now closed. Attendees that have not yet registered should do so on-site in Miami. Please note walk-in rates of \$600 for members and \$700 for non-members.

Discounted Shuttle from Nearby Airports

We are pleased to have secured a 10 percent discount from Super Shuttle on airport transfers from either Miami or Fort Lauderdale-Hollywood International Airports. Reservations are required. You can [book online](#) or call 1 (800) 258-3826 to make reservations. Please make sure to mention the group code (4UVLU) or you will not be able to get the discount.

[Visit our website for more information on airport transportation.](#)

Raza Development Fund Invites You!

Raza Development Fund is pleased to invite NACSA attendees to its reception hosted Tuesday evening. Join their education team for cocktails, appetizers, and conversation centered around our shared vision and common goal of providing a brighter future for all children. Please RSVP to Amanda Sanchez at asanchez@razafund.org or 602.417.1410.
Tuesday | 6-8 p.m. | Bayfront Ballroom A

Inaugural Meeting of NACSA's ICB Community

The new NACSA Community just for staff members of Independent, Statewide Chartering Boards/Commissions will host its inaugural meeting during breakfast on Wednesday. Join us to help plan the first year of this exciting new group. *ICB Staff Only*
Wednesday | 7-8:30 a.m. | Sandringham

NACSA Policy Focus Group Breakfasts

Interested in working to enact changes in state policy to promote quality charter school authorizing? Join your colleagues with similar interests for breakfast. These informal sessions are designed for participants interested in sharing their challenges, ideas, and experiences with peers. NACSA's policy team will be on hand to facilitate discussion.
Tuesday and Wednesday | 7-8:30 a.m. | Windsor



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, October 16, 2014 9:37 AM
To: Patrick Gavin
Subject: Please Join Us for "Successful Authorizing Leadership: Tell Us What It Takes!"

View the online version or mobile version [here](#).



Greetings!

We would like to personally invite you to join us for a special workshop intensive that we are offering at NACSA's [2014 Leadership Conference](#). This session, *Successful Authorizing Leadership: Tell Us What It Takes!*, is being held on Tuesday, October 21, from 12-2:45 p.m.

The session is a "working lunch summit" on defining what it takes to be a successful authorizing leader, and we think you would be a wonderful asset to the session. This will not be a sit back and take it all in type of session; we are looking for you to dig into some critical conversations so that we, as an authorizing community, develop a better picture of the key qualities a leader of an authorizing office must have to be effective in his/her role. (For the full session description, please see the [conference Web site](#) or the conference app.)

This is the first time that we are holding a session such as this, and we are thrilled to engage with you at conference in a new and exciting way. We hope that you will grab lunch and join us in the Michelangelo Room at 12 p.m. on Tuesday for what should prove to be an enlivened and enlightening discussion!

Hope to see you there!

Darlene Chambers, Ohio Alliance for Public Charter Schools
Ethan Hemming, Colorado Charter School Institute
Amy Ruck Kagan, New Jersey Department of Education
Kasey Miller, NACSA

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, October 09, 2014 2:35 PM
To: Patrick Gavin
Subject: NACSA Conference Weekly: Things to Do in Miami

View the online version or mobile version [here](#).



Thank You for Registering!

Thank you for making plans to join more than 400 of your peers for the 2014 NACSA Leadership Conference in beautiful Miami. We can't wait to welcome you to South Florida in just 11 days! This is the second of three weekly newsletters that will serve as your portal to news and information regarding the conference and all there is to see and do during your time in Miami.

Making the Most of Your Time in Miami

You're going to be busy at the NACSA conference while you maximize your learning time and networking opportunities. But there is plenty of time for fun outside of conference activities!

Two helpful portals to explore your particular interests are the [Greater Miami Convention and Visitors Bureau](#) or [tripadvisor's webpages on Miami](#), which also include reviews. Find details on museums, outdoor activities, beaches, nightlife, and much more. Whether you explore alone or spend time with family or friends,

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here are a few highlights of the many ways to enjoy the sun and sights of Miami.

- Venture to famous South Beach (a 15-minute cab ride away). The barrier island that runs along the coast of downtown Miami is called Miami Beach. The southernmost tip (about 20 blocks) of this island is South Beach, home to beautiful Art Deco architecture, every imaginable designer boutique, and world famous nightlife. Check out Lincoln Road, a charming pedestrian mall to shop, eat and drink, or simply stroll and people-watch.
- Hungry? Check out our mobile app for some great recommendations for dining options around the hotel and in Miami Beach.
- You want some sports action? Check out Tuesday night's [Miami Heat vs. Houston Rockets](#) basketball game at the American Airlines Arena.
- Craving art? A new addition to the modern and contemporary art offerings is PAMM, [The Perez Art Museum Miami](#), 1103 Biscayne Blvd.
- Want to soak in some sun? Try Bayfront Park on Biscayne Bay in downtown Miami or Lummus Park Beach in the South Beach neighborhood (on Ocean Drive from 6th to 14th streets).
- Love sea animals? Visit the classic destination—[Miami Seaquarium](#), where you may recognize the TV and movie set of "Flipper," filmed right here during the 1960s.

How to get around: If you'd rather not drive or take a cab, hop on Miami-Dade Transit's free [Metromover](#). The InterContinental is near the Bayfront Park Station of Metromover. You can catch it to access such area attractions as the Perez Art Museum, the American Airlines Arena, the Historical Museum of Southern Florida and shopping, restaurants and hotels throughout Downtown Miami.

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Tuesday and Wednesday | 7-8:30 a.m. | Windsor

Stay tuned for additional meetings taking place at this year's conference.



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, October 08, 2014 10:11 AM
To: Patrick Gavin
Subject: Announcing the 2014 NACSA Board Slate

View the online version or mobile version [here](#).



The Board of Directors of the National Association of Charter School Authorizers Invites you to Attend the 2014 Annual Membership Meeting Luncheon

Wednesday, October 22, 2013 | 12-1:15 p.m. | Intercontinental Miami | Versailles Ballroom

In July, NACSA solicited from its membership nominees for seats on its Board of Directors. Three seats were available for full three-year terms. A Nominating Committee comprised of Board members Lisa Graham Keegan, Karega Rausch, Scott Pearson and Hanna Skandera and the organization's chief executive (Greg Richmond) reviewed the candidate qualifications.

The Nominating Committee recommended the following candidates for election as Directors. The Directors will have voted on these candidates at the Board of Directors Meeting prior to the Annual Membership Meeting on October 22nd.

For three-year terms:

José Cole-Gutiérrez, Director, Charter Schools Division of the Los Angeles Unified School District

Cole-Gutiérrez has served on NACSA's Board of Directors since 2013.

In his role at LAUSD, Cole-Gutiérrez is responsible for leading the team striving to foster high quality educational options through exemplary charter school authorizing. LAUSD is the largest school district authorizer of charter schools in the country with about 250 schools serving over 130,000 students. Prior to joining LAUSD, Cole-Gutiérrez served as general manager for the Los Angeles region of the California Charter Schools Association where he supported the development of quality charter schools and increased accountability measures, and collaborated with districts to enhance policy and practice. He served for nearly seven years as Academic Programs Director for PUENTE Learning Center in Los Angeles before joining the Association. Cole-Gutiérrez volunteers in various capacities, including service as a board member for Advance!, a college counseling and preparation program, and as an advisory board member for the Center on Educational Governance at USC and the Charter and Autonomous School Leaders Program at CSU Dominguez Hills. Cole-Gutiérrez earned his Bachelor of Arts degree in History from Stanford University with honors in Education and a Master's Degree in Education from the Harvard University Graduate School of Education.

Alan Coverstone, Executive Director of Metro Nashville Public Schools

Coverstone has served on NACSA's Board of Directors since 2011.

In 2008, Alan Coverstone was elected to serve on the Metro Nashville Board of Education. During his time on the board, Coverstone led a study group that evaluated district policies and practices regarding charter schools and established most of the recommendations that have become the heart of the District's portfolio approach to schools of Innovation today. In 2009, Coverstone was offered the position of Executive Director of Charter Schools with the school district. In this capacity, Coverstone was instrumental in designing the office and establishing a stronger relationship with and policy oversight of the district's charter schools. In 2010, Coverstone played a key role in earning Nashville a spot as one of nine cities nationwide to participate in the Gates Foundation District-Charter Collaboration Compact. That same year, Coverstone was selected to administer the \$12 million Magnet School Assistance Grant awarded to MNPS. Under his direction, six district schools have been converted into thematic magnet schools: two museum magnets, three STEM magnets, and Nashville's first entertainment industry magnet school. In the summer of 2011, Coverstone was tapped to also lead the district's newly created Office of Innovation, overseeing a portfolio of turnaround schools during the 2011-12 school year.

Rick Hess, Resident Scholar and Director of Education Policy Studies, American Enterprise Institute

Hess has served on NACSA's Board of Directors since 2008.

As the Resident Scholar and Director of Education Policy Studies at the American Enterprise Institute, Hess studies a range of K-12 and higher education issues. He is an educator and political scientist and has authored influential books such as *Cage-Busting Leadership*, *Common Sense School Reform*, *Revolution at the Margins*, and *Spinning Wheels*. He is executive editor of *Education Next*, a faculty associate with Harvard's Program on Education Policy and Governance, and he serves on the review board for the Broad Prize in Urban Education.

The results of the board vote will be announced at NACSA's Annual Membership Meeting which will take place at noon on Wednesday, October 22, 2014 in the Versailles Ballroom of the InterContinental Miami in Miami, Florida.

National Association of Charter School Authorizers | 105 W. Adams Street, Suite 3500 | Chicago, IL 60603-6253

[Click here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, October 02, 2014 2:03 PM
To: Patrick Gavin
Subject: NACSA Conference Weekly: Thank You for Registering!

View the online version or mobile version [here](#).



Thank You for Registering!

Thank you for making plans to join more than 400 of your peers for the 2014 NACSA Leadership Conference in beautiful Miami. We can't wait to welcome you to South Florida in just 18 days! This is the first of three weekly newsletters that will serve as your portal to news and information regarding the conference and all there is to see and do during your time in Miami.

NACSA's Gone Mobile

Back by popular demand—NACSA's Annual Leadership Conference Mobile App! We are pleased to once again offer conference attendees a mobile app in place of a program book. From the app you'll be able to build your conference schedule, connect with speakers and other attendees, and stay in touch with what's happening around you via social media. We will soon send you more information soon on how to make the most out of this great app, but we know you can't wait to get started. Returning conference attendees can just go into their NACSA Mobile app

Quick Links

[Conference Web Page](#)
[Hotels and Transportation](#)
[Plenary Sessions](#)
[Breakout Sessions](#)
[Mobile App at Apple Store](#)
[Mobile App at Google Play](#)

Be Our Guest

Who doesn't want to visit Miami during the beautiful month of October? We are pleased to offer a special rate of \$100 for adult guests of NACSA conference attendees. This rate includes two breakfasts and two networking receptions. You may register your guest online or by calling (785) 865-9403.

and tap on this year's event to view this year's app. New users can download it now from the [Apple Store](#) or [Google Play](#).

Alternative Hotels for Conference Attendees

NACSA's room block has now expired and rooms at the InterContinental Miami are in short supply on some of our conference nights. For those of you who have yet to make reservations, have no fear. The Bayfront area of Miami is host to a number of beautiful hotels where you should be able to find a room very close to the conference site. Check out our [conference website](#) for a list of nearby hotels and links to their websites.

Discounted Shuttle from Nearby Airports

We are pleased to have secured a 10 percent discount from Super Shuttle on airport transfers from either Miami or Fort Lauderdale-Hollywood International Airports. Reservations are required. You can [book online](#) or call 1 (800) 258-3826 to make reservations. Please make sure to mention you use the group code (4UVLU) or you will not be able to get the discount.

Side Meetings

There is a lot going on at the NACSA Conference—even outside of our regular conference programming. Here is a list of additional meetings you may want to partake in at the event:

So You Want to Create a Statewide Authorizer Group?

Grab your breakfast and join representatives from the Florida Association of Charter School Authorizers to learn more about their work as a statewide organization just for authorizers.
Tuesday | 7-8:30 a.m. | Balmoral

NACSA Policy Focus Group Breakfasts

Interested in working to enact changes in state policy to promote quality charter school authorizing? Join your colleagues with similar interests for breakfast. These informal sessions are designed for participants interested in sharing their challenges, ideas, and experiences with peers. NACSA's policy team will be on hand to facilitate discussion.
Tuesday and Wednesday | 7-8:30 a.m. | Windsor

Stay tuned for additional meetings taking place at this year's conference.

Tweet It Out

Are you active on Twitter? Send us a tweet at [@QualityCharters](#) using the hashtag [#nacsa14](#) and let us know that you are joining us in Miami!

Walk-In Rates

Do you have a colleague that hasn't registered yet for conference? Encourage them to register before COB on Wednesday October 15 to avoid paying the walk-in rate of \$600 for members and \$700 for non-members.



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, September 25, 2014 1:13 PM
To: Patrick Gavin
Subject: Get Help with the Tough Calls at NACSA's Annual Conference

View the online version or mobile version [here](#).



Making the Tough Calls

You know those moments – there is a reason they're termed *tough calls*.

Some decisions are black and white. Some decisions must be made by wading into murky, grey waters.

You may be choosing between competing priorities. You may know there's no perfect solution. You want to do what's best for the students.

And the best news is you're not alone! Others around the country have done this and survived to tell the tale. At next month's [NACSA Annual Leadership Conference](#), hear how you can face those moments with confidence using clear standards, detailed data, crisp communication, and a strong focus on outcomes.

Scheduled conference sessions that dig into those tough-call moments include:

Five Easy Ways to Register for the NACSA Conference

1. Online

Members use your member credentials to [register online](#). Non-members click the "I would like to register for a new account" link to create a user profile.

2. Email

Download our [PDF registration form](#) and email it to conference@qualitycharters.org.

3. Phone

Call us at 785.865.9405 to register by phone.

- **Help Me, Help You - Preparing to Make Difficult Decisions Less Difficult:** How do authorizers prepare for and carry out high stakes decisions? Learn from those who have done it.
- **Managing the Decision Makers - Building a Strong Relationship with Your Board:** Learn how executive charter school staff can foster stellar relationships with authorizing boards.
- **Protecting Student Rights and School Autonomy - Strategies for Monitoring School Discipline Practices:** Public charter schools and their authorizers are coming under greater scrutiny over student discipline. What's an authorizer to do? Gather smart strategies to take home.
- **Navigating the Legal Landscape:** Hear about evolving legal environments and their impact on your day-to-day work.

Don't make these tough calls alone: come to Miami, and let the sun light your way to making the best decisions on those tough calls!

[Register today.](#)

4. Fax

Download our [PDF registration form](#) and fax it to 785.843.6153.

5. Walk-In

A walk-in rate is available for on-site registration.

Hotel Information

Make sure to visit our page for [hotel reservation information](#).



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Rowland, Cortney <CRowland@NGA.ORG>
Sent: Thursday, October 16, 2014 8:33 AM
To: Patrick Gavin
Cc: Silverman, Sarah; Owen, Isabel
Subject: follow-up
Attachments: NGA Center Request for Application for Technical Assistance to Improve Charter Schools - Final.docx

Patrick –

It was great to talk with you yesterday. As promised, I'm sending a follow-up with a few items:

- Attached is the application for the NGA technical assistance project that I told you about. Let me know if you have questions or want to talk through options for structuring a scope of work for NV.
- Speaking of focus areas for work in NV, below are the items you mentioned during our call yesterday – we talked about a range of tools for how to think about and address these issues, including legal, policy, and regulatory action as well as tools and resources that might help facilitate and support best practice:
 - Developing and implementing policies and practices related to automatic closure. For example, what happens when there is a group of schools/grade levels under the same name and the performance varies (i.e., some grade levels or specific schools within the group/network are performing well and others are not).
 - Considerations for charter school expansion, particularly an application and approval system that may lend itself toward the successful proliferation of schools that are part of a larger management organization.
 - Equity of access
 - Balance between autonomy and accountability
- Last, I'd like to introduce you to my colleague Isabel Owen. Isabel is cc'd on this email and she will be at the NACSA meeting next week. I hope you have a chance to meet in person. Isabel is also doing research for you on the issue of board authority around rulemaking and regulatory action. She is aiming to get the details to you by the end of next week – after you all return from Miami. Also, Paul O'Neill, who I mentioned is a consultant on the NGA project, will be at the NACSA meeting next week as well. He can give you more details on the great work he did in Massachusetts, particularly around equity and accountability/autonomy.

Enjoy Miami!

Talk soon,
Cortney

Cortney Rowland
Senior Policy Analyst, Education Division
National Governors Association Center for Best Practices
444 North Capitol Street, Suite 267
Washington, DC 20001
202-624-7857 (phone)
202-624-7825 (fax)
crowland@nga.org

<http://nga.org/cms/center/edu>

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, October 14, 2014 6:23 PM
To: Erin Hasty; Silverman, Sarah; Rowland, Cortney
Cc: Danny Peltier
Subject: RE: Nevada Charter School

Sarah and Courtney,

I wanted to circle back to confirm if 11 am PT tomorrow still works for this conversation and inquire about setting up a dial-in, assuming you may be calling in from different locations. If you'd like, we can use the SPCSA conference line:

Phone Number: 1-888-204-5987
Access Code: 7205731

Alternately, I can also dial you directly if you're planning to call from the same office. Let me know what works best for you.

Best,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Erin Hasty
Sent: Friday, October 10, 2014 4:28 PM
To: Patrick Gavin; Silverman, Sarah
Cc: Rowland, Cortney
Subject: RE: Nevada Charter School

Sounds great. Thank you, everyone!

Please let me know if I can be of assistance in any way, and I hope everyone has a great weekend!

Erin

From: Patrick Gavin
Sent: Friday, October 10, 2014 4:10 PM
To: Silverman, Sarah
Cc: Erin Hasty; Rowland, Cortney
Subject: Re: Nevada Charter School

Wednesday at 11 is ideal.

I believe Erin is out of the office next week but I'm happy to do a call then as I will be out of the office the week thereafter at NACSA.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](http://1749.N.Stewart.Street,Suite.40)
[Carson City, NV 89706](http://Carson.City,NV.89706)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Oct 10, 2014, at 1:43 PM, Silverman, Sarah <SSilverman@NGA.ORG> wrote:

Hi Erin and Patrick,

I'm looking forward to connecting with you both. My colleague, Cortney Rowland, leads our charter work and will be able to provide an overview of the ways we can assist you.

Please let me know if any of the following work for you for a call:

Wednesday 10/15 – 11 am PT
Friday 10/17 – between 9:00 am and 11:00 am PT
Monday 10/21 – 11:30 PT
Wednesday 10/22 – 11:00 PT

Have a great weekend!
-Sarah

Sarah K. Silverman
National Governors Association
P: 202-624-5486
C: 614-304-1785

From: Erin Hasty [<mailto:erin.hasty@gov.nv.gov>]
Sent: Friday, October 10, 2014 12:33 PM
To: Silverman, Sarah
Cc: Patrick Gavin
Subject: Nevada Charter School

Happy Friday, Sarah!

I have reached out to Patrick Gavin, Executive Director of the State Public Charter School Authority of Nevada (copied) regarding the technical assistance opportunity. I let him know of our pre-discussions with Dale and he has expressed interest in the initiative.

Can we schedule a time to review the information and your intent of the project with him, along with any other information you think NGA could provide him in his role (I have expressed how much you have helped Nevada!).

Thank you so much for your time,
Erin

Erin Hasty
Policy Analyst
Office of Governor Brian Sandoval

<image001.png>

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Patrick Gavin

From: Sean Conlan <seanc@qualitycharters.org>
Sent: Tuesday, November 25, 2014 1:54 PM
To: Patrick Gavin
Subject: Question from NACSA regarding NV SPCSA's virtual charter schools

Hello Patrick:

With the increasing number of full-time virtual schools and students enrolled in them, NACSA continues to investigate the unique challenges faced by authorizers who charter virtual schools. We believe that the best sources of information about authorizing these schools are authorizers themselves. I'm writing with the hope you can help us with a topic we are currently researching. We're investigating the performance of virtual schools. We're particularly interested in the performance of virtual schools from the perspective of authorizers.

In your office's response to our annual survey (Thank you!), you indicated that your office oversees three fully-online virtual schools and that you provide your schools annual reports on their performance. If those reports are publicly available, would you be willing to share the most recent annual report(s) provided to your virtual schools? Or direct me to where I could find the report(s)?

If it would be easier, I would be happy to meet briefly over the phone to discuss.

Thank you,

Sean

P.S. Thank you again for responding to our survey this year. Happy Thanksgiving!



Sean Conlan, Ph.D.
Director of Research and Evaluation
National Association of Charter School Authorizers
4117 Lanark Avenue | Fort Worth, TX 76109-5444
[817.841.9035](tel:817.841.9035) direct
312.376.2400 fax
www.qualitycharters.org

Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Tuesday, June 09, 2015 2:54 PM
To: Gail Greely (ggreely@acoe.org); Patrick Gavin; Allsopp, Drew
Cc: Alex Medler
Subject: Schedule, Materials: DC Visit with NACSA: June 11th
Attachments: Fed ESEA- NACSA Overview- 6-15.pptx; NACSA- DC Schedule and Background- June 11.docx

Gail, Patrick and Drew-

I am looking forward to seeing everyone for our Hill day on Thursday.

Attached is a meeting schedule for the 11th. I've also included two pieces of background materials: a basic overview of the ESEA proposals (attached powerpoint) and a list of likely topics that we can address in our meetings (in the word document, following the meeting schedule).

We will plan to rendezvous in the lobby of the Marriott Wardman Park at 9:00 am on Thursday morning. Apologies to the West Coasters!

In addition, I'd love to meet up with folks for dinner or a nightcap depending on everyone's plans to do a run through of the day and answer any questions. Let me know if you are available and what time might work. I'd propose 7:30 for dinner, perhaps 8:30 or 9 for a nightcap or coffee. Otherwise we can do a quick run through in the morning over coffee or in the cab.

My cell is 510-612-3244 if anything comes up.

Thank you again for your time for what looks to be a great day!

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
510.612.3244 direct
amandaf@qualitycharters.org
www.qualitycharters.org

From: Amanda Fenton
Sent: Monday, June 01, 2015 5:29 PM
To: Gail Greely (ggreely@acoe.org); 'Patrick Gavin'; 'Allsopp, Drew'
Cc: Alex Medler
Subject: DC Visit with NACSA: June 11th

Gail, Patrick, and Drew-

Thank you all for your interest in coming to DC for a day of meetings on June 11th! We are officially a go for June 11th!

I am very excited to have such a great group of authorizers to come and talk to Congressional offices about the role authorizers play in a high quality charter school sector. As I mentioned in my email, this is a great opportunity to give federal offices a chance to talk to practitioners about the work of charter school authorizing. In my experience topics have varied wildly and may include things like: practices/policies to support strong authorizing, coping with the testing/standards transition, methods to hold charter schools accountable, charter school growth and replication, the merits of different federal Charter School Program grants, and the role of authorizers in special education and ELL oversight.

Throughout the next week you'll be receiving from me an agenda for the day as well as any necessary background materials for our meetings. I'll also be reaching out to each of you individually to confirm travel logistics and make the necessary reservations.

Thank you all again! I'm very excited to welcome you all to DC!

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, Illinois 60603
Mobile: 510.612.3244 | www.qualitycharters.org



2015 NACSA Leadership Conference COLORADO | October 19-22, 2015

Join 400 authorizer and education professionals just outside of Denver as we share ideas about how we can shape brighter futures for children in our communities.

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Friday, June 05, 2015 10:13 AM
To: Patrick Gavin; Danny Peltier
Subject: Information Regarding NACSAPlus
Attachments: NACSA Conference Information

Hi Patrick and Danny,

For some reason, your server keeps bouncing the attached message regarding the NACSA Conference. Hopefully this one comes through!

Best,
Courtney



Courtney Leigh Beisel, Senior Membership Manager
National Association of Charter School Authorizers
Direct: 724.719.2554 | courtneyb@qualitycharters.org

[2015 NACSA Leadership Conference](#)
[COLORADO | October 19-22, 2015 | Register Today!](#)

Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Thursday, April 02, 2015 7:32 AM
To: Patrick Gavin
Cc: Alex Medler; Christina Ricordati
Subject: RE: Proposed NACSA comments on SB460
Attachments: NV SB 460- NACSA Position Letter.pdf

Patrick-

Thank you for taking the time to talk with me yesterday about SB 460. In response to our conversation I have added more details to our recommendations regarding the alternative performance framework to reflect concrete suggestions for the Committee to consider. They can be found on Page 3 of the attached letter. This recommends: adding a "mission" requirement; redefining "academically disadvantaged"; and limiting eligibility to those schools that meet the statutorily defined criteria. We will submit the letter before 3pm pacific today as I understand the hearing has been moved to tomorrow.

We'd be happy to assist in any way we can as policy makers consider establishing an alternative performance framework. There are indeed lots of pros and cons and other factors to consider as you craft something that works best for all schools in Nevada.

Please let me know if you have any questions.

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
510.612.3244 direct
amandaf@qualitycharters.org
www.qualitycharters.org

From: Amanda Fenton
Sent: Wednesday, April 01, 2015 11:45 AM
To: 'pgavin@spsca.nv.gov'
Cc: Alex Medler; Christina Ricordati
Subject: Proposed NACSA comments on SB460

Patrick-

A pleasure to meet you over email. I'm working with Alex Medler on NACSA's response to SB 460. We have significant concerns with Sections 3 and 4 of the bill and have prepared a comment letter for submission to the Senate Education Committee. We'd be happy to discuss the letter and its content, particularly if there are any additional factors we should consider prior to our public submission.

If there is anything else we can do to assist or inform the Authority on this matter please let us know.

Best-

Amanda



Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
510.612.3244 direct
312.376.2400 fax
amandaf@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Wednesday, April 01, 2015 8:45 AM
To: Patrick Gavin
Cc: Alex Medler; Christina Ricordati
Subject: Proposed NACSA comments on SB460
Attachments: NV SB 460- NACSA Position Letter.pdf

Patrick-

A pleasure to meet you over email. I'm working with Alex Medler on NACSA's response to SB 460. We have significant concerns with Sections 3 and 4 of the bill and have prepared a comment letter for submission to the Senate Education Committee. We'd be happy to discuss the letter and its content, particularly if there are any additional factors we should consider prior to our public submission.

If there is anything else we can do to assist or inform the Authority on this matter please let us know.

Best-

Amanda



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amandaf@qualitycharters.org
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Patrick Gavin

From: Hemming, Ethan <Hemming_E@csi.state.co.us>
Sent: Monday, March 30, 2015 2:10 PM
To: cschumacher@thecenterforcharters.org; Deanna.Rowe@asbcs.az.gov; jeannettev@spokaneschools.org; Kasey Miller (kaseym@qualitycharters.org); Patrick Gavin; spearson@dcpcsb.org; Stephanie.Klupinski@clevelandmetroschools.org; wbrazell@sscharter.org; higelin_judy@laoe.edu; marlies.burns@schools.utah.gov; Katie.Poulos@asbcs.az.gov
Cc: Barker, Susan Miller; Kasey Miller (kaseym@qualitycharters.org)
Subject: Follow up from Phoenix
Attachments: NACSA-Phoenix Meeting Notes.docx; CSI Employee Evaluation and Growth - Guidance -1415-FINAL.docx; Succession Plan Overview v3.pptx; Partnership Auth MOU - Adams 14 - Draft 022415.docx; Partnership Auth MOU - Englewood District 1.16.15.docx; CSI School Leader Satisfaction Survey 2014 - Sept 2014.pdf; 05 CCSI 2013 Item Freq - On-site.pdf

Hi All,

I hope everyone is doing well! Susie, Kasey and I wanted to thank you all again for the amazing two days we had in Phoenix. The discussion and dialogue were amazing and beneficial to us. We hope everyone came away with a fresh perspective, new information, and, most importantly, new relationships in our work. We think the success of this event will propel us forward with another similar event.

Please see below for the link the Summit evaluation that Kasey created for us. Please complete that survey as soon as you can so that your insights are fresh and we can turnaround a summary of the outcomes.

I am also sending along the notes (such as they are!) from the two days along with some other information that was requested at various times during the sessions (my notes on who asked for what were a bit lacking so I am attaching all items here). I promise to become proficient in the NACSA portal for our community soon and will use that for future sharing.

If there is anything else needed in the meantime, please let Susie or I know. We are grateful to be working with this Community (the BEST community – and I mean that in a truly collaborative sense) and look forward to more work in the future.

Thanks
Ethan and Susie

Followup Summit Evaluation link:

<https://www.surveymonkey.com/s/6KLTYH>

Ethan Hemming | Executive Director

Office: 303.866.2704 | Mobile: 720.626.2647 | FAX: 303.866.2530



Colorado Charter School Institute
1580 Logan Street, Suite 210
Denver, Colorado 80203

Patrick Gavin

From: William Haft <williamh@qualitycharters.org>
Sent: Tuesday, March 24, 2015 9:41 AM
To: Patrick Gavin
Cc: Alex Medler
Subject: RE: Authorizer Staff/Student or Staff/School Ratios
Attachments: Authorizer Budgets and Fees 9 16 13 Final.docx

Patrick,

We don't have a lot formalized. Here's a brief memo from fall 2013 based on that year's survey. We've also been doing a fair amount of work with new authorizers lately and based on that experience I would say that the staffing/school ratio should probably evolve over the life of the authorizer and the growth of the portfolio – ideally starting high and then dropping down a bit over time.

I say this because whether an authorizer has 2 schools or 10 schools or 100 schools, there are certain things that need to be covered that require skills/training/experience that aren't likely to be found in one person. For example, performance management requires financial expertise for review of finances, legal expertise for review of operations, and educational program credentials for academic accountability. These are bound to be three different people even when there are only a couple of schools.

Once the authorizer is at scale, the 0.34 staff-to-school ratio strikes me as very reasonable as a guide. We just don't have data to illustrate a particular target.

William

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, March 23, 2015 6:22 PM
To: Alex Medler; William Haft
Subject: Authorizer Staff/Student or Staff/School Ratios

Do you have any data on the ratio of students or staff in portfolio to the total FTEs for independent chartering entities and those who look/act independent (e.g. SUNY). I've been asked to speak with a legislator tomorrow morning on our agency budget and they want something in writing to justify our staffing allocation before they start cutting. I've heard .34 staff/school from Scott Pearson and wondered if there was a report or factsheet that I could share to back up our rationale before they start cutting.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

Patrick Gavin

From: Kasey Miller <kaseym@qualitycharters.org>
Sent: Monday, March 09, 2015 1:48 PM
To: Kasey Miller
Cc: susanmiller.barker@suny.edu; ethanhemming@csi.state.co.us; Lynn-Marie Lucas; Courtney Leigh Beisel
Subject: Heads of Authorizing Offices Summit in Phoenix
Attachments: Arizona Authorizing Leaders Summit.pdf

Good afternoon!

Thank you again for your interest in joining us in Phoenix for the first-ever summit hosted by the NACSA Heads of Authorizing Office Community – we are excited to have you join us.

I have attached the finalized agenda for the Summit. As you will see on the agenda, Cindy Schumacher from the Center for Charter Schools at Central Michigan University will be facilitating a session on strategic planning during the Summit. If you have a strategic plan and experience with the strategic planning process that you would like to share with your peers, please reach out to Cindy.

On a related note, we are designing this Summit with a goal of creating a highly interactive and relatively informal environment that is conducive to peer-to-peer sharing of practical information. To that end, please come prepared to dive in and fully engage with other attendees by being willing to share your thoughts, ideas and experiences. Your participation and engagement are a critical component of the Summit's success!

In terms of logistics, you should have received an e-mail from Lynn-Marie Lucas with your hotel confirmation number and ground transportation information. If you have any questions regarding logistics, please feel free to reach out to Lynn-Marie (copied on this e-mail).

If you have other questions, please feel free to contact me. We look forward to seeing you in Phoenix next week!

Best,
Kasey



Kasey Miller
Vice President of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2367 direct
312.376.2400 fax
www.qualitycharters.org

Patrick Gavin

From: Lynn-Marie Lucas <lynn-mariel@qualitycharters.org>
Sent: Tuesday, March 03, 2015 8:26 AM
Subject: NACSA Heads of Authorizing Office Community
Attachments: NACSA Authorizing Leaders Summit - Tentative Agenda.pdf

Good morning!

Thank you again for your interest in joining us in Phoenix for the first-ever summit hosted by the NACSA Heads of Authorizing Office Community.

We are pleased to report we have been able to secure a room block for the group at the Palomar Phoenix Cityscape. The negotiated rate is \$269 plus applicable taxes. This is a significant reduction in the going room rate in Phoenix (Spring Training Season!) and we sincerely hope this fits within everyone's budget.

Rooms are limited, therefore we'd like to place rooms on hold for you. Please forward your arrival/departure dates so that I can secure a room for you.

If you are unable to join us, please give us a heads up so we may adjust meal orders accordingly. We do intend on holding future meetings of this nature; there will be plenty of opportunities to participate in a similar manner throughout the next year.

Warmest Regards,
Lynn-Marie

Lynn-Marie Lucas
Executive Assistant to the President
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2322 direct
312.376.2400 fax
www.qualitycharters.org
lynn-mariel@qualitycharters.org

I'd love to take a self-guided tour! Sorry for being so slow to respond—we moved directly from applicant hearings to the legislative session and bandwidth is at a premium.

Apropos the latter—we're trying to build some support for authority to purchase board training for our schools and prospective applicants. Would you be in a position to provide a quote on letterhead—keeping in mind there might be an option to negotiate a discount down the road, I think that we'd be looking for the full cost for all 22 approved schools so that we can provide a conservative estimate. Is there any way you could send something over this week?

Regards,

Patrick

Patrick J. Gavin

Director

State Public Charter School Authority

1749 N. Stewart Street, Suite 40

Carson City, NV 89706

Direct: [775-687-9160](tel:775-687-9160)

Office: [775-687-9174](tel:775-687-9174)

Fax: [775-687-9113](tel:775-687-9113)

From: Kate Williamson [mailto:kwilliamson@charterboards.org]

Sent: Wednesday, January 21, 2015 1:38 PM

To: Patrick Gavin

Subject: Following up in the new year

Hi, Patrick,

Happy New Year!

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, February 18, 2015 11:07 AM
To: Courtney Leigh Beisel
Cc: Barker, Susan Miller (Susanmiller.Barker@suny.edu); ethanhemming@csi.state.co.us
Subject: Tentative Agenda for NACSA Heads of Authorizing Office Summit
Attachments: NACSA Authorizing Leaders Summit - Tentative Agenda.pdf

Good afternoon,

Thank you for your interest in attending the first-ever NACSA Heads of Authorizing Office's Authorizing Leaders' Summit, to be hosted March 19-20 in Phoenix. I'm pleased to report we have reached our RSVP minimum and will proceed with hosting this event as planned. A tentative agenda is attached. Please note this is subject to change. We welcome your feedback and thoughts on the planned content so that we may make this event as valuable to you as possible. We hope to secure a room block for attendees and will communicate this information if we are able to do so. If you are no longer able to join us, let us know so we may adjust accordingly.

If you have any questions or thoughts to share on the agenda, please feel free to send them our way for consideration. We will be in touch soon with additional details.

We look forward to welcoming you to Phoenix next month!

Best,
Courtney



Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Wednesday, June 03, 2015 7:47 AM
To: Patrick Gavin
Subject: DC- Travel Options

Patrick-

Let me know which flight works for you and I'll book it. I'll need your full name, birthday, and (if you have one) known traveler ID for pre-check.

Generally I recommend flying in and out of Reagan, with Dulles as the back up option. But Southwest has a number of non-stop flights out of BWI. Factor in about an hour of taxi time and that can absolutely be an option.

For direct, perhaps this combo in and out of BWI:

June 9 th :	9:20 AM	4:55 PM	3062	Nonstop	4h 35m
June 11 th :	8:35 PM	10:40 PM	658	Nonstop	5h 05m

For flying out to DCA from Las Vegas on June 9th and returning late on June 11th I have these options:

June 9 th :	8:35 AM	5:55 PM	2252	1 stop, No Plane Change	6h 20m
June 11 th :	6:50 PM	10:30 PM	2341, 257:	1 stop, Change Planes DAL	6h 40m

Let me know if either of these flights work or if you'd like different flights—just send me the flight numbers. I'll be following up with hotel information shortly.

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, Illinois 60603
Mobile: 510.612.3244 | www.qualitycharters.org



[2015 NACSA Leadership Conference](#) **COLORADO | October 19-22, 2015**

Join 400 authorizer and education professionals just outside of Denver as we share ideas about how we can shape brighter futures for children in our communities.

Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Monday, June 01, 2015 2:29 PM
To: Gail Greely (ggreely@acoe.org); Patrick Gavin; Allsopp, Drew
Cc: Alex Medler
Subject: DC Visit with NACSA: June 11th

Gail, Patrick, and Drew-

Thank you all for your interest in coming to DC for a day of meetings on June 11th! We are officially a go for June 11th!

I am very excited to have such a great group of authorizers to come and talk to Congressional offices about the role authorizers play in a high quality charter school sector. As I mentioned in my email, this is a great opportunity to give federal offices a chance to talk to practitioners about the work of charter school authorizing. In my experience topics have varied wildly and may include things like: practices/policies to support strong authorizing, coping with the testing/standards transition, methods to hold charter schools accountable, charter school growth and replication, the merits of different federal Charter School Program grants, and the role of authorizers in special education and ELL oversight.

Throughout the next week you'll be receiving from me an agenda for the day as well as any necessary background materials for our meetings. I'll also be reaching out to each of you individually to confirm travel logistics and make the necessary reservations.

Thank you all again! I'm very excited to welcome you all to DC!

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, Illinois 60603
Mobile: 510.612.3244 | www.qualitycharters.org



2015 NACSA Leadership Conference COLORADO | October 19-22, 2015

Join 400 authorizer and education professionals just outside of Denver as we share ideas about how we can shape brighter futures for children in our communities.

Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Thursday, May 28, 2015 11:38 AM
To: Patrick Gavin
Cc: Alex Medler
Subject: Federal Policy Opportunity: DC Trip June 11th

Patrick-

My apologies in advance for sending this during the last week of session! I just want to get an opportunity on your radar for later in June.

As you know we are continuing to work in several federal policy areas and one strategy we'd like to ramp up this summer is bringing a small group of authorizers to DC to talk with federal offices about authorizing.

Are you interested in coming to DC on June 11th to spend a day talking with various federal offices about charter school authorizing?

We anticipate doing one day of meetings from approximately 10am to 4pm. It would be a two day total commitment--we'd fly you in on the 10th and get you out of DC the evening of the 11th. The meeting day would be structured as a series of scheduled office visits that would include you, a NACSA representative (me or Alex), and two or three other authorizers from across the country. Mostly this is a chance for these federal offices to ask us all sorts of questions about authorizing on the ground and, in my experience, topics vary pretty wildly. Given the ESEA reauthorization efforts, I'd anticipate questions about practices/policies to support strong authorizing, coping with the testing/standards transition, methods to hold charter schools accountable, charter school growth and replication, the merits of different federal Charter School Program grants, and the role of authorizers in special education and ELL oversight.

NACSA can cover all travel expenses and handle travel logistics. What we need is that most valuable resource—your time. We'd also make sure you had a full itinerary for the day and any helpful background information prior to the trip.

Are you interested and available during that time in June? If those date prove difficult, my hope is to make this a regular occurrence with a few opportunities each year, so I can certainly keep you on the roster for a future visit if interested.

Please let me know if you might be able to join us.

Thank you for your time and good luck this week!

Best-

Amanda



Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
510.612.3244 direct
312.376.2400 fax
amandaf@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Thursday, May 14, 2015 4:53 AM
To: Katie Higday
Cc: Patrick Gavin; Jessica L. Hoban
Subject: RE: Important Information Regarding the Renewal of Your NACSA Membership

Hi Katie,

My apologies for not responding to your message sooner. I'm just returning from maternity leave. I've forwarded this message and form to our finance department for completion. We will get this handled as soon as possible. If I may be of further assistance in the meantime, please let me know.

Warmest regards,
Courtney



Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

From: Katie Higday [mailto:khigday@spsca.nv.gov]
Sent: Wednesday, May 13, 2015 2:46 PM
To: Courtney Leigh Beisel
Cc: Patrick Gavin; Jessica L. Hoban
Subject: RE: Important Information Regarding the Renewal of Your NACSA Membership

Hi Courtney,

The vendor information for NACSA in the State of Nevada database has the address of 810 E 10th Street Lawrence, KS 66044, yet the membership dues invoice has a remit address of 105 W. Adams Street, Suite 1900 Chicago, IL 60603. In order for payment to be processed the address in the State system and the remit address on the invoice must match. I have attached a vendor update form which must be submitted to the Nevada State Controller's Office (contact information provided on page 2 of the attachment) in order for the address to be updated and the payment processed. Please let me know if you have any questions.

Thank you,

Katie Higday
Management Analyst
State Public Charter School Authority
1749 Stewart Street, Suite 40

Carson City, NV 89706-2543

Ph: 775.687.9165

Fx: 775.687.9113

khigday@spsca.nv.gov

<http://charterschools.nv.gov/>

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From: Patrick Gavin

Sent: Wednesday, May 06, 2015 6:56 AM

To: Jessica L. Hoban; Katie Higday

Subject: Fwd: Important Information Regarding the Renewal of Your NACSA Membership

FYI

Patrick J. Gavin

Director

State Public Charter School Authority

[1749 N. Stewart Street, Suite 40](#)

[Carson City, NV 89706](#)

pgavin@spsca.nv.gov

Direct: [775-687-9160](tel:775-687-9160)

Office: [775-687-9174](tel:775-687-9174)

Fax: [775-687-9113](tel:775-687-9113)

Begin forwarded message:

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>

Date: May 6, 2015 at 6:06:04 AM PDT

To: Patrick Gavin <pgavin@spsca.nv.gov>

Subject: Important Information Regarding the Renewal of Your NACSA Membership

Good morning, Patrick,

Happy first week of May! Trees are budding, spring flowers are in full swing, and the weather has finally turned. All of this means one thing... It is time to renew your organization's NACSA membership for 2015-2016.

We've had a great year together. We piloted our newest member benefit—the NACSA Communities. We explored essential practices both virtually and in person. We've worked and learned together side-by-side. And the best is yet to come.

Our new member year will feature even more ways for us to engage, share, and grow with one another. We'll aim to break down barriers and advance our community of authorizers dedicated to quality. I sincerely hope you will join us for this journey!

The process for renewing your organization's NACSA membership has changed to utilize the full capabilities of our new member portal, making it easier for you to manage your organization's membership. To begin the renewal process, you will need to log into the system using the administrative credentials for your organization. This information is provided below for your convenience.

URL: <https://qualitycharters.site-ym.com/>

Username: spcsadmin

If you have not updated your account's password, the default password is nacsa1234.

Once logged in, you may download your renewal invoice for payment via check or purchase order, or pay immediately using a credit card. [Here are some helpful instructions to help guide you.](#) If you have any questions regarding your renewal or NACSA membership, please don't hesitate to contact me directly at courtneyb@qualitycharters.org or 724.719.2554.

I can't thank you enough for your continued engagement with NACSA. We look forward to serving you and supporting your commitment to ensuring every child has access to a great public school.

Warmest regards,

Courtney



Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, May 06, 2015 6:06 AM
To: Patrick Gavin
Subject: Important Information Regarding the Renewal of Your NACSA Membership

Good morning, Patrick,

Happy first week of May! Trees are budding, spring flowers are in full swing, and the weather has finally turned. All of this means one thing... It is time to renew your organization's NACSA membership for 2015-2016.

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Warmest regards,

Courtney



Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, March 06, 2015 11:51 AM
To: Patrick Gavin
Subject: NACSA Leaders Program

Dear Nick,

Thank you for submitting an application to be considered for the upcoming NACSA Leaders Program cohort. This was by far our most competitive application cycle as of yet. As a result of the robust interest and the selectivity of our application process, unfortunately we cannot offer you a spot in the program at this time. However, we **strongly** urge you to consider applying to our 2016 cohort as we feel that you would be a strong candidate.

We truly appreciate your taking the time to complete and submit your application. We wish you a very successful year and hope that you will consider reapplying to the next cohort.

Thank you again for your interest in the NACSA Leaders Program.

Sincerely,

Cory L. Thames



Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Tuesday, February 17, 2015 9:57 AM
Subject: NACSA Leaders Program High-Level Information

Hi All –

As mentioned I have included high-level dates and information about the Leaders Program.

Important Program Information:

- **Level of commitment** – in-person sessions are mandatory (4/15-17, 5/14-15, 6/25-26, 8/20-21, 10/18-19), time for pre-work (8-10 hrs; 9-12 for first session w/assessments), Capstone Project
- **Type of commitment** – investment professionally and personally (sharing of self), active participation
- **Diversity of group** – different kinds of authorizers, backgrounds, experience
- **Pre-program commitments**
 1. Mandatory Kick-off Call- 3/12 @ 1pm CT
 2. 3 pre-program assessments (MBTI, EQ-i, MALA) due **by March 23rd**
 3. 90 minute feedback session with Kasey b/t 3/24 and 4/6
 4. Reading and pre-work

I will be in contact soon!

Thanks,
Cory



Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Tuesday, February 17, 2015 9:04 AM
To: Patrick Gavin
Subject: RE: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Great! Thanks, Patrick! We're two away from our minimum and will hopefully be in touch shortly with confirmation.

Best,
Courtney



Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, February 17, 2015 11:59 AM
To: Courtney Leigh Beisel
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Looks like we can make the money work. Let me know when/if you get to 10+ RSVPs and I'll book it.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Feb 17, 2015, at 8:09 AM, Courtney Leigh Beisel <courtneyb@qualitycharters.org> wrote:

Thank you, Patrick! I've added you to the RSVP list and will share additional details soon. If I may be of further assistance in the meantime, please let me know.

Best,
Courtney

<image001.jpg>

Courtney Leigh Beisel
Membership Senior Manager

National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, February 16, 2015 4:15 PM
To: Nacsa Membership
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

I'd love to join--let me see what I can do in terms of out-of-state travel approval. If you identify a hotel early, let me know--I may be able to use hotel points to pay for that component and I'll see if I've got enough SW points for the flight to Phoenix.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](http://1749NStewartStreetSuite40.com)
[Carson City, NV 89706](http://CarsonCityNV89706.com)
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Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Feb 16, 2015, at 1:51 PM, NACSA Communities <membership@qualitycharters.org> wrote:

View the online version or mobile version [here](#).



Dear Patrick,

Many of you indicated you were interested in meeting face-to-face with your counterparts at authorizing offices across the country. We set out to make this happen. It is our pleasure to invite you to participate in the first summit hosted by NACSA's Heads of Authorizing Office Community.

This meeting will take place Thursday, March 19 to Friday, March 20. DeAnna Rowe, executive director of the Arizona State Board for Charter Schools, has graciously offered to host this event at her offices in Phoenix.

We're sure more than a few of us would welcome a break from the cold as we learn, share, and discuss important leadership topics related to authorizing. This includes issues related to managing our staff and boards, strategic planning, politics, and how we are evaluated as leaders. **We will begin with a full day of content on Thursday and a half day on Friday.** A full agenda will be shared shortly to assist in making travel arrangements.

NACSA will cover all meals associated with the event. We hope to secure a room block at a local hotel to help you keep the costs down. **If we do not reach a minimum of 10 attendees we will need to cancel the event.** You do not need to be a member of the NACSA Heads of Authorizing Office Community to participate. This event is open to all authorizing leaders.

If you are interested in joining us for this summit, please RSVP to membership@qualitycharters.org by February 20 so we may begin to formulate a head count and continue our planning.

Please don't hesitate to reach out to us if you have any questions, recommendations, or ideas for making this summit a success.

We look forward to seeing you soon in Phoenix!

Warmest regards,

Susie Miller Barker
Community Co-Chair
Executive Director
SUNY Charter Schools Institute

Ethan Hemming
Community Co-Chair
Executive Director
Colorado Charter School Institute



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253



Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Tuesday, February 17, 2015 8:09 AM
To: Patrick Gavin
Subject: RE: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Thank you, Patrick! I've added you to the RSVP list and will share additional details soon. If I may be of further assistance in the meantime, please let me know.

Best,
Courtney



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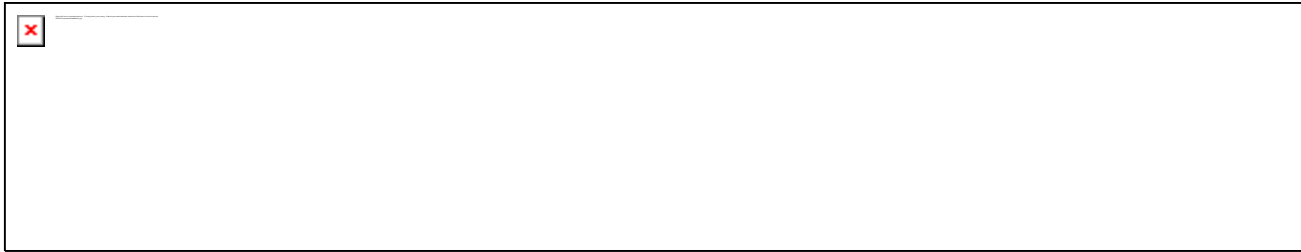
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To: Nacsa Membership
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

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Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](http://1749.N.StewartStreet,Suite40)
[Carson City, NV 89706](http://CarsonCity,NV89706)
pgavin@spsca.nv.gov
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Fax: [775-687-9113](tel:775-687-9113)

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As an attendee, you will need to cover your travel expenses, including hotel, airfare, and transportation. NACSA will cover all meals associated with the event. We hope to secure a room block at a local hotel to help you keep the costs down. **If we do not reach a minimum of 10 attendees we will need to cancel the event.** You do not need to be a member of the NACSA Heads of Authorizing Office Community to participate. This event is open to all authorizing leaders.

If you are interested in joining us for this summit, please RSVP to membership@qualitycharters.org by February 20 so we may begin to formulate a head count and continue our planning.

Please don't hesitate to reach out to us if you have any questions, recommendations, or ideas for making this summit a success.

We look forward to seeing you soon in Phoenix!

Warmest regards,

Susie Miller Barker
Community Co-Chair
Executive Director
SUNY Charter Schools Institute

Ethan Hemming
Community Co-Chair
Executive Director
Colorado Charter School Institute



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253



Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, February 06, 2015 8:29 AM
To: Patrick Gavin
Subject: RE: Resume

Hi Patrick,

I'm on a conference call that may run a bit over. Can I just plan on calling you when I wrap up? Is the 775-687-9160 the best number to reach you?

Thanks,
Cory

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, February 06, 2015 10:08 AM
To: Cory Thames
Subject: RE: Resume

I'm so sorry! We've had statewide issues with email and external recipients and senders in the last few weeks. I should have sent it from my gmail as well.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Cory Thames [mailto:coryt@qualitycharters.org]
Sent: Friday, February 06, 2015 7:26 AM
To: Patrick Gavin
Subject: Resume

Hi Patrick,

At quick glance I realized that we never get your resume for the Leaders Program. Can you submit that to me ASAP as we'll be discussing applicants internally today?

Thanks,
Cory



nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct

Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, February 06, 2015 8:10 AM
To: Patrick Gavin
Subject: RE: Resume

No worries – thanks so much for the quick turnaround!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, February 06, 2015 10:08 AM
To: Cory Thames
Subject: RE: Resume

I'm so sorry! We've had statewide issues with email and external recipients and senders in the last few weeks. I should have sent it from my gmail as well.

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Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Wednesday, January 28, 2015 3:18 PM
To: Patrick Gavin
Subject: NACSA Leaders Program Second Round

Happy Wednesday Patrick!

I hope that this email finds you well! After reviewing your application for the NACSA Leaders Program, we would like to invite you to participate in the second stage of the application process! This process involves a phone interview with NACSA staff to further discuss your suitability for the program as well as provide us the opportunity to get to know you better.

The phone interviews will take approximately 1 hour. Below I have included some available time slots for the week of February 2nd. If you could please send me your availability by simply placing an X (in the available column) next to the one hour timeslots that would work for you **by noon (CST), Monday, February 2, 2015**, I will make sure I get them on everyone's calendar. *Time slots will be filled on a first-come, first-serve basis. Therefore, if you could provide me several time slots that would work for you, that would be great!*

Date	Time (CST)	Available
Thursday, February 5, 2015	9am	
Thursday, February 5, 2015	10am	
Thursday, February 5, 2015	11am	
Friday, February 6, 2015	10am	
Friday, February 6, 2015	11am	
Friday, February 6, 2015	2pm	
Monday, February 9, 2015	9am	
Monday, February 9, 2015	10am	
Monday, February 9, 2015	2pm	
Monday, February 9, 2015	3pm	

Thanks so much! We're looking forward to speaking with you!

Have a great day,
Cory



Cory L. Thames
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Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, January 09, 2015 6:13 AM
To: Patrick Gavin
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Hi Patrick,

I believe the you're referring to the National Alliance's conference in June. The Leaders sessions, however, will still take place here in Chicago while the final session takes place in conjunction with NACSA's annual conference in October. If accepted, and you're planning on attending the Alliance conference, I'm sure we can cover your flight from New Orleans to Chicago and back to Nevada, pending the ticket prices are comparable (which I'm pretty sure they will be). Please let me know if you have any other questions.

Thanks,
Cory

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, January 08, 2015 7:40 PM
To: Cory Thames
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Given the 3rd session butts up against the national charter conference, would I be correct in assuming that meeting will be in NOLA?

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Fax: 775-687-9113

From: Cory Thames [mailto:coryt@qualitycharters.org]
Sent: Monday, January 05, 2015 6:19 AM
To: Patrick Gavin
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Thanks so much for submitting your application, Patrick! It is now under review.

I apologize for the delay in response as I was out on vacation with minimal access to email. I've included the dates of the in-person sessions for your review:

Leaders Program Timeline	
Applications Become Available	Monday, December 15, 2014
Priority Application Deadline	Monday, January 12, 2015
Final Application Deadline	Monday, January 26, 2015

Application Review & Phone Interviews	Throughout the month of February
Final Decision & Notification	By Friday, March 6, 2015
First In-Person Session	April 15-17, 2015
Second In-Person Session	May 14-15, 2015
Third In-Person Session	June 25-26, 2015
Fourth In-Person Session	August 20-21, 2015
Fifth In-Person Session	October 18-19, 2015

Please let me know if you have any other questions.

I'll be in contact soon!

Best,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, January 01, 2015 6:01 PM
To: Cory Thames
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Cory—application is submitted.

Can you send me the calendar of training dates? I've got to finalize my annual board calendar this coming week and I want to make sure that there are no conflicts in the event that I am accepted into the program.

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From: Cory Thames [<mailto:coryt@qualitycharters.org>]
Sent: Monday, December 15, 2014 9:54 AM
Subject: The NACSA Leaders Program Application Is Now Open!

Happy Monday Everyone!

I hope that you had a great weekend and are gearing up for an awesome week to lead into the holiday season!

The NACSA Leaders Program application is now available online (**see link below**). We are so excited that you are interested in participating in our truly one of a kind program and can't wait to receive your applications. This year we moved to an online application model to improve overall convenience. Just a reminder – your answers will be saved in the application (in the event you do not complete it in one sitting) **if you use the same computer to complete the application as you used to start.**

<https://www.surveymonkey.com/s/2015LeadersApplication>

The priority deadline for the application is Monday, January 12, 2015. The final application deadline is Monday, January 26, 2015.

I wish you all the best of luck and we are so excited to begin the next round of the Leaders Program!

Happy Holidays!

Cory



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Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, January 06, 2015 9:28 PM
To: Patrick Gavin
Subject: Charter Law Fixes

The law does not include additional application elements specific to replications, does not require authorizers to issue requests for proposals that include application requirements and approval criteria.

10B. The charter application requires 1) performance data for all current and past schools operated by the ESP, including documentation of academic achievement and (if applicable) school management success; and 2) explanation and evidence of the ESP's capacity for successful growth while maintaining quality in existing schools.

15A. Oversee multiple schools linked under a single contract with independent fiscal and academic accountability for each school.



15B. Hold multiple charter contracts with independent fiscal and academic accountability for each school.

16A. Laws or regulations explicitly state that charter school students and employees are eligible to participate in all interscholastic leagues, competitions, awards, scholarships, and recognition programs available to non-charter public school students and employees.

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Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Friday, June 12, 2015 7:23 AM
To: Patrick Gavin
Cc: Alex Medler; Gail Greely (ggreely@aco.org); Allsopp, Drew
Subject: RE: Schedule, Materials: DC Visit with NACSA: June 11th

Patrick-

Sure thing. The table below gives the distributions in the proposed vehicles. The average distribution for the SEA program is about 65-70% of funds, or \$180M between new and continuation awards. The R&E program has grown from \$50M to \$75M over the last 5 years.

-Amanda

Proposed Funding Distributions									
	HR 5			Alexander/Murray ESEA *			NAPCS and President Request FY16		
State	77.5%		\$232,500,000	62.5%		\$187,500,000	55.20%	no less than	\$207,000,000
Facilities	12.5%	amount	\$37,500,000	12.5%	amount	\$37,500,000			
R&E (CMO)	5.6%	no less than (up to 7.5%)	\$16,800,000	20.0%	no less than	\$60,000,000	26%	no less than	\$100,000,000
Direct Grants	1.9%	Not more than	\$5,700,000	5.0%	no more than	\$15,000,000			
National Activities	2.5%	not more than	\$7,500,000						
Total	\$300,000,000			\$300,000,000			\$375,000,000		

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 Director of State and Federal Policy
 510.612.3244 direct
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www.qualitycharters.org

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, June 12, 2015 1:52 AM
To: Amanda Fenton
Cc: Alex Medler; Gail Greely (ggreely@aco.org); Allsopp, Drew
Subject: Re: Schedule, Materials: DC Visit with NACSA: June 11th

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On Jun 10, 2015, at 6:29 AM, Allsopp, Drew <Drew.Allsopp@ride.ri.gov> wrote:

Thanks for the prep materials and looking forward to seeing you all tonight/tomorrow.

Amanda, I have a full day here in RI and won't be arriving in BWI until 8PM. It might be tough to join you for a reasonable-hour nightcap tonight, but I'm happy to meet you in the morning (while we let West Coasters sleep in) for a coffee in advance of the 9AM rendezvous. Would that work?

Alternatively, I could try to catch you guys for a few minutes as soon as I roll in tonight.

Best,

Drew

Drew Allsopp
Charter School Coordinator
Office of Transformation
Rhode Island Department of Elementary & Secondary Education
255 Westminster Street
Providence, RI 02903
401.222.8255
drew.allsopp@ride.ri.gov
www.ride.ri.gov

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Tuesday, June 09, 2015 5:54 PM
To: Gail Greely (ggreely@aco.org); Patrick Gavin; Allsopp, Drew
Cc: Alex Medler
Subject: Schedule, Materials: DC Visit with NACSA: June 11th

Gail, Patrick and Drew-

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My cell is 510-612-3244 if anything comes up.

Thank you again for your time for what looks to be a great day!

Best-

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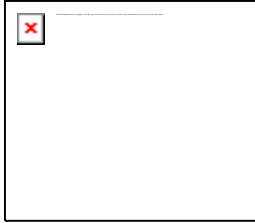
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Patrick Gavin

From: Allsopp, Drew <Drew.Allsopp@ride.ri.gov>
Sent: Friday, June 12, 2015 6:43 AM
To: Patrick Gavin; Amanda Fenton
Cc: Alex Medler; Gail Greely (ggreely@acoe.org)
Subject: RE: Schedule, Materials: DC Visit with NACSA: June 11th

Hi Patrick,

Great to meet you yesterday.

I believe it's a \$232M approp in the House version and \$187M in the Senate for the SEA grants. NACSA supports the House version, which is 65% of total. Amanda, do I have that right?

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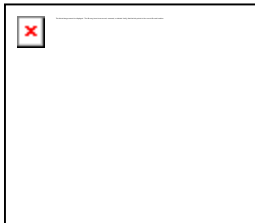
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To: Gail Greely (ggreely@acoe.org); 'Patrick Gavin'; 'Allsopp, Drew'
Cc: Alex Medler
Subject: DC Visit with NACSA: June 11th

Gail, Patrick, and Drew-

Thank you all for your interest in coming to DC for a day of meetings on June 11th! We are officially a go for June 11th!

I am very excited to have such a great group of authorizers to come and talk to Congressional offices about the role authorizers play in a high quality charter school sector. As I mentioned in my email, this is a great opportunity to give federal offices a chance to talk to practitioners about the work of charter school authorizing. In my experience topics have varied wildly and may include things like: practices/policies to support strong authorizing, coping with the testing/standards transition, methods to hold charter schools accountable, charter school growth and replication, the merits of different federal Charter School Program grants, and the role of authorizers in special education and ELL oversight.

Throughout the next week you'll be receiving from me an agenda for the day as well as any necessary background materials for our meetings. I'll also be reaching out to each of you individually to confirm travel logistics and make the necessary reservations.

Thank you all again! I'm very excited to welcome you all to DC!

Best-

Amanda

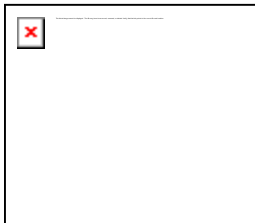
Amanda Fenton

Director of State and Federal Policy

National Association of Charter School Authorizers

105 W. Adams Street, Suite 1900 | Chicago, Illinois 60603

Mobile: 510.612.3244 | www.qualitycharters.org



[2015 NACSA Leadership Conference](#)

COLORADO | October 19-22, 2015

Join 400 authorizer and education professionals just outside of Denver as we share ideas about how we can shape brighter futures for children in our communities.

Patrick Gavin

From: William Haft <williamh@qualitycharters.org>
Sent: Wednesday, June 10, 2015 7:21 AM
To: Patrick Gavin
Subject: RE: Charter Application Budget Template

Patrick,

I have no idea who might hold the keys to this but I do know someone who can help you with reconstructing it or something similar: Dave Hruby. You may have crossed paths with him in NY. He used to be at SUNY. I don't know exactly what the cost would be – you'd have to check with him – but would guess it's not more than 2-3 days' work.

Let me know if you want me to connect you.
William

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, June 09, 2015 8:59 PM
To: William Haft
Subject: Fwd: Charter Application Budget Template

This is the budget template I want to use--still trying to get the authorizer's staff to email/call me back to get password! :-((. My staff are working on making something similar but that will likely take until some time next week versus borrowing something and making minor modifications so we can go live Friday. Any idea who besides Anna and Margo might have the password--guessing they're super busy reviewing applications. Or know of a similar budget we can build off of?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Monday, June 8, 2015 10:47 PM
Subject: Charter Application Budget Template
To: Jessica L. Hoban <jlhoban@spsca.nv.gov>

I really want to use this template but a lot of it is locked down. I've reached out to the creator of this document and a few other contacts but haven't heard back about an unlocked version. I was wondering how long it would take Katie, with your oversight, to recreate this with our DSA numbers instead of TN's? It doesn't seem crazy complicated—it just requires some attention to detail and a bit of time.

Patrick J. Gavin

Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](#)
Office: [775-687-9174](#)
Fax: [775-687-9113](#)

I really want to use this template but a lot of it is locked down. I've reached out to the creator of this document and a few other contacts but haven't heard back about an unlocked version. I was wondering how long it would take Katie, with your oversight, to recreate this with our DSA numbers instead of TN's? It doesn't seem crazy complicated—it just requires some attention to detail and a bit of time.

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Fax: 775-687-9113

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, June 09, 2015 2:44 PM
To: Patrick Gavin
Subject: Are You Doing Your Due Diligence?

View the online version or mobile version [here](#).

June 9, 2015

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IN THIS ISSUE

[Are You Doing Your Due Diligence?](#)

[Do You Have to Use It or Lose It?](#)

[Will We See You Down on the Bayou?](#)

[NACSA, University of Minnesota Partner to Benefit Charter Sector](#)

[New Jobs Posted](#)

Tips for Doing Your Due Diligence Right

Are You Doing Your Due Diligence?
Odds are you wouldn't make a major purchase for your home without doing a little bit of research. A simple review of consumer reports and user reviews can go a long way to ensuring you are spending your money wisely. The same holds true for granting an operator a charter. NACSA recommends authorizers do their homework on potential operators by conducting a thorough due diligence review as part of the application process. Here are a few tips to help you get started or strengthen your current due diligence procedures. [Read More](#)

NACSA Quick Hits

New Opportunities Posted on NACSA Career Center

Say Aloha to your new job with a side of a wickedly good cheesesteak! [Read More](#)

Recommend Read with Your Morning Coffee

Our friends at the D.C. Public Charter School Board have provided a guest post on [Chartering Quality](#) titled, [Managing and Building Relationships with the Decision Makers](#).

Congratulations Nelson Smith!

Please join us in congratulating NACSA's own Nelson Smith on his [induction into the National Charter Schools Hall of Fame!](#)

Thank You for Renewing!

- Calumet College of St. Joseph
- Colorado Springs District 11
- Oklahoma Statewide Virtual

Do You Have to Use It or Lose It?

Have funds to spend down before the end of the fiscal year? Use them to renew your NACSA membership for 2015-2016 or register for the [2015 NACSA Leadership Conference!](#) [Read More](#)

Will We See You Down on the Bayou?

NACSA is preparing to pack its bags for the [2015 National Charter Schools Conference](#). Will we see you there? [Read More](#)

NACSA Launches Fellowship in Partnership with University of Minnesota

NACSA, University of Minnesota Partner to Benefit Charter Sector

NACSA has continued its commitment to develop a strong pipeline of the next generation of authorizing leaders. [Read More](#)

Charter School Board

CONTACT US

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If you are still having problems receiving our emails, [see our whitelisting page](#) for more details.

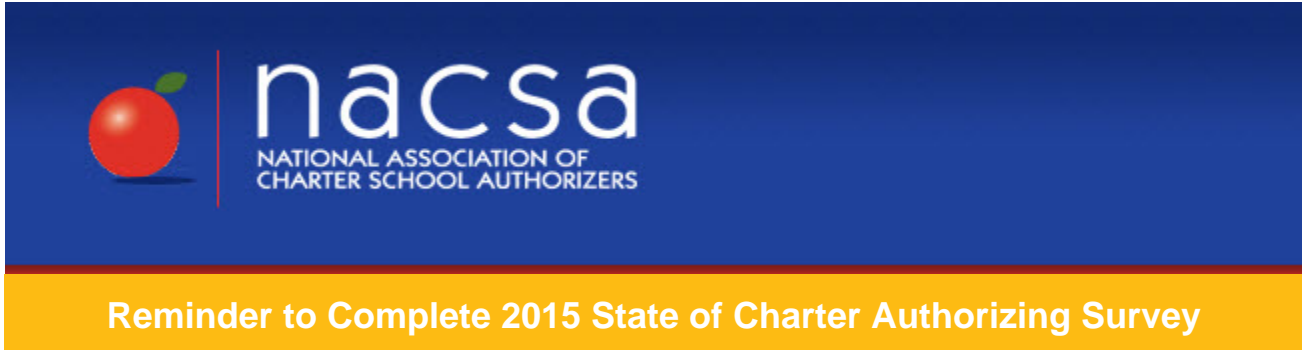
Click [here](#) to unsubscribe.

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Patrick Gavin

From: "Karega Rausch" <survey@qualitycharters.mmsend.com> on behalf of Karega Rausch <survey@qualitycharters.org>
Sent: Tuesday, June 09, 2015 8:36 AM
To: Patrick Gavin
Subject: Reminder: 2015 Survey of Charter Authorizers

View the online version or mobile version [here](#).



Dear Mr. Patrick Gavin,

Two weeks ago, you should have received an email from the National Association of Charter School Authorizers (NACSA) with a link to our 2015 Survey of Charter Authorizing. Your authorizing office is one of only 300 of the nation's 1,000+ authorizers selected to participate in this year's survey, so your response is extremely valued.

We have extended the initial deadline for submission to **Friday, June 12, 2015**. Thank you in advance for sharing your perspectives and practices, which help to advance high-performing charter schools for our nation's children.

Your organization's survey can be accessed at the link below:

<http://survey.qualitycharters.org/s3/2015>

Once you open the link in your web browser, please type in the following code to access your survey:

10733

The survey should take about 25-30 minutes to complete, and you may always save your progress and finish the survey at a more convenient time. Simply select "Save and Continue" at the top of the survey page, enter and verify your email address, then click the "Save" button. You will then receive an email with a link that takes you back to where you left off when you are ready.

If you have any questions or comments, please contact Sherry Tracewski at NACSA at (312) 469-0508 or survey@qualitycharters.org.

Sincerely,

M. Karega Rausch, Ph.D.

Vice President, Research & Evaluation, National Association of Charter School
Authorizers

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Patrick Gavin

From: membership@qualitycharters.org
Sent: Thursday, June 04, 2015 9:57 AM
To: Patrick Gavin
Subject: National Association of Charter School Authorizers: Password Reset Request

A request to **reset the password for Patrick Gavin** has been submitted from:

National Association of Charter School Authorizers
<https://qualitycharters.site-ym.com>

Please click on the link below to be taken back to the site to reset your password:

[Reset My Password Now!](#)

Please Note: For security purposes, this link expires in 24 hours.

If you are having trouble clicking on the link above, please copy and paste the following link in your web browser:

https://qualitycharters.site-ym.com/general/reset_pass.asp?token=PQAnO38v

If prompted for reset code, please enter: **PQANO38V**

What if I did not request my password be reset?

This email was sent from the website on the "forgot your password" page by providing an email address or username and pressing submit. The reset password link was then sent to this email address as it is the email address we have on file associated with this profile. If you did not submit this request, it is possible an individual mistyped their own information. Your personal information has not been sent to anyone as a result of this request, nor has your password been updated/changed. You may ignore this email if you did not submit this request. [Please contact us](#) if you have any additional questions.

Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Thursday, June 04, 2015 5:24 AM
To: Patrick Gavin
Subject: RE: DC- Travel Options

Patrick-

Will do! Do you want to fly back to Reno or to Las Vegas on the 11th?

-Amanda

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, June 4, 2015 12:44 AM
To: Amanda Fenton
Subject: Re: DC- Travel Options

Amanda,

I just found out the we've been asked to answer some questions on a contract by our board of examiners Tuesday at 10 AM. If you haven't booked the flight yet, could we do this flight into IAD? I can still fly out via DCA.

746		1 stop	
1071	Reno, NV (RNO)	02:25 PM Change Planes in Washington, D.C. (IAD)	11:45 PM DEN

I'll hop on Amtrak from BWI to DCA.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)
pgavin@spsca.nv.gov

On Jun 3, 2015, at 7:47 AM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Patrick-

Let me know which flight works for you and I'll book it. I'll need your full name, birthday, and (if you have one) known traveler ID for pre-check.

Generally I recommend flying in and out of Reagan, with Dulles as the back up option. But Southwest has a number of non-stop flights out of BWI. Factor in about an hour of taxi time and that can absolutely be an option.

For direct, perhaps this combo in and out of BWI:

June 9 th :	9:20 AM	4:55 PM	3062	Nonstop	4h 35m
June 11 th :	8:35 PM	10:40 PM	658	Nonstop	5h 05m

For flying out to DCA from Las Vegas on June 9th and returning late on June 11th I have these options:

June 9 th :	8:35 AM	5:55 PM	2252	1 stop, No Plane Change	6h 20m
June 11 th :	6:50 PM	10:30 PM	2341, 257:	1 stop, Change Planes DAL	6h 40m

Let me know if either of these flights work or if you'd like different flights—just send me the flight numbers. I'll be following up with hotel information shortly.

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, Illinois 60603
Mobile: 510.612.3244 | www.qualitycharters.org

<image001.png>

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Join 400 authorizer and education professionals just outside of Denver as we share ideas about how we can shape brighter futures for children in our communities.

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, June 02, 2015 2:35 PM
To: Patrick Gavin
Subject: Unlocking the Keys to a Rigorous Application Process

View the online version or mobile version [here](#).

June 2, 2015

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IN THIS ISSUE

- [Essential Practices for a Rigorous Application Process](#)
- [Book Your Accommodations for the 2015 NACSA Leadership Conference Today!](#)
- [Using NACSA's Index of Essential Practices to Advance Your Work](#)
- [Five Ideas to Improve Your Next Meeting](#)
- [Post Your Openings for Free!](#)

Unlocking the Keys to a Rigorous Application Process

Essential Practices for a Rigorous Application Process

You're the gatekeeper. You play a vital role in deciding which potential operators are as prepared as possible to provide students with an exemplary education. To do this, you need the right tools, starting with a rigorous application process designed to weed out the applicants that aren't quite there from those poised for success. Authorizers with strong application processes employ five practices to fulfill their goal of providing great educational opportunities to students in their communities. [Read More](#)

NACSA Quick Hits

Free Job Postings for NACSA Members

Hiring? Take advantage of NACSA's new [Career Center!](#) [Read More](#)

Chartering Quality: New Blog Post!

[Unnecessary Concern about CMOs in Connecticut](#)

Join NACSA's Team

NACSA seeks a Manager of [Talent Development Programs](#) to join its team.

NACSA Thanks New and Renewing Members

- Missouri Charter Public School Commission (New!)
- New York State Education Department
- Tennessee State Board of Education
- Lands' End School Uniforms

Book Your Accommodations for the 2015 NACSA Leadership Conference Today!

Start making your plans today to attend the 2015 NACSA Leadership Conference, hosted October 19-22 at the stunning Omni Interlocken Resort just outside of Denver, Colorado. [Read More](#)

Using NACSA's Index of Essential Practices to Advance Your Work

How can you use NACSA's Index of Essential Practices to advance your authorizing practices? [Read More](#)



Tips for Planning an Effective Meeting

Five Ideas to Improve Your Next Meeting

Team meetings are great opportunities to collaborate, reflect, and solicit feedback for critical projects. But all too often, they can become derailed or ineffective. Here are few tips to help make your next meeting more effective. [Read More](#)



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Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Monday, June 01, 2015 2:02 PM
To: Patrick Gavin
Cc: Alex Medler
Subject: RE: Federal Policy Opportunity: DC Trip June 11th

Perfect! Yep, we can fly you in on the 9th. I'll shoot you over more details and some flight and hotel options. I'll be working on the schedule and talking points this week. It tends to be a bit of a grab bag on topics, but all different aspects of the Charter School Program is a big one.

-Amanda

Amanda Fenton
Director of State and Federal Policy
510.612.3244 direct
amandaf@qualitycharters.org
www.qualitycharters.org

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Monday, June 01, 2015 4:48 PM
To: Amanda Fenton
Cc: Alex Medler
Subject: Re: Federal Policy Opportunity: DC Trip June 11th

I'm in. Would it be possible for you to fly me in on 6/9--I'd cover hotel. Trying to dovetail a few other things if I'll be in town.

My board meeting is in Vegas on Friday 6/12 and it looks like there's a Southwest flight on Thurs night that will get me there by 11 pm--that would be ideal for me.

Also--is there an agenda or talking points you're looking to emphasize? I assume making Authorizers eligible for CSP is a potential priority but wondered if there are others.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](http://1749.N.Stewart.Street.Suite.40)
[Carson City, NV 89706](http://Carson.City.NV.89706)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On May 28, 2015, at 11:38 AM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Patrick-

My apologies in advance for sending this during the last week of session! I just want to get an opportunity on your radar for later in June.

As you know we are continuing to work in several federal policy areas and one strategy we'd like to ramp up this summer is bringing a small group of authorizers to DC to talk with federal offices about authorizing.

Are you interested in coming to DC on June 11th to spend a day talking with various federal offices about charter school authorizing?

We anticipate doing one day of meetings from approximately 10am to 4pm. It would be a two day total commitment--we'd fly you in on the 10th and get you out of DC the evening of the 11th. The meeting day would be structured as a series of scheduled office visits that would include you, a NACSA representative (me or Alex), and two or three other authorizers from across the country. Mostly this is a chance for these federal offices to ask us all sorts of questions about authorizing on the ground and, in my experience, topics vary pretty wildly. Given the ESEA reauthorization efforts, I'd anticipate questions about practices/policies to support strong authorizing, coping with the testing/standards transition, methods to hold charter schools accountable, charter school growth and replication, the merits of different federal Charter School Program grants, and the role of authorizers in special education and ELL oversight.

NACSA can cover all travel expenses and handle travel logistics. What we need is that most valuable resource—your time. We'd also make sure you had a full itinerary for the day and any helpful background information prior to the trip.

Are you interested and available during that time in June? If those date prove difficult, my hope is to make this a regular occurrence with a few opportunities each year, so I can certainly keep you on the roster for a future visit if interested.

Please let me know if you might be able to join us.

Thank you for your time and good luck this week!

Best-

Amanda

<image001.jpg>

Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
510.612.3244 direct
312.376.2400 fax
amandaf@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, May 26, 2015 3:35 PM
To: Patrick Gavin
Subject: What Should You Know About Contracting with ESPs?

View the online version or mobile version [here](#).

May 26, 2015

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IN THIS ISSUE

[What Should You Know About Contracting with ESPs?](#)

[Registration is now OPEN for the 2015 NACSA Leadership Conference](#)

[Ready... Set... Respond!](#)

[Legislative Update as Sessions Come to a Close](#)

[Peaches or Apples?](#)

More Application Tips... Contracting with ESPs

What Should You Know About Contracting with ESPs?
Odds are you will probably receive an application or two (or more!) from potential school operators seeking to partner with an education service provider (ESP). NACSA's [Principles & Standards for Quality Charter School Authorizing](#) provides guidance on just how to evaluate applications from these potential operators (page 22). Here are a few additional tips from our Authorizer Development team to you ensure applications with ESPs receive a rigorous review. [Read More](#)

NACSA Quick Hits

Registration is now OPEN for the 2015 NACSA

New Positions Posted to NACSA Career Center

The Georgia Charter Schools Association and Washington State Charter Schools Association are hiring! [Read More](#)



Chartering Quality: New Blog Post!

[Friendly Fire from AEI](#)

ICYMI: Whaddya Know about Authorizing?

NACSA just wrapped up our weekly series of findings from our 2014 Authorizer Survey. In case you missed it, the [infographics are available on NACSA's website](#).

Thank You for Renewing!

 Ball State University
 Indianapolis Mayor's Office

CONTACT US

Leadership Conference

Do you believe ideas can shape futures? We do. Come share ideas with colleagues and help shape a brighter future for children in your community through high-quality charter school authorizing. [Read More](#)

Ready... Set... Respond!

Your office likely received information today about participating in NACSA's Annual Authorizer Survey. Here are a few reasons why you should take a few moments to respond. [Read More](#)



Action In the Statehouse

Legislative Update as Sessions Come to a Close

NACSA's policy team is keeping a close eye on a number of bills across the country. Here is their recap of the status of charter school legislation as sessions come to a close. [Read More](#)

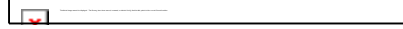


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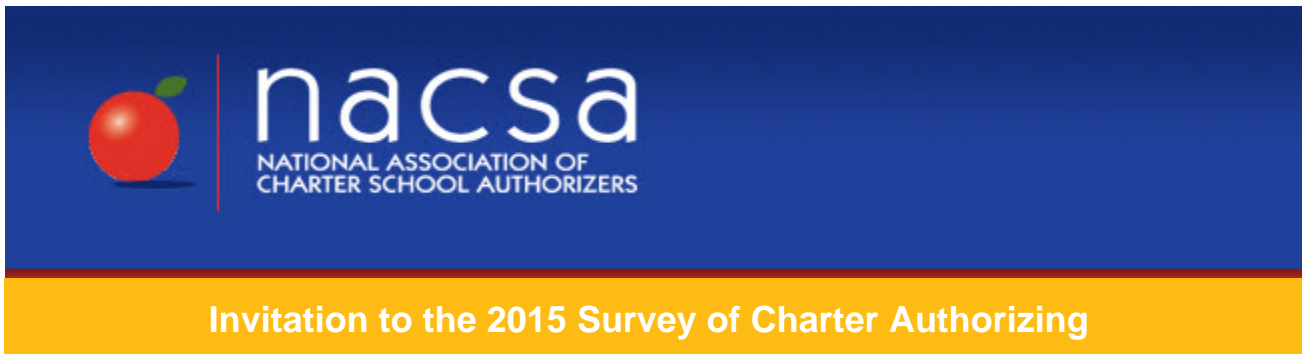
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Patrick Gavin

From: Karega Rausch <karegar@qualitycharters.mmsend.com> on behalf of Karega Rausch <karegar@qualitycharters.org>
Sent: Tuesday, May 26, 2015 2:20 PM
To: Patrick Gavin
Subject: Invitation to the 2015 Survey of Charter Authorizing

View the online version or mobile version [here](#).



Dear Mr. Patrick Gavin,

Your work is critical to providing a quality education for our nation's children. The National Association of Charter School Authorizers (NACSA) is committed to supporting your work as an authorizer. We thank you for providing your valued perspectives in our previous annual surveys, as well as thank you in advance for doing so again on this year's survey.

Survey results allow you to [compare your authorizing practices](#) with those from across the country and learn more about key topics in authorizing. Your responses also help shape the resources NACSA provides to assist you. Your responses also provide critical information for policy makers and lawmakers to use in shaping effective policies and support for authorizers and schools alike.

Last month, we asked a number of authorizers what they would benefit knowing more about. We received some thoughtful feedback and have incorporated a number of these questions into this year's survey. Additionally, we have streamlined the survey so that you can complete it in less time; the survey should take about 20-30 minutes to complete.

Since your authorizing organization responded to last year's survey, you will notice a number of items have been pre-populated for you. For these questions, please verify your responses and make changes only if your practices have changed.

We would appreciate receiving your responses by Friday, June 5, 2015.

Your organization's survey can be accessed at the link below:

<http://survey.qualitycharters.org/s3/2015>

Once you open the link in your web browser,
please type in the following code to access your survey:

10733

You may stop the survey and resume at a later time with your previous answers saved. In order to do this, you will need to click "Save and Continue" and input your email address. You will then receive an email with a customized link that you can use to resume your survey at a later time.

If you have any questions or comments about this study, please contact Sherry Tracewski at (312) 469-0508 or survey@qualitycharters.org.

If by some chance we made a mistake and you feel that you have received this survey in error, we would appreciate it if you would forward this email to the appropriate individual in your authorizing office.

Thank you for your cooperation and the valuable information you are providing.

Sincerely,

M. Karega Rausch, Ph.D.
Vice President, Research & Evaluation, National Association of Charter School Authorizers

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, May 21, 2015 1:55 PM
To: Patrick Gavin
Subject: Save the Date for the 2015 Leadership Conference - Early Bird Pricing Available Now!

View the online version or mobile version [here](#).



COLORADO
OCTOBER 19 - 22
2015
* * * * *

SAVE THE DATE



REGISTER NOW

FOR THE 2015 LEADERSHIP CONFERENCE! EARLY BIRD
PRICING IS AVAILABLE THROUGH AUGUST 31.

Do you believe that ideas can shape futures?
We do.

Come share ideas with colleagues and help shape a
brighter future for children in your community.

[MORE INFORMATION](#)

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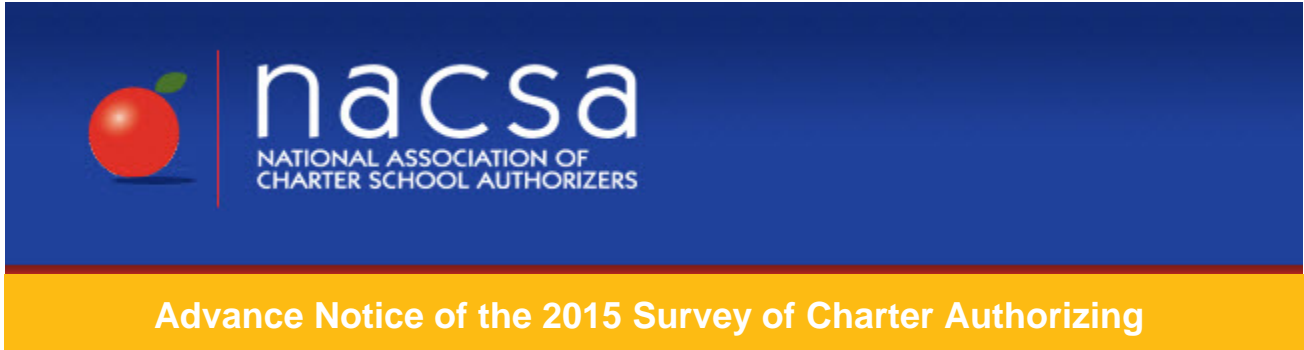


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Patrick Gavin

From: Karega Rausch <nacsa@qualitycharters.mmsend.com> on behalf of Karega Rausch <nacsa@qualitycharters.org>
Sent: Wednesday, May 20, 2015 2:36 PM
To: Patrick Gavin
Subject: Advance Notice of the 2015 Survey of Charter Authorizing

View the online version or mobile version [here](#).



Dear Mr. Patrick Gavin,

Thank you again for your time and attention filling out the 2014 Survey of Charter Authorizing. This spring, we shared some of our macro findings about charter authorizing in our [Whaddya Know Wednesdays series](#) and made [individual scores by authorizer available online](#).

In a few days you will receive a request to complete the annual survey of the National Association of Charter School Authorizers (NACSA) via email. That survey – the only comprehensive survey in the country that collects information on the practices and policies of charter school authorizers – is of vital importance to our field. It helps authorizers like you benchmark your practices against other authorizers across the country, know what your peers think and are doing on key authorizing topics, and shapes the resources NACSA creates to assist you in advancing authorizing practices.

Thank you in advance for completing the survey when you receive it. Authorizing is critical to advancing quality educational opportunities for children across the country. Your voice, perspectives, and practices are vital in shaping the profession of authorizing. We look forward to hearing from you.

Sincerely,

M. Karega Rausch, Ph.D.
Vice President of Research & Evaluation

Sherry Tracewski
Senior Research Analyst

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105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, May 19, 2015 2:06 PM
To: Patrick Gavin
Subject: Tips to Enhance the Rigor of Your Virtual Application Review

View the online version or mobile version [here](#).

May 19, 2015

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IN THIS ISSUE

- [Tips to Ensure a High-Quality Review of Virtual Charter School Applications](#)
- [Whaddya Know About... Protecting the Public Interest](#)
- [New NACSA Report Says Authorizers and Lenders Have a Lot in Common](#)
- [New Opportunities Posted](#)
- [Update Your Contact for NACSA's Annual Authorizer Survey](#)

Evaluating Virtual Charter School Proposals

Tips to Ensure a High-Quality Review of Virtual Charter School Applications

The rapid rise and expansion of virtual charter schools has been one of the most interesting, yet challenging, developments for many charter authorizers across the country in recent years. Are you reviewing a virtual charter proposal this cycle? Consider the following elements to ensure a high-quality review.

[Read More](#)

NACSA Quick Hits

[Whaddya Know About... Protecting the Public Interest](#)

Looking for a Career Change?

Are you a lawyer? Applications specialist? Policy guru? New opportunities await you on NACSA's [Career Center](#). [Read More](#)

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Authorizers take their role as protectors of the public interests very seriously. To execute this pillar of high-quality authorizing, authorizers utilize a number of best practices to monitor the financial health of charter schools under their watch. Do you have these practices in place? [Read More](#)

New NACSA Report Says Authorizers and Lenders Have a Lot in Common

Authorizers and lenders may not have the same goals, but they do have a lot of the same needs in executing their core functions. [Read More](#)



Tell Us Who to Contact

Update Your Contact for NACSA's Annual Authorizer Survey

Who is the best contact in your organization to receive NACSA's Annual Authorizer Survey? [Read More](#)



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, May 13, 2015 8:50 AM
To: Patrick Gavin
Subject: Whaddaya Know Wednesday Week 5: Authorizers Take Their Roles Seriously

View the online version or mobile version [here](#).

Hi Patrick,

For the final edition of **Whaddaya Know Wednesdays**, we're looking at how the vast majority of authorizers take their role in protecting the public interest very seriously.

While a handful of large scandals may get widespread media coverage, strong authorizers balance their imperative to protect public funds with their commitment to provide an array of choices of public schools in their community.

Missed a week? All five infographics from the series will remain [available on our website](#) for future reference.

Questions, opinions? Use [#AskAuthorizers](#) or [#OneMillionLives](#) on Twitter, or visit us on Facebook!

WHADDYA KNOW?



Authorizers take their roles seriously
#OneMillionLives

We can ensure better futures for hundreds of thousands of children by making sure we honor the trust the public has placed in us as authorizers.



of authorizers surveyed
REQUIRE A FINANCIAL AUDIT



monitor financial health, in addition to annual audit,
AT LEAST ANNUALLY



monitor financial health
MONTHLY OR QUARTERLY

AUTHORIZERS ARE DILIGENT ABOUT PUBLIC REPORTING ON SCHOOL PERFORMANCE:



provide a written annual report on school performance



of those authorizers indicate that report is separate from state report cards

ARE THESE AREAS WHERE AUTHORIZERS SHOULD BE DOING MORE TO PROTECT PUBLIC INTERESTS?

57% of large authorizers report attending school board meetings

53% Of the 57%, the majority attend at least one meeting annually

23%

and nearly a quarter of them attend every governing board meeting

Authorizers are rarely involved in selecting school auditors. **72% OF AUTHORIZERS** report that charter schools alone select their auditors, as long as those auditors are qualified and independent. **ONLY 25% OF AUTHORIZERS** report having a direct role in selecting or approving the auditor.



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, May 12, 2015 12:38 PM
To: Patrick Gavin
Subject: What Happened During Charter Schools Week?

View the online version or mobile version [here](#).

May 12, 2015

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IN THIS ISSUE

- [To Open or Not to Open, That is the Question](#)
- [Charter School Alums Celebrate National Charter School Week](#)
- [Can We Talk?](#)
- [National Attention During Charter Schools Week](#)
- [Whaddya Know: About Replication and Growth](#)
- [A New Opportunity Awaits You!](#)
- [Help us Make Conference Great](#)

Introduction to Charter School Applications

To Open or Not to Open, That is the Question
Authorizers are faced with a number of critical decisions, perhaps the most important of these comes when determining whether to grant a charter. The weight of this decision makes the strength and rigor of your application process vital to ensuring only the most capable potential operators are granted the opportunity a charter provides.

This month, we will explore the application process, with tips from our team, resources, and examples from your peers. Let's get started with an introduction to charter school applications. [Read More](#)

New Job Posted

The University of St. Thomas is hiring. [Read More](#)

Thank You for Renewing!

- Adams 12 Five Star Schools
- Altus Institute
- Atlanta City School District
- Ball State University Office of Charter Schools
- Bay Mills Community College
- Colorado League of Charter Schools
- Educational Service Center of Lake Erie West
- Ferris State University
- Florida Consortium of Public Charter Schools
- Franklin-McKinley School District
- Gov. John Engler Center for Charter Schools
- Indiana Charter School Board
- Los Angeles Unified School District
- Missouri Charter Public School Association
- Northeast Charter Schools Network
- Northern Michigan University

Charter Schools Week Roundup

Charter School Alums Celebrate National Charter School Week

You may know that many NACSA staff are former (or current) charter school authorizers. But did you know that we have charter school graduates on staff as well? [Read More](#)

Can We Talk?

NACSA is pleased to announce the release of its newest report, *Charter Lenders & Charter Authorizers: Can We Talk?* [Read More](#)

National Attention During Charter Schools Week

Read Greg Richmond's piece on closing schools and Reuters coverage of NACSA's paper on lending practices. [Read More](#)

Whaddya Know: About Replication and Growth

Did you know that about 25 percent of all charter schools are the result of an existing school (or operator) replicating their model or expanding to serve more students. [Read More](#)

Conference is Coming

Conference is Coming

Help us Make Conference Great

Interested in providing feedback to help us shape the program for the 2015 NACSA Leadership Conference? [Don't forget to take our survey!](#) [Read More](#)

- Oregon Department of Education
- San Joaquin County Office of Education
- State Charter Schools Commission of Georgia
- State Public Charter School Authority
- Thomas B. Fordham Foundation - Ohio
- Tulsa Public Schools
- University of Missouri-Kansas City, Charter School Center
- University of Missouri, College of Education

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, May 06, 2015 7:51 AM
To: Patrick Gavin
Subject: Charter Schools Week: Let's Talk About Growth!

View the online version or mobile version [here](#).

Hi Patrick,

Welcome to the penultimate edition of **Whaddya Know Wednesdays**, a five-week series where NACSA shares significant results from the 2014 Survey of Charter School Authorizers. In honor of #CharterSchoolsWeek, we are happy to share what we know about how authorizers are working to help successful models replicate.

Missed last week's focus on how authorizers are staffing up to meet demand? You can check it out [here](#).

Questions, opinions? Use [#AskAuthorizers](#), [#CharterSchoolsWeek](#) or [#OneMillionLives](#) on Twitter, or visit us on Facebook!

WHADDYA KNOW?



Helping proven charter school models to grow
#OneMillionLives

To serve more kids, the strongest authorizers are helping expand and replicate successful school models.



A quarter of charter school growth comes from known entities:



are the **RESULT OF AN EXISTING SCHOOL** (or operator) replicating their model or expanding to serve more students.

Some authorizers ease the administrative burden of expansion for schools with proven records: **ABOUT ONE IN THREE AUTHORIZERS** reduce application requirements or have a different application cycle for potential replicators.



Authorizers report using a range of other replication policies, including state laws that **REQUIRE REPLICATIONS** under certain circumstances and the recruitment of high-quality operators to their communities.



Now that the charter school sector is nearing its 25-year mark, authorizers can see which models work best. Some existing excellent charter schools want to serve more children and are willing to respond to local demand. **AUTHORIZERS ARE POISED TO TAKE ADVANTAGE OF AN INCREDIBLE OPPORTUNITY** to give thousands of children a better chance at a great education, but in order to do so, they must make it easier for proven school models to grow.



Data based on NACSA's 2014 survey findings from authorizers with 10 or more schools.

Learn more about upcoming surveys [here](#) and read the Overview of the 2014 Survey [here](#).
You can also view survey results from previous years [here](#).

[Join the conversation on Twitter with #AskAuthorizers!](#)

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105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: membership@qualitycharters.org
Sent: Wednesday, May 06, 2015 7:41 AM
To: Patrick Gavin
Subject: National Association of Charter School Authorizers - Your membership dues have been received

National Association of Charter School Authorizers

Dear Patrick,

Your dues have been received. You will receive another email once your dues have been processed.

To view your invoice/receipt for this transaction, click the link below:
http://qualitycharters.site-ym.com/members/invoice_view.asp?id=D41688CD-F5A0-4471-88AE-4E627ABC1701

Thanks!

National Association of Charter School Authorizers

This is an automated email sent from the National Association of Charter School Authorizers. Please do not reply to this email. It has been sent from an email account that is not monitored. If you feel you have received this message in error, or would like to reach NACSA's membership office, please contact membership@qualitycharters.org or 724.719.2554.

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, May 05, 2015 3:06 PM
To: Patrick Gavin
Subject: Announcing NACSA's Newest Board Members

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May 5, 2015

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IN THIS ISSUE

- [Meet NACSA's New Board Members](#)
- [Five Reasons to Be Proud to Be an Authorizer](#)
- [ICYMI: Whaddya Know Wednesday](#)
- [2015 NACSA Leadership Conference: Help Us Help You](#)
- [Wrapping Up Our Series on Performance Frameworks](#)
- [Recommended Reading with Your Morning Coffee](#)

Announcing NACSA's Newest Board Members

Meet NACSA's New Board Members
What do Mashea Ashton and James Merriman have in common? A lot, it seems – not the least of which is that they both have rejoined the NACSA Board of Directors, serving 3-year terms beginning in October, 2014. [Read More](#)

NACSA Quick Hits

Five Reasons to Be Proud to Be an Authorizer
It's National Charter Schools Week! Here are five reasons you should be proud to be an authorizer. [Read More](#)

NACSA Performance Frameworks

We've spent the past three months exploring academic, financial, and organizational performance frameworks. Here are a few final thoughts. [Read More](#)

What We Are Reading This Week

We're keeping an eye on the latest news in the sector so you don't have to! Here are a few of our top picks for the week. [Read More](#)

Essential Practices

Do you grant initial charter terms of five years only? Find out [why this practice matters](#).

CONTACT US

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Fax: 312.376.2400

ICYMI: Whaddya Know Wednesday

Authorizing offices are building capacity as more communities make [charters a significant part of their public school portfolio](#). Overall, we see evidence that being an authorizer means being a part of a growing industry. Stay tuned: you just might see authorizers in next year's [CNN's top 100 professions!](#) [Read More](#)



Tell Us What You Want. What You Really, Really Want at the 2015 NACSA Conference

2015 NACSA Leadership Conference: Help Us Help You

The NACSA Leadership Conference is your one-stop destination for all of your professional development needs. We want to know what you want to see at this year's event. [Read More](#)



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, April 29, 2015 8:20 AM
To: Patrick Gavin
Subject: Whaddaya Know Wednesday Week 3: Authorizing Offices are on the Grow.

View the online version or mobile version [here](#).

Hi Patrick,

Welcome to the third edition of **Whaddya Know Wednesdays**, a five-week series where NACSA shares significant results from the 2014 Survey of Charter School Authorizers.

This week our infographic shows that there are 1,057 authorizing offices across the nation, up nearly 30% over the last five years. Don't miss last week's focus on [charter school closure](#)!

Questions, opinions? Use #AskAuthorizers or #OneMillionLives on [Twitter](#), or visit us on Facebook!

WHADDYA KNOW?



Authorizers are part of a growing industry
#OneMillionLives

Authorizing charter schools to create better opportunities for children is a great career path!

On average, authorizing offices have **BETWEEN SIX AND EIGHT** staff members.



The total number of staff is **INFLUENCED BY THE NUMBER OF SCHOOLS** an authorizer oversees.



The average staff-to-school ratio is **ONE STAFF MEMBER FOR EVERY 7.16 SCHOOLS**. However, the range varies widely from **ONE STAFF MEMBER FOR EVERY 75 SCHOOLS** to **ONE STAFF MEMBER FOR EVERY 1.5 SCHOOLS**.

LOOKING AHEAD

44% OF AUTHORIZERS surveyed plan to hire more staff in the next year.

ONLY 3% plan to reduce staff.

Data based on NACSA's 2014 survey findings from authorizers with 10 or more schools.



nacsa
NATIONAL ASSOCIATION OF
CHARTER SCHOOL AUTHORIZERS

Learn more about upcoming surveys [here](#) and read the Overview of the 2014 Survey [here](#).

You can also view survey results from previous years [here](#).

[Join the conversation on Twitter with #AskAuthorizers!](#)

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, April 28, 2015 5:35 PM
To: Patrick Gavin
Subject: Tips for Monitoring Organizational Performance Effectively

View the online version or mobile version [here](#).

April 28, 2015

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IN THIS ISSUE

- [Tips for Monitoring Organizational Performance Effectively](#)
- [More Ways to Use NACSA's Index of Essential Practices](#)
- [The Latest Developments in the ESEA Reauthorization](#)

Monitoring Organizational Performance

Tips for Monitoring Organizational Performance Effectively

Ongoing monitoring... perhaps one of the greatest challenges faced by authorizers, and with a focus on legal compliance, also seemingly one of the least fun. Some may see compliance and organizational monitoring as "yuck" words, but monitoring organizational performance through a performance framework is critical to protecting student and public interests and ensuring that charter schools are living up to their promise in all areas of operation. Here are some tips to help you better monitor organizational performance. [Read More](#)

NACSA Quick Hits

More Ways to Use NACSA's Index of Essential Practices

New Opportunity Posted

The Santa Clara County Office of Education seeks a qualified candidate to join its team! [Read More](#)

Whaddaya Know Wednesdays

Behind the Headlines: Charter School Closure

Authorizing offices are building capacity as more communities make charters a significant part of their public school portfolio. Overall, we see evidence that being an authorizer means being a part of a growing industry. Stay tuned: you just might see authorizers in next year's [CNN's top 100 professions!](#)

... But in the meantime, check out [last week's infographic](#) that about charter school closure.

Essential Practice

NACSA's Index of Essential Practices isn't just a [neat dashboard](#) existing in cyberspace. It is a tool to help authorizers advance quality within their own organizations and state. Here is how you can put it to use in your office.

[Read More](#)

The Latest Developments in the ESEA Reauthorization

Here's a quick update on the latest developments on Capitol Hill regarding the reauthorization of the Elementary and Secondary Education Act.

[Read More](#)

Do you use an expert panel that includes external members to review charter applications? Find out why this [practice matters](#) and learn more about putting it in place on the [Knowledge Core](#).

NACSA in the News

Oklahoma: [Governor Signs Comprehensive Charter School Bill, Expands Charter Schools Statewide](#)

Pennsylvania: [Who Wants to be an Authorizer? Pennsylvania Colleges and Universities Say 'Not It!'](#)

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Patrick Gavin

From: "National Association of Charter School Authorizers"
<membership@qualitycharters.mmsend.com> on behalf of National Association of
Charter School Authorizers <membership@qualitycharters.org>
Sent: Monday, April 27, 2015 7:37 AM
To: Patrick Gavin
Subject: Join Us to Discuss the Reauthorization of ESEA in Our Next Expert Briefing!

View the online version or mobile version [here](#).

nacsa expert briefing

The Reauthorization of ESEA and Charter School Authorizing: What do You Need to Know?

Thursday, May 7 | 1 p.m. ET | [Register Today!](#)

The reauthorization of the Elementary and Secondary Education Act has the education world abuzz with speculation on the content and impact of a potential reauthorization. How would a reauthorization effect authorizers, and what areas is NACSA involved in through our federal policy work? Please NACSA's Policy Team for an interactive discussion on Thursday, May 7 to learn about the reauthorization proposals and how they impact:

- Annual testing and the availability of disaggregated data;
- How the enforcement of charter contracts could fit in to state accountability schemes;
- The availability of resources for improving authorizer quality; and
- The potential state-level requirements of a new SEA Charter School Grant.

This event is an Expert Briefing offered as an exclusive benefit for NACSA Plus members. We hope you will join us and your fellow NACSA Plus members for this special discussion.

[Register for Expert Briefing](#)

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, April 22, 2015 9:20 AM
To: Patrick Gavin
Subject: Whaddaya Know Wednesday Week 2: Behind the Headlines About School Closure

View the online version or mobile version [here](#).

Hi Patrick,

Welcome to the second edition of **Whaddya Know Wednesdays**, a five-week series where NACSA shares significant results from the 2014 Survey of Charter School Authorizers. This week we invite you to go behind the headlines for a look at school closure.

Don't miss last week's focus on how [charter school authorizers are handling applications](#) from prospective school founders and operators!

Questions, opinions? Use #AskAuthorizers or #OneMillionLives on [Twitter](#), or visit us on Facebook!

WHADDYA KNOW?



Behind the headlines about school closure
#OneMillionLives

We can't provide better schools for hundreds of thousands of children through growth alone—we also have to make the hard decisions to close schools that persistently fail children.

Authorizers closed an average of **3.8%** of the charter schools in their portfolios in 2013–2014, on par with 2012–2013.

(The National Alliance for Public Charter Schools reports that a total of 210 charter schools closed in 2013–2014.)

3.8%

of

CHARTER SCHOOLS

TWO PRIMARY TYPES OF CLOSURES

NON-RENEWAL

More Common

During periodic renewal reviews, charter school authorizers must decide whether or not schools have delivered on their promises to children and the public.

79%

of the charters that were reviewed in 2013–2014 **WERE RENEWED.**

96%

OF AUTHORIZERS have established and documented criteria when making non-renewal decisions.

REVOCAION

Less Common

Sometimes authorizers must close schools between renewal cycles when other factors, such as intractable financial problems, force their hand.

87%

OF AUTHORIZERS have an established, escalating scale of consequences prior to revocation of a charter.

90%

OF AUTHORIZERS have protocols that describe the grounds for revocation.

Authorizer closure decisions are scrutinized, but those decisions are largely being affirmed:

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Patrick Gavin

From: membership@qualitycharters.mmsend.com on behalf of membership@qualitycharters.org
Sent: Tuesday, April 21, 2015 3:05 PM
To: Patrick Gavin
Subject: Digging Deeper: Organizational Framework Indicators

View the online version or mobile version [here](#).

April 21, 2015

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IN THIS ISSUE

[Digging Deeper: Organizational Framework Indicators](#)

[We Hope You Will Join Us!](#)

[Leveraging the NACSA Community](#)

[State of Charter School Authorizing: Application Practices](#)

[Add NACSA's Career Center to Your Candidate Search](#)



More Tips to Help You Ensure Schools are Well Run

Digging Deeper: Organizational Framework Indicators

Earlier this month, we introduced the six categories—or indicators—an authorizer may use as part of an organizational performance framework. Today, let's dig deeper into each of these indicators, while keeping a close eye on the delicate balance between autonomy and accountability, with some tips from our Authorizer Development team. [Read More](#)



Membership Updates

We Hope You Will Join Us!

Can you believe the 2014-2015 member year is in its last quarter? We hope you will join us for next year! [Read More](#)

Recruit Top Talent

Looking for talented individuals to join your team? [Read More](#)



Help Us Help You

Have a [question you'd like to see included](#) in NACSA's Annual Authorizer Survey? Tweet us your questions using our [Twitter](#) handle, @QualityCharters, using the hashtag #askauthorizers.

Or post to our Facebook page, <https://www.facebook.com/qualitycharters> or [shoot us an email!](#)



Welcome New Member

Educational Resource Consultants of Ohio



Leveraging the NACSA Community

We're all in this together. Don't forget to leverage the expertise of your peers through NACSA Communities! [Read More](#)

Whaddya Know Wednesdays

State of Charter School Authorizing: Application Practices

Authorizers are getting smarter about charter growth by using rigorous processes that ensure only the best applicants are granted the profound responsibility of educating our nation's children. Learn more about these findings from [NACSA's 2014 Authorizer Survey](#) in the first [Whaddya Know Wednesday](#). [Read More](#)

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Wednesday, April 15, 2015 9:50 AM
To: Patrick Gavin
Subject: Welcome to Whaddya Know Wednesdays! This week: Getting Smarter About Charters

View the online version or mobile version [here](#).

Hello Patrick,

Welcome to NACSA's first Whaddya Know Wednesdays Series! For the next five weeks, NACSA will use this e-mail series to share significant results from the 2014 Survey of Charter School Authorizers.

Families rely on charter school authorizers to set high standards so that only high quality schools are allowed to open in their communities. The best way to ensure those standards are high on the front end is to create rigorous application processes that increase the likelihood of success.

So this week, we will focus on how charter school authorizers handle applications from prospective school founders and operators.

Learn more about upcoming surveys [here](#) and [here](#). You can also view survey results from previous years [here](#). Join the conversation on Twitter with the hashtag #AskAuthorizers!

Sincerely,

Team NACSA

WHADDYA
KNOW?



Getting smarter about charters
#OneMillionLives

We are getting smarter about charter growth by only letting the best applicants open new schools—that means more high-quality seats for more children.



Of the **new charter schools** that opened in 2014-2015, **92%** of those openings went through a rigorous, quality-focused application process – increasing the odds that children will have a better school to attend.

Authorizers are selective: they receive, on average, **14 applications** for new schools each year and only approve **one-third** of them.



Authorizers use smart tools to ensure only the best applicants are approved:



interview all qualified applicants



have clear application approval criteria



have an established timeline for reviewing new schools

There's always room to improve:



Only **76% of authorizers** have a panel of experts review charter applications in addition to internal staff.

Only some authorizers ask for what they want up front: **fewer than half (42%)** of authorizers are intentionally setting application priorities and preferences for the kinds of applications they want to receive.



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105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, April 14, 2015 2:54 PM
To: Patrick Gavin
Subject: Tips for Executing an Organizational Performance Framework

View the online version or mobile version [here](#).

April 14, 2015

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IN THIS ISSUE

- [Answering the Question: Are Your Schools Well Run?](#)
- [What's Your Score?](#)
- [#askauthorizers](#)
- [Legislative Update from NACSA](#)
- [Exploring NACSA's New Member Portal](#)

Tips for Executing an Organizational Performance Framework

Answering the Question: Are Your Schools Well Run?
Last week we asked, "Are schools in your portfolio well run?" If we prompted you to ponder that question, an organizational performance framework may just be the tool that you need. Implementing a new practice like this may be daunting, so our authorizer development team offers a few tips to help you along the way. [Read More](#)

News You Need to Know

What's Your Score?
Every year, NACSA surveys authorizers on their implementation of the [12 Essential Practices](#) for quality charter school authorizers. How did you and authorizers in your state respond to these questions? [Read More](#)

How Do I...?

Need help navigating NACSA's new member portal? [Read More](#)

Quality in the News

To open in Hillsborough, charter schools [need to clear the gates](#), reported the *Tampa Bay Times*.

The New Jersey Charter Schools Association said in a guest column in the *Star-Ledger* that a bill placing a moratorium on charter school expansion holds the state's children [hostage to mediocrity](#).

A column in *USA Today* asked, "Why keep mediocre charter schools open if they [can't out-perform public schools](#)?"

Coming Soon to Your Inbox

Keep a watchful eye on your inbox for *Whaddya Know Wednesdays* highlighting key findings from NACSA's 2014 Authorizer Survey!

#askauthorizers

Speaking of NACSA's Annual Authorizer Survey... [Read More](#)

Action in the Statehouse

Legislative Update from NACSA

Proposed charter school bills are heating up legislatures across the country. Our Policy Team is keeping a close eye on all of the activity for NACSA members. [Read More](#)

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, April 07, 2015 3:11 PM
To: Patrick Gavin
Subject: Introduction to Organizational Performance Frameworks

View the online version or mobile version [here](#).

April 7, 2015

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IN THIS ISSUE

- [Are Schools in Your Portfolio Well Run?](#)
- [Professional Development Tip: Achieving You Goals](#)
- [Don't Forget! Update Our Address in Your Payment System](#)
- [Heads of Authorizing Office Community Hosts First Event](#)
- [ICYMI... New Career Opportunities](#)

Introduction to Organizational Performance Frameworks

Are Schools in Your Portfolio Well Run?
When evaluating a charter school for renewal, there are three important questions to ask. Is the educational program success? Is the school financially viable? Is the organization effective and well run?

NACSA's performance framework seeks to assist authorizers in answering each of these questions while supporting the three core principles of authorizing—maintaining high standards, upholding school autonomy, and protecting student and public interests. We've spent the past two months exploring the academic and financial frameworks. Now let's turn our attention to the organizational performance framework.
[Read More](#)

Check Out the Career Center

In case you missed it, there are new opportunities available on NACSA's Career Center! [Read More](#)

Quality in the News

NACSA President and CEO Greg Richmond encouraged Connecticut lawmakers to [pass comprehensive charter school reform](#) in commentary published on *CTViewpoints*. The State Department of Education also announced it will use a [more rigorous system](#) for charter school renewal, reported the *Hartford Courant*.

An [amended charter school bill](#) has passed the Maryland Senate; it will now go to the House for consideration, reported *WBOC*.

Essential Practices

Do you interview all qualified charter school applicants? Learn [why this practice matters](#) and

News You Need to Know

Professional Development Tip: Achieving You Goals
Setting goals is easy. Achieving them can be a challenge. Here are a few tips to help you and your team accomplish your grand vision for authorizing. [Read More](#)

Don't Forget! Update Our Address in Your Payment System
It is almost time to renew your organization's NACSA membership for a new and exciting member year. Don't forget to update our address in your payment system. [Read More](#)

Authorizers Gather in Phoenix for First Leaders' Summit

Heads of Authorizing Office Community Hosts First Event
Last month, NACSA's Heads of Authorizing Offices Community hosted its first event aimed at strengthening the national network of authorizing leaders across the country. [Read More](#)


execute it using resources found on the [Knowledge Core](#).

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, March 31, 2015 4:01 PM
To: Patrick Gavin
Subject: In Like a Lamb, Out Like a Lion

View the online version or mobile version [here](#).

March 31, 2015

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IN THIS ISSUE

- [What to Look for When Ensuring Financial Accountability](#)
- [Budgeting to Attend the NACSA Annual Conference](#)
- [NACSA Members Recognized as Exemplary Authorizers](#)
- [Meet Elisa Westapher, NACSA's Director of Authorizer Development](#)
- [Ready to Lead?](#)

In Like a Lamb, Out Like a Lion

What to Look for When Ensuring Financial Accountability

The public and policymakers are keeping a watchful eye on charter schools. The last thing you want as an authorizer is for a charter school to come in like a lamb—mild and pleasant—and out like a lion—unpleasant and downright brutal.

Financial mismanagement is a sure means of guaranteeing a school will go out like a lion, dominating headlines and almost certainly ending up in implosion. Strong financial accountability measures can help you keep your charter portfolio in check. Here are some indicators and measures to watch for as you seek to gauge the financial health of your schools under your watch.

[Read More](#)

New Job Posted

South Carolina is the place for smiling faces and beautiful places, and it is looking for a new leader to further its charter school sector. [Read More](#)

Quality in the News

Last week, the Ohio House [approved a bill](#) cracking down on low-performing Ohio charter schools and imposing a host of new accountability standards on sponsors, reported the *Associated Press*.

Maryland's Senate education committee is [mulling amendments](#) to the state's governor's charter school expansion plan, reported the *Associated Press*.

A legislative proposal to place a two-year moratorium on new charter schools in Connecticut has been [scrapped](#), reported the *Associated Press*.

News You Need to Know

Budgeting to Attend the NACSA Annual Conference

Spring break is upon us, meaning that the end of the school year is just around the corner. Many of you may be looking at this year's budget with an eye towards spending down funds. Consider using those funds towards attending NACSA's Annual Leadership Conference in October. [Read More](#)

NACSA Members Recognized as Exemplary Authorizers

NACSA is pleased to recognize the Ohio Council of Community Schools and Thomas B. Fordham Foundation for earning "[exemplary](#)" designations from the Ohio Department of Education. Their work to provide quality educational opportunities to the state's children is commendable. [Read More](#)

Getting to Know You

Meet Elisa Westapher, NACSA's Director of Authorizer Development

Elisa Westapher is bringing her attorney background to NACSA to help authorizers advance their practices. Learn more about her in this month's staff profile. [Read More](#)

Essential Practices

Do you publish your application timelines and materials? Learn why this [essential practice matters](#) and how you can implement it.

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, March 24, 2015 2:50 PM
To: Patrick Gavin
Subject: Holding Schools Financially Accountable... What Do You Need?

View the online version or mobile version [here](#).

March 24, 2015

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IN THIS ISSUE

- [Financial Performance Frameworks: Collecting Evidence](#)
- [Alabama Becomes Next State Welcoming Charter Schools](#)
- [Free Webinar for NACSA Members](#)
- [How Do I... Participate in a NACSA Forum?](#)
- [Check Out NACSA's Career Center](#)

Holding Schools Financially Accountable... What Do you Need?

Financial Performance Frameworks: Collecting Evidence

Let's face it. Not all of us have backgrounds in finance and accounting. This can make holding charter schools in your portfolio accountable for their finances seem more like you're reading a foreign language. This is why NACSA developed its Core Performance Framework for financial accountability. We want to help make it as easy as possible for you to gauge the financial health of a school and enable you to take action when needed. What types of documentation do you need to collect to implement this important tool? [Read More](#)

News You Need to Know

New Jobs Posted

There are new opportunities waiting for you on NACSA's [Career Center](#). [Read More](#)

Quality in the News

According to the latest study released by CREDO, urban charter schools [significantly out-perform](#) their district counterparts in both reading and math, reported *EdWeek*.

Two Alabama school districts are interested in becoming the [state's first authorizers](#), reported *WSFA*.

A wide-ranging education bill featuring [numerous charter school provisions](#) has passed Florida's Senate education committee, reported *EdWeek*.

Congratulations Members!

Congratulations to the California Charter Schools Association, the Alameda County Office of Education, the Illinois Network of

Alabama Becomes Next State Welcoming Charter Schools

Charter schools are [one step closer](#) to benefiting Alabama's children. [Read More](#)

Free Webinar for NACSA Members

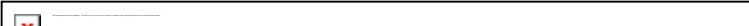
NACSA members are invited to participate in a free webinar this Thursday presented by BoardOnTrack. [Read More](#)



Have a Question? Ask Your Fellow Members!

How Do I... Participate in a NACSA Forum?

Last year, many of you asked us for more opportunities to engage with your peers across the country. One of the ways we are responding to this need is through forums on our new [member portal](#). Here is how you can put them to use to connect with your fellow authorizers. [Read More](#)



Charter Schools, and New Schools for New Orleans for being awarded a National Activities grant from the U.S. Department of Education.



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, March 17, 2015 2:51 PM
To: Patrick Gavin
Subject: Getting the Most Out of a Financial Performance Framework

View the online version or mobile version [here](#).

March 17, 2015

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IN THIS ISSUE

- [Getting the Most Out of a Financial Performance Framework](#)
- [Meet the New Faces at NACSA](#)
- [Managing the Madness](#)
- [NACSA Receives Grant to Strengthen Charter School Quality Nationwide](#)
- [Check Out These Career Center Postings](#)

Tips for Implementing a Financial Performance Framework

Getting the Most Out of a Financial Performance Framework

A financial performance framework is a great tool to help you keep a pulse on the financial health of charter schools in your portfolio. But, implementing this practice can be daunting. We asked our Authorizer Development team to share some tips to help you get the most out of your financial performance framework. [Read More](#)

News You Need to Know

Meet the New Faces at NACSA

NACSA is pleased to welcome a few new faces to our Communications Team! [Read More](#)

New Jobs Posted

New opportunities await you on our [Career Center](#), including the chance to join NACSA's team! [Read More](#)

Quality in the News

The Delaware Department of Education to charter schools: "you deliver or you close," reported *WDDE*.

The push for education reform in Alabama continues as the state's Senate has passed a bill [allowing for charter schools](#); it now goes to the House for review, reported *Education News*.

[Charter school proposals](#) are a hot topic in Wisconsin's legislature this session, reported the *Milwaukee Journal Sentinel*.

Essential Practices

Do you have established, documented criteria for the evaluation of charter school

Managing the Madness

March Madness is upon us! For many organizations, the Big Dance means a drop in employee productivity. Here are a few tips to ensure your team stays on track while engrossed with the tourney. [Read More](#)

Exciting News from NACSA!

NACSA Receives Grant to Strengthen Charter School Quality Nationwide

We're pleased to announce the U.S. Department of Education has recognized the critical role authorizers play in charter school quality by awarding a \$2.3 million National Leadership Activity Grant to NACSA for its Better Outcomes through Quality Authorizing (BOQA) project. [Read More](#)

applications? Learn [why this matters](#) and visit the [Knowledge Core](#) for assistance on implementing this important practice.

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa@qualitycharters.mmsend.com> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, March 12, 2015 1:30 PM
To: Patrick Gavin
Subject: Message from Greg Richmond on ESEA

View the online version or mobile version [here](#).



Dear Patrick,

While you address the day-to-day challenges of authorizing charter schools in your community, Congress has been debating how to update the Elementary and Secondary Education Act. During those debates within our nation's capital, NACSA has consistently represented your voice, advocating for laws that recognize the important work authorizers play maintaining quality within the charter school community.

Yet, beyond advocating for authorizers, we also believe that Congress should learn from your work and incorporate those lessons into the broader re-write of ESEA. What are those lessons? The following essay from NACSA's Parker Baxter and Alex Medler lays them out.

["No Child Left Behind Rewrite Can Learn from the Charter Sector," Real Clear Education, March 12, 2015](#)

Thank you for all you do to expand and strengthen educational opportunities for children. Your work affects not only the schools that you authorize, but informs how the whole nation can improve public education.

Sincerely,

Greg Richmond
President and CEO, NACSA



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, March 10, 2015 2:35 PM
To: Patrick Gavin
Subject: Introducing the 2015 Cohort of NACSA's Leaders Program

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March 10, 2015

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IN THIS ISSUE

- [Putting a Financial Performance Framework to Work](#)
- [Meet the Next Leaders Program Cohort](#)
- [Questions to Ask When Crafting a Mission](#)
- [Step-by-Step Guide to Posting Open Positions on NACSA's Career Center](#)
- [Arizona State Board for Charter Schools Seeks Executive Director](#)

Introduction to Financial Performance Frameworks

Putting a Financial Performance Framework to Work
The mismanagement of public funds is a surefire way for a charter school—and authorizer—to land on the front page of the newspaper. Last month, we explored academic performance frameworks. Now, let's turn our attention to financial performance frameworks.

NACSA's financial performance framework is intended to be a starting point for authorizers to adapt to evaluate charter schools' financial performance as part of ongoing monitoring and renewal decision making. While charter schools have the autonomy to manage their finances consistent with state and federal laws, authorizers have the duty to ensure that the schools they authorize are financially stable and appropriately using public dollars.
[Read More](#)

Are You Ready to Lead?

If so, the Arizona State Board for Charter Schools wants to hear from you. [Read More](#)

Quality in the News

During his testimony before an Education Committee hearing on a bill [proposing oversight reforms](#), the Ohio State Auditor said the state's charter school system is open to abuse, reported the *Columbus Dispatch*.

A proposed bill in Indiana would require authorizers to [consult with each other](#) prior to approving charters seeking to switch authorizers, reported the *Muncie Star Press*.

Last week, the Alabama Senate Education Policy and Youth Committee approved legislation that would allow the [establishment of charter schools in the state](#), reported the *Montgomery Advertiser*.

✖
☰

News You Need to Know

Meet the Next Leaders Program Cohort
 NACSA is pleased to introduce the next cohort of its Leaders Program. [Read More](#)

Questions to Ask When Crafting a Mission
 A mission is critical to guiding you work as an authorizer. Here a few questions to ask when developing or strengthening your office's mission for quality authorizing. [Read More](#)

✖
☰

How Do I... Post to NACSA's Career Center?

Step-by-Step Guide to Posting Open Positions on NACSA's Career Center
 NACSA has a new and improved [Career Center](#)! Here is how you can post your career listings to it to reach more than 1,300 professionals committed to quality in the charter school sector. [Read More](#)

✖
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Welcome New Member!

Connecticut Department of Education

✖
☰

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Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Friday, March 06, 2015 1:02 PM
To: Patrick Gavin
Subject: Re: NACSA Leaders Program

Ouch. And ouch for Nick too, whoever he is.

Don't know what to tell you - the tea leaves are all in Chicago and I don't have a hand in the decision.

So kick ass in NV and apply next year. (And I'm always available for informal "mentoring" which I do for the program, if that's helpful.)

Cheers.
N

*Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
304-876-1177*

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Friday, March 6, 2015 3:32 PM
To: Nelson Smith
Subject: Re: NACSA Leaders Program

Slightly perplexed but will survive...

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 11:57 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Hey Patrick,

So sorry for the mix-up – I was sending these at the same time. This message was intended for you. Again, I strongly urge you to apply to next year's cohort as I feel that you would be a very strong candidate.

All the Best,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, March 06, 2015 1:55 PM

To: Cory Thames

Subject: Re: NACSA Leaders Program

I assume this was intended for me versus Nick?

Patrick J. Gavin

Director

State Public Charter School Authority

[1749 N. Stewart Street, Suite 40](#)

[Carson City, NV 89706](#)

pgavin@spsca.nv.gov

Direct: [775-687-9160](tel:775-687-9160)

Office: [775-687-9174](tel:775-687-9174)

Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 11:51 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Dear Nick,

Thank you for submitting an application to be considered for the upcoming NACSA Leaders Program cohort. This was by far our most competitive application cycle as of yet. As a result of the robust interest and the selectivity of our application process, unfortunately we cannot offer you a spot in the program at this time. However, we **strongly** urge you to consider applying to our 2016 cohort as we feel that you would be a strong candidate.

We truly appreciate your taking the time to complete and submit your application. We wish you a very successful year and hope that you will consider reapplying to the next cohort.

Thank you again for your interest in the NACSA Leaders Program.

Sincerely,

Cory L. Thames

<image001.jpg>

Cory L. Thames

Director of Talent & Engagement

National Association of Charter School Authorizers

105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253

312.376.2366 direct

www.qualitycharters.org

Patrick Gavin

From: Steve Canavero
Sent: Friday, March 06, 2015 12:59 PM
To: Patrick Gavin
Subject: RE: NACSA Leaders Program

Ha ha. I would never do that. Heck, send you out of state then assign all sorts of new responsibilities to the SPCSA.

From: Patrick Gavin
Sent: Friday, March 06, 2015 12:19 PM
To: Steve Canavero
Subject: RE: NACSA Leaders Program

Someone just suggested that a certain board member may have told them that it wasn't a good time for me to be out of state...

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Steve Canavero
Sent: Friday, March 06, 2015 12:12 PM
To: Patrick Gavin
Subject: RE: NACSA Leaders Program

Weird. Very weird.

From: Patrick Gavin
Sent: Friday, March 06, 2015 12:11 PM
To: Steve Canavero
Subject: RE: NACSA Leaders Program

No—I didn't get in!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Steve Canavero
Sent: Friday, March 06, 2015 12:10 PM
To: Patrick Gavin
Subject: RE: NACSA Leaders Program

I loved it and hope you will too. Likely that you'll be light years ahead of others in the cohort but still great.

From: Patrick Gavin
Sent: Friday, March 06, 2015 12:00 PM
To: Steve Canavero
Subject: Fwd: NACSA Leaders Program

FYI

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Begin forwarded message:

From: Cory Thames <coryt@qualitycharters.org>
Date: March 6, 2015 at 11:57:46 AM PST
To: Patrick Gavin <pgavin@spsca.nv.gov>
Subject: RE: NACSA Leaders Program

Hey Patrick,

So sorry for the mix-up – I was sending these at the same time. This message was intended for you. Again, I strongly urge you to apply to next year's cohort as I feel that you would be a very strong candidate.

All the Best,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, March 06, 2015 1:55 PM
To: Cory Thames
Subject: Re: NACSA Leaders Program

I assume this was intended for me versus Nick?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)

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Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 11:51 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Dear Nick,

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We truly appreciate your taking the time to complete and submit your application. We wish you a very successful year and hope that you will consider reapplying to the next cohort.

Thank you again for your interest in the NACSA Leaders Program.

Sincerely,

Cory L. Thames

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Steve Canavero
Sent: Friday, March 06, 2015 12:12 PM
To: Patrick Gavin
Subject: RE: NACSA Leaders Program

Weird. Very weird.

From: Patrick Gavin
Sent: Friday, March 06, 2015 12:11 PM
To: Steve Canavero
Subject: RE: NACSA Leaders Program

No—I didn't get in!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Steve Canavero
Sent: Friday, March 06, 2015 12:10 PM
To: Patrick Gavin
Subject: RE: NACSA Leaders Program

I loved it and hope you will too. Likely that you'll be light years ahead of others in the cohort but still great.

From: Patrick Gavin
Sent: Friday, March 06, 2015 12:00 PM
To: Steve Canavero
Subject: Fwd: NACSA Leaders Program

FYI

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Begin forwarded message:

From: Cory Thames <coryt@qualitycharters.org>

Date: March 6, 2015 at 11:57:46 AM PST

To: Patrick Gavin <pgavin@spsca.nv.gov>

Subject: RE: NACSA Leaders Program

Hey Patrick,

So sorry for the mix-up – I was sending these at the same time. This message was intended for you. Again, I strongly urge you to apply to next year's cohort as I feel that you would be a very strong candidate.

All the Best,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Friday, March 06, 2015 1:55 PM

To: Cory Thames

Subject: Re: NACSA Leaders Program

I assume this was intended for me versus Nick?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 11:51 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Dear Nick,

Thank you for submitting an application to be considered for the upcoming NACSA Leaders Program cohort. This was by far our most competitive application cycle as of yet. As a result of the robust interest and the selectivity of our application process, unfortunately we cannot offer you a spot in the program at this time. However, we **strongly** urge you to consider applying to our 2016 cohort as we feel that you would be a strong candidate.

We truly appreciate your taking the time to complete and submit your application. We wish you a very successful year and hope that you will consider reapplying to the next cohort.

Thank you again for your interest in the NACSA Leaders Program.

Sincerely,

Cory L. Thames

<[image001.jpg](#)>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers

105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

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FYI

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Sincerely,

Cory L. Thames

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, March 06, 2015 11:58 AM
To: Patrick Gavin
Subject: RE: NACSA Leaders Program

Hey Patrick,

So sorry for the mix-up – I was sending these at the same time. This message was intended for you. Again, I strongly urge you to apply to next year's cohort as I feel that you would be a very strong candidate.

All the Best,
Cory

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, March 06, 2015 1:55 PM
To: Cory Thames
Subject: Re: NACSA Leaders Program

I assume this was intended for me versus Nick?

Patrick J. Gavin
Director
State Public Charter School Authority
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Cory L. Thames

Director of Talent & Engagement

National Association of Charter School Authorizers

105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253

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www.qualitycharters.org

Patrick Gavin

From: Lynn-Marie Lucas <lynn-mariel@qualitycharters.org>
Sent: Friday, March 06, 2015 11:05 AM
To: Patrick Gavin
Subject: RE: Phoenix Authorizing Leaders' Summit: Logistics Information

My apologies. You have a reservation checking in on Wednesday, March 18th and checking out on Friday, March 20th.

Again my apologies and have an awesome weekend.

Lynn-Marie

Lynn-Marie Lucas
Executive Assistant to the President
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2322 direct
312.376.2400 fax
www.qualitycharters.org
lynn-mariel@qualitycharters.org

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, March 06, 2015 1:00 PM
To: Lynn-Marie Lucas
Subject: Re: Phoenix Authorizing Leaders' Summit: Logistics Information

Sorry to be a Nuage but can you confirm that the reservation is for Wednesday evening through Friday morning versus Thursday through Friday?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](http://1749.N.StewartStreet,Suite40)
[Carson City, NV 89706](http://CarsonCity,NV.89706)
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Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 9:49 AM, Lynn-Marie Lucas <lynn-mariel@qualitycharters.org> wrote:

Meeting date correction noted below.

Lynn-Marie Lucas
Executive Assistant to the President
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2322 direct

312.376.2400 fax
www.qualitycharters.org
lynn-mariel@qualitycharters.org

From: Lynn-Marie Lucas
Sent: Friday, March 06, 2015 11:21 AM
To: 'pgavin@spsca.nv.gov'
Subject: Phoenix Authorizing Leaders' Summit: Logistics Information

Good Morning,

We're looking forward to seeing you in Phoenix! I thought I'd provide you with a few small travel details before the weekend.

Meeting Location

March 19th & 20th

Arizona State Board for Charter Schools Office
1616 West Adams Street, Suite 170
Phoenix, AZ 85007

Lodging

Palomar Phoenix
2 E. Jefferson Street
Phoenix, AZ 85004
(602) 253-6633
<http://www.hotelpalomar-phoenix.com/>

Confirmation#: **19400192442 – Patrick Gavin**
Arrival: Thursday, March 18th
Departure: Friday, March 20th

When checking in you'll need to present your government ID and personal credit card to cover room rate, taxes and incidentals.

Ground Transportation

Phoenix Arrival - The distance between Phoenix Sky Harbor and Palomar Phoenix is approximately 4.7 miles. Cab fare on average is approximately \$18.00
Getting to the meeting in groups – The distance between Palomar Phoenix and the Arizona State Board of Charter Schools Office is approximately 1.6 miles. Cab fare on average is approximately \$8.20.

Please let me know if you have any questions.

Best,
Lynn-Marie

Lynn-Marie Lucas
Executive Assistant to the President
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2322 direct
312.376.2400 fax

www.qualitycharters.org
lynn-mariel@qualitycharters.org

Patrick Gavin

From: Lynn-Marie Lucas <lynn-mariel@qualitycharters.org>
Sent: Friday, March 06, 2015 9:49 AM
To: Patrick Gavin
Subject: FW: Phoenix Authorizing Leaders' Summit: Logistics Information

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www.qualitycharters.org

lynn-mariel@qualitycharters.org

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, March 03, 2015 2:50 PM
To: Patrick Gavin
Subject: A Busy Start to the 2015 Legislative Session

View the online version or mobile version [here](#).

March 3, 2015

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IN THIS ISSUE

- [A Busy Start to the 2015 Legislative Session](#)
- [Popular Downloads on the Knowledge Core](#)
- [ICYMI: Focus on Academic Performance Frameworks](#)
- [How Do I... Add Individuals to Our Member Roster?](#)

Action in the State House

A Busy Start to the 2015 Legislative Session
It has been a busy start to the legislative session, with new bills on authorizing and charter school accountability being introduced and debated in statehouses across the country. We are at about six weeks into the session, so we asked our Policy team about emerging trends they are seeing. [Read More](#)

News You Need to Know

Popular Downloads on the Knowledge Core
Did you know that you have access to scores of authorizer tools on NACSA's [Knowledge Core](#)? Take a peek at the most frequently downloaded resources from last week. [Read More](#)

Hiring? Don't Forget NACSA's Career Center

Hiring? Don't forget to utilize NACSA's [Career Center](#) as part of your search process! [Read More](#)

Quality in the News

Alabama lawmakers are [renewing their push](#) to allow charter schools in the state, reported the *Associated Press*. Here are [three things to know](#) about the proposed legislation as reported by the *Birmingham Business Journal*.

A proposed charter school bill in Maryland is receiving [mixed grades](#) in the state's capital, reported *Education Week*.

Essential Practices

Do you sign a contract with each school you oversee? Learn more about why this [practice matters](#).

ICYMI: Focus on Academic Performance Frameworks

Last month, we explored academic performance frameworks, sharing why this practice matters, tips for implementation, and a real world example of a framework in use. In case you missed it, here are links to the articles in the series. [Read More](#)



Adding Sub-Accounts to Your Membership

How Do I... Add Individuals to Our Member Roster?

Say goodbye to roster add-on forms and emails to NACSA to add individuals to your account. Through our new [member portal](#), you now have full control of your member roster through a few easy steps. [Read More](#)



CONTACT US

Phone: 312.376.2300
Fax: 312.376.2400
www.qualitycharters.org

National Headquarters
National Association of
Charter School Authorizers
105 W. Adams Street, Suite 1900
Chicago, IL 60603-6523



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105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6523

To ensure delivery of NACSA Member Notes, please add 'nacsa@qualitycharters.org' and 'nacsa@qualitycharters.mmsend.com' to your email address book.

If you are still having problems receiving our emails, [see our whitelisting page](#) for more details.

Click [here](#) to unsubscribe.

105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Kasey Miller <kaseym@qualitycharters.org>
Sent: Thursday, February 26, 2015 11:04 AM
To: Patrick Gavin
Subject: RE: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Thanks – that helps. I'm trying to figure out how many people might need rooms for Wednesday night as well as Thursday night.

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, February 26, 2015 1:00 PM
To: Kasey Miller
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Yes-most likely Thurs AM. Though since its not a direct flight on SW we'll have to double check agenda start versus earliest possible arrival time.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Feb 26, 2015, at 10:56 AM, Kasey Miller <kaseym@qualitycharters.org> wrote:

Hi, Patrick.

Yes – we are a go for the Phoenix meeting. We will be sending out hotel information soon. I'm assuming you'll be flying in Thursday morning. Is that correct?

Thanks!
Kasey

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, February 26, 2015 12:49 PM
To: Kasey Miller
Subject: Fwd: Invitation to Join Authorizing Leaders in Phoenix March 19-20

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Begin forwarded message:

From: Patrick Gavin <pgavin@spsca.nv.gov>

Date: February 17, 2015 at 8:59:25 AM PST

To: Courtney Leigh Beisel <courtneyb@qualitycharters.org>

Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Looks like we can make the money work. Let me know when/if you get to 10+ RSVPs and I'll book it.

Patrick J. Gavin

Director

State Public Charter School Authority

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Fax: [775-687-9113](tel:775-687-9113)

On Feb 17, 2015, at 8:09 AM, Courtney Leigh Beisel <courtneyb@qualitycharters.org> wrote:

Thank you, Patrick! I've added you to the RSVP list and will share additional details soon. If I may be of further assistance in the meantime, please let me know.

Best,

Courtney

<[image001.jpg](#)>

Courtney Leigh Beisel

Membership Senior Manager

National Association of Charter School Authorizers

105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253

724.719.2554 direct **NEW!**

312.376.2400 fax

courtneyb@qualitycharters.org

www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Monday, February 16, 2015 4:15 PM

To: Nacsa Membership

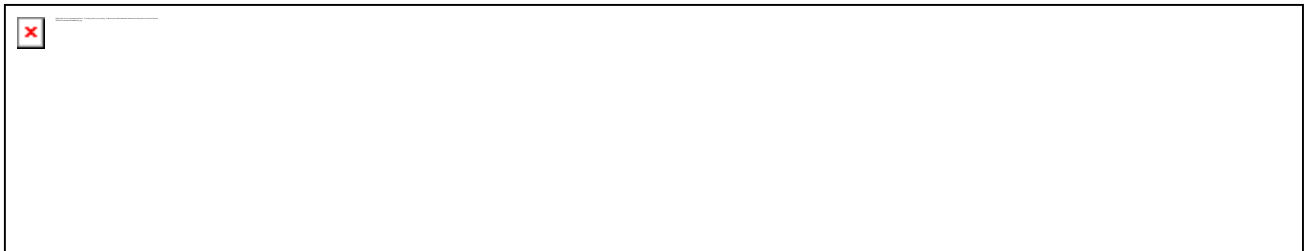
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

I'd love to join--let me see what I can do in terms of out-of-state travel approval. If you identify a hotel early, let me know--I may be able to use hotel points to pay for that component and I'll see if I've got enough SW points for the flight to Phoenix.

Patrick J. Gavin
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On Feb 16, 2015, at 1:51 PM, NACSA Communities <membership@qualitycharters.org> wrote:

View the online version or mobile version [here](#).



Dear Patrick,

Many of you indicated you were interested in meeting face-to-face with your counterparts at authorizing offices across the country. We set out to make this happen. It is our pleasure to invite you to participate in the first summit hosted by NACSA's Heads of Authorizing Office Community.

This meeting will take place Thursday, March 19 to Friday, March 20. DeAnna Rowe, executive director of the Arizona State Board for Charter Schools, has graciously offered to host this event at her offices in Phoenix.

We're sure more than a few of us would welcome a break from the cold as we learn, share, and discuss important leadership topics related to authorizing. This includes issues related to managing our staff and boards, strategic planning, politics, and how we are evaluated as leaders. **We will begin with a full day of content on Thursday and a half day on Friday.** A full agenda will be shared shortly to assist in making travel arrangements.

As an attendee, you will need to cover your travel expenses, including hotel, airfare, and transportation. NACSA will cover all meals associated with the event. We hope to secure a room block at a local hotel to help you keep the costs down. **If we do not reach a minimum of 10 attendees we will need to cancel the event.** You do not need to be a member of the NACSA Heads of Authorizing Office Community to participate. This event is open to all authorizing leaders.

If you are interested in joining us for this summit, please RSVP to membership@qualitycharters.org by February 20 so we may begin to formulate a head count and continue our planning.

Please don't hesitate to reach out to us if you have any questions, recommendations, or ideas for making this summit a success.

We look forward to seeing you soon in Phoenix!

Warmest regards,

Susie Miller Barker
Community Co-Chair
Executive Director

Ethan Hemming
Community Co-Chair
Executive Director



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253



Patrick Gavin

From: Kasey Miller <kaseym@qualitycharters.org>
Sent: Thursday, February 26, 2015 10:56 AM
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Best,
Courtney

<image001.jpg>

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
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View the online version or mobile version [here](#).



Dear Patrick,

Many of you indicated you were interested in meeting face-to-face with your counterparts at authorizing offices across the country. We set out to make this happen. It is our pleasure to invite you to participate in the first summit hosted by NACSA's Heads of Authorizing Office Community.

This meeting will take place Thursday, March 19 to Friday, March 20. DeAnna Rowe, executive director of the Arizona State Board for Charter Schools, has graciously offered to host this event at her offices in Phoenix.

We're sure more than a few of us would welcome a break from the cold as we learn, share, and discuss important leadership topics related to authorizing. This includes issues related to managing our staff and boards, strategic planning, politics, and how we are evaluated as leaders. **We will begin with a full day of content on Thursday and a half day on Friday.** A full agenda will be shared shortly to assist in making travel arrangements.

As an attendee, you will need to cover your travel expenses, including hotel, airfare, and transportation. NACSA will cover all meals associated with the event. We hope to secure a room block at a local hotel to help you keep the costs down. **If we do not reach a minimum of 10 attendees we will need to cancel the event.** You do not need to be a member of the NACSA Heads of Authorizing Office Community to participate. This event is open to all authorizing leaders.

If you are interested in joining us for this summit, please RSVP to membership@qualitycharters.org by February 20 so we may begin to formulate a head count and continue our planning.

Please don't hesitate to reach out to us if you have any questions, recommendations, or ideas for making this summit a success.

We look forward to seeing you soon in Phoenix!

Warmest regards,

Susie Miller Barker
Community Co-Chair
Executive Director
SUNY Charter Schools Institute

Ethan Hemming
Community Co-Chair
Executive Director
Colorado Charter School Institute



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105 West Adams Street, Suite 1900, Chicago, IL 60603-6253



Patrick Gavin

From: NACSA Communities <membership@qualitycharters.mmsend.com> on behalf of NACSA Communities <membership@qualitycharters.org>
Sent: Wednesday, February 25, 2015 7:47 AM
To: Patrick Gavin
Subject: You've Got a Friend in Me... Introducing Our Buddy System

View the online version or mobile version [here](#).



Dear Patrick,

We all need buddies in our life, most especially in our work life as authorizers and office leaders. A "phone a friend" we can always rely on for advice, listen to our challenges, and be a partner in advancing ourselves professionally. As authorizers ourselves, with a buddy or two of our own, we know how critical your professional network is to being a strong authorizer and leader. For these reasons, we are pleased to introduce the Heads of Authorizing Office Community Buddy System.

If you'd like to be a buddy in this program, just complete this [short questionnaire](#) telling us about yourself and what you are looking for in a buddy. *Please note you will need to log into the [NACSA member portal](#) to respond to the questionnaire. If you haven't already logged into the new system, your username is your email address.*

We'll take everyone's questionnaires (in complete confidence, of course) and match you up according to interests. Your deadline to complete this questionnaire is March 6. After all responses are received and buddies are matched, you'll receive an email introducing you and your buddy. The rest is up to you!

What does it take to be a good buddy? [We've drafted up a few thoughts to help you get started.](#)

We're all in this together. Let's help each other grow and learn as authorizing professionals and leaders through one of the first initiatives of our new NACSA Community.

We look forward to being your buddy!

Warmest regards,

Susie Miller Barker
Community Co-Chair
Executive Director
SUNY Charter Schools Institute

Ethan Hemming
Community Co-Chair
Executive Director
Colorado Charter School Institute



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, February 24, 2015 2:35 PM
To: Patrick Gavin
Subject: Academic Performance Frameworks at Work

View the online version or mobile version [here](#).

February 24, 2015

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IN THIS ISSUE

- [How has an Academic Performance Framework Helped NJDOE?](#)
- [Key Lessons for Implementing a Performance Framework](#)
- [NACSA Community Spotlight: District Authorizers](#)
- [Log on to Take Advantage of NACSA Communities](#)
- [The Right Way to Finish a Project](#)
- [Welcoming the Newest Member of the NACSA Family](#)

Member Profile: New Jersey Department of Education

How has an Academic Performance Framework Helped NJDOE?
We've now explored an introduction for academic performance frameworks and shared tips from the field from NACSA's Authorizer Development team. Now, let's take a look at how an academic performance framework is making a difference in accountability measures for one of your fellow members—the New Jersey Department of Education. [Read More](#)

News You Need to Know

Key Lessons for Implementing a Performance

Professional Development Tip

Launching a new initiative? Here are a few tips on the right way to finish a project. [Read More](#)

Membership Update

Please join us in welcoming the newest member of the NACSA family! [Read More](#)

Quality in the News

Education Trust-Midwest released a [new report](#) on charter school authorizing in Michigan, reported *Education Week*. NACSA recognized the [steps in the right direction](#) to improve authorizing in the state.

A bill aimed at [limiting charter school authorizer shopping](#) has passed the Indiana State House, reported *Chalkbeat Indiana*.

The brakes were put on bill that would [allow cities in Utah](#) to authorize new charter schools, reported the *Salt Lake Tribune*.

Framework

Implementing a performance framework can change the way you hold schools accountable for results. It can also be a daunting task. Here are a few key lessons to help you along the way. [Read More](#)

NACSA Community Spotlight: District Authorizers

This year marks the inaugural year for our newest member benefit—NACSA Communities. Let's take a peek at our District Authorizer Community and its activities. [Read More](#)

How Do I... Access NACSA Communities?

Log on to Take Advantage of NACSA Communities

Would you love some advice from your fellow authorizers on a burning question or obstacle you are facing? Do you have something you'd like to share with your peers? Log on to the NACSA Communities to get started! [Read More](#)

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Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Friday, February 20, 2015 12:09 PM
To: Patrick Gavin
Subject: Automatic reply: Reminder! RSVP for Phoenix Authorizing Leaders' Summit

Thank you for contacting NACSA. I am currently out on leave, but expect to return in early May. During this time, I will be checking my email and voicemail regularly and will get back to you as soon as I can.

If your message requires immediate attention, please contact Kasey Miller at kaseym@qualitycharters.org or 312.376.2367.

Best,

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
724.719.2554 direct
courtneyb@qualitycharters.org

Patrick Gavin

From: NACSA Communities <membership@qualitycharters.mmsend.com> on behalf of NACSA Communities <membership@qualitycharters.org>
Sent: Thursday, February 19, 2015 10:38 AM
To: Patrick Gavin
Subject: ICB Community Resource: An Easy Guide to Communications Planning

View the online version or mobile version [here](#).



An Easy Guide to Communications Planning

Communications isn't your full-time job, but it is an important function in your organization. Authorizers wear many hats throughout the day, one of which is communicator. Developing a communications plan to guide how you interact with stakeholders doesn't have to take months or significant resources. All you need to do is determine who you want to reach, how you are going to reach them, and what you want to say.

Here are a few steps to easily identify your communications goals and develop plans to achieve them.

1. **Identify your organizational goals.** Do you have a strategic plan? If so, what are your goals? If not, make a list of your major goals over the next two or three years.
2. **Identify your audiences.** Who are they? What are their needs? What are their goals? What is your current relationship with each group? And what are your goals related to each audience?
3. **Develop your messages.** Your messages not only tell the world who you are, but if they are effective they will motivate your audiences to act, or not act, in the way you want. Consider the mission and objectives of your organization, what is most compelling about what you do, and what you would absolutely want someone to know about your organization. Then develop key messages for your main audiences. Put yourself in your audience's shoes and remember to help them understand WIIFM: "what's in it for me." The more you can tailor the message so that it is about them and addresses their needs and goals, the more compelling it will be.
4. **Identify the best ways to deliver your message.** Getting your message to your audience efficiently and cost-effectively depends on a number of factors. What is your objective and what type of message are you delivering? Where can you reach your audience? How much staff time and resources will it take to reach your audience?
5. **Add metrics.** Develop some simple metrics to help determine if you are achieving your objectives and using your resources wisely.

How does this all look in practice? If you have developed a new more transparent application process, identify who you need to communicate it to, what you will say to each of those audiences, how you will deliver the message (e.g., email, website, in-person presentation), and your ultimate objective. How will you measure success? More thorough applications? Fewer questions? Better applicants?

That wasn't so hard, right? Working with your team, you can and will become expert communicators in no time!

Do you have a communications tool your office uses to help guide your work in this area? Or an example to help your fellow ICBs strengthen their communications planning? We'd love for you to share it on our Community Forum, accessible through the new [NACSA Member Portal](#). To access the Forum, log in with your username and

once logged into the site.



Click [here](#) to unsubscribe.



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, February 17, 2015 2:35 PM
To: Patrick Gavin
Subject: Tips to Successfully Implement an Academic Performance Framework

View the online version or mobile version [here](#).

February 17, 2015

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IN THIS ISSUE

- [Advice for Implementing an Academic Performance Framework](#)
- [Meet Kasey Miller, NACSA's Vice President of Talent & Engagement](#)
- [Use the Knowledge Core to Train New Staff](#)
- [Step-by-Step Guide to Maximizing Your Member Profile](#)
- [Looking for Talent? Leverage NACSA's Career Center](#)

Tips on Implementing an Academic Performance Framework

Advice for Implementing an Academic Performance Framework

We hope you had a chance to review the chapter on academic performance frameworks in NACSA's Core Performance Framework and Guidance. You might be feeling a tad overwhelmed after reviewing the details of implementing an academic framework. Any process change can be daunting, so we've asked our Authorizer Development team to share a few tips for implementing this framework into your own accountability measures. [Read More](#)

News You Need to Know

Meet Kasey Miller, NACSA's Vice President of Talent &

Post Your Openings to NACSA's Career Center

Is your office hiring? Now or in the future? Don't forget to leverage NACSA's [Career Center!](#) [Read More](#)

Quality in the News

National enrollment in charter schools is [nearing three million](#) according to a new figures released by the National Alliance for Public Charter Schools, reported *Education Week*.

Florida legislators are working on a bill that would [propose several changes](#) to the state's charter school law, reported the *Naples Daily News*.

The U.S. House Education Committee has [approved an NCLB rewrite](#), reported *Education Week*.

Essential Practices

Do you have staff dedicated to

Engagement

For those of you that haven't had the pleasure of meeting our newly-named Vice President of Talent & Engagement, Kasey Miller, please take a moment to get to know her through this month's staff profile. [Read More](#)

Use the Knowledge Core to Train New Staff

Have new staff on board? Use the [Knowledge Core](#) as part of your orientation training! [Read More](#)

How Do I... Update My Member Profile?

Step-by-Step Guide to Maximizing Your Member Profile

Last week, NACSA launched its [new member portal](#), providing you with advanced capabilities to manage your membership and engage with your peers. With just a few easy steps, you can update your member profile to help maximize the networking capabilities of the site. [Read More](#)

authorizing? Explore why this [practice matters](#).

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Patrick Gavin

From: NACSA Communities <membership@qualitycharters.mmsend.com> on behalf of NACSA Communities <membership@qualitycharters.org>
Sent: Friday, February 13, 2015 10:53 AM
To: Patrick Gavin
Subject: What's to Come in 2015 from NACSA's ICB Community

View the online version or mobile version [here](#).



Hello, Patrick,

We hope the New Year is treating you well!

Since we met in Miami, we've spent a great deal of time reflecting on how to move the ICB Community forward. What types of resources might be most useful to all of us? What are the best means to connect with one another? What topics are we grappling with and how can we help one another?

Through our conversations, we've come up with a few activities we hope you will find beneficial to your work!

First, through NACSA's [new member portal](#), we have created forums for ICB staff members to make connections, ask questions, share expertise, and trade tools. These forums are based on the key job responsibilities of authorizers, like school finance and school performance. We hope you will use this resource to connect with your peers and help all of us expand our knowledge base. To access the forum, navigate to the Groups page after you have logged into the system.

Second, we're tackling one of the items on many of our "other duties as assigned" lists—communications. Through a series of emails and a webinar hosted by one of our fellow ICBs, we'll explore some tips to help all of us become stronger communicators, both with the media and other stakeholders. Stay tuned to your inboxes!

Finally, we're going after a big fish in the charter world... virtual charter schools. Many of us deal with them, but there are few tools and resources to help us evaluate and hold accountable virtual schools, let alone approve them for operation. We'll kick off this project in March with a presentation on a new report contracted by the State Charter School Commission of Georgia. Then we'll work together to set the course for the types of tools and resources we need to effectively oversee these schools.

Phew! That's a lot! We hope you are as excited as we are for each of these activities. Please remember—we're counting on you to help make this group a success. The more we collaborate and share, the more each of us will get out of this group.

We look forward to learning alongside you!

Warmest regards,

DeAnna Rowe
Community Co-Chair

Bonnie Holliday
Community Co-Chair



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, February 10, 2015 2:20 PM
To: Patrick Gavin
Subject: Taking a Closer Look at Academic Performance Frameworks

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February 10, 2015

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IN THIS ISSUE

- [Taking a Closer Look at Academic Performance Frameworks](#)
- [When Should You Allow Replication?](#)
- [NACSA Seeks Nominations for Board of Directors](#)
- [Accessing NACSA's New Member Portal is as Easy as 1-2-3](#)
- [NACSA Launches New and Improved Career Center](#)

What Can an Academic Performance Framework Do for You?

Taking a Closer Look at Academic Performance Frameworks

You've heard us talk a lot about performance frameworks and their importance in helping you determine whether a charter school is living up to the promises set forth in its contract. Throughout the next three months, we are going to explore each of the three recommended performance frameworks—academic, financial, and organization—in depth, providing you with resources, tips from the field, and commentary from your fellow authorizers putting each framework to work in their offices.

Let's get started by taking a closer look at academic performance frameworks, which seek to answer the fundamental question: is this educational program a success?
[Read More](#)

Check Out Our New Career Center

We've made a BIG change to our Job Board. Check it out. [Read More](#)

Quality in the News

Michigan House Republicans have introduced plans to push for [charter school authorizer accreditation](#), reported *MLive.com*.

[Virtual charter schools](#) are coming to North Carolina in 2015 following the approval of two online schools, reported the *Charlotte News & Observer*.

The Virginia Senate has approved a joint resolution that would [amend the state's constitution](#) to allow the State Board of Education to establish charter schools, reports the *Loudoun Times*.

Essential Practices

Do you have a mission? Find out

✖
News You Need to Know
▶

When Should You Allow Replication?
 How good is good enough? Here are a few tips to help you determine when a school is ready to replicate. [Read More](#)

NACSA Seeks Nominations for Board of Directors
 Are you interested in serving on NACSA's Board of Directors? We are now accepting nominations to fill two vacancies. [Read More](#)

✖
How Do I... Log Into NACSA's Member Portal?
▶

Accessing NACSA's New Member Portal is as Easy as 1-2-3
 Yesterday, you received an email providing you with your login to NACSA's new and improved member portal. Accessing the site is as easy as 1-2-3. [Read More](#)

[why this practice matters](#) and how you can easily [craft a mission](#) to help guide your office's work.

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, February 03, 2015 2:50 PM
To: Patrick Gavin
Subject: The Public Charter School Program: What Does Reauthorization Mean?

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February 3, 2015

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[It's Never Too Early to Start Planning for the 2015 NACSA Leadership Conference](#)

[Stay Tuned for an Exciting Announcement Regarding Your NACSA Membership](#)

[Ready... Set... Engage!](#)

[New Opportunity Posted!](#)

A Closer Look at ESEA and the CSP

The Impact of a Reauthorized CSP

Every proposed reauthorization of the Elementary and Secondary Education Act to date has included the reauthorization of the Public Charter School Program (CSP), the primary source of distinct federal funding for charter schools. The grant programs within CSP—especially the State Grant (SEA) Program—provide not only funding to help new charter schools get up and running but can also influence authorizing practices and policies within a state.

So how could a reauthorized Public Charter School Program impact authorizing in a state?

[Read More](#)

Make a Difference in Washington

The Washington State Charter Schools Association seeks an experienced educator with an entrepreneurial spirit to lead the establishment and growth of its Special Education Collaborative. [Read More](#)

Quality in the News

Ohio Governor John Kasich announced plans to add [more teeth to charter school oversight](#) while one of the state's worst authorizers is considering [going out of business](#), reported the *Cleveland Plain Dealer*.

Members of the U.S. Senate HELP Committee released a bipartisan bill last week aimed at [expanding charter school access and opportunity](#), according to a press release posted on HELP's website.

Not ready for prime time—a charter school founded by Hall of Famer Deon Sanders—has been [closed by the Texas Education Authority](#) following months of

News You Need to Know

It's Never Too Early to Start Planning for the 2015 NACSA Leadership Conference

Punxsutawney Phil may have predicted six more weeks of winter, but we're already turning our attention to October when authorizers will meet again for the 2015 NACSA Leadership Conference. [Read More](#)

Stay Tuned for an Exciting Announcement Regarding Your NACSA Membership

Something exciting is coming to your inbox in the coming week! What is it? [Read More](#)

What's Going on with NACSA Communities?

Ready... Set... Engage!

The new NACSA Communities are gearing up to deliver some exciting new benefits to our members. But remember... these groups are only successful if **YOU** participate in them! [Read More](#)

intense media coverage and turmoil, reported the *Dallas Morning News*.

NACSA Blogs

[I'm an Unlikely Supporter of School Choice Week](#)

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Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Saturday, January 31, 2015 7:55 AM
To: Patrick Gavin
Subject: Re: Cohort calculation spreadsheet

Aha.

*Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
304-876-1177*

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Friday, January 30, 2015 10:07 PM
To: Silva, Ernie
Cc: Nelson Smith
Subject: Re: Cohort calculation spreadsheet

Nelson--thanks for the connection!

Ernie, what does your schedule look like on Monday? I'd love to connect but am loathe to take you away from your weekend.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Jan 30, 2015, at 6:25 PM, Silva, Ernie <Ernie.Silva@siatech.org> wrote:

Nelson –

But I make my living telling those sad pathetic stories! I'm not completely clear on what Patrick's looking for, but we have a data guru. So please share my contact info and (916)449-8919 and I'll be glad to help. California has a very specific, expensive and inaccurate system for reporting grad data. But our school also maintains its own more accurate data. I can help him understand what and how we collect and report the grad data.

AND BTW – if you haven't seen NAPCS' ESEA letter, they've included a one year graduation rate request for dropout recovery. We really appreciate that. We're putting in a letter too just on the grad issue on behalf of four or five networks. I'll share it when I get everyone's edits together.

Ernie

From: Nelson Smith [<mailto:nelsons@qualitycharters.org>]
Sent: Friday, January 30, 2015 9:40 AM
To: Silva, Ernie
Subject: Fw: Cohort calculation spreadsheet

Ernie -- Please see note below from Patrick Gavin, who now runs the state charter commission in NV. Do you guys by any chance have something like what he's asking about?

Thanks.
Nelson

Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
304-876-1177

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Tuesday, January 27, 2015 5:28 PM
To: Nelson Smith
Subject: Cohort calculation spreadsheet

Nelson,

Do you know if there's a good spreadsheet format for a school that wanted to show that they're moving over-age/under credit kids through, even if it's not within 4 years of when they started high school? Basically--some kind of excel workbook that an authorizer can use to validate their contentions and move the conversation from anecdotes to actual facts?

I've already emailed Jim Griffin and Ralph Rossi (SUNY) to see what they've got in this area.

This goes back to my note from last week--trying to push the conversation in terms of what's really happening at our schools versus the sad pathetic stories that tug at people's heartstrings! :-). Hopefully useful both for our board and to educate legislators as to the differences in impact between schools that may look the same based on a traditional accountability system.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Saturday, January 31, 2015 7:55 AM
To: Patrick Gavin
Subject: Fw: Cohort calculation spreadsheet

Ernie's a good guy.. your move!

N

Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
304-876-1177

From: Silva, Ernie <Ernie.Silva@siatech.org>
Sent: Friday, January 30, 2015 9:26 PM
To: Nelson Smith
Cc: pgavin@spsca.nv.gov
Subject: RE: Cohort calculation spreadsheet

Nelson –

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Thanks.
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Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
304-876-1177

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Tuesday, January 27, 2015 5:28 PM

To: Nelson Smith

Subject: Cohort calculation spreadsheet

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Patrick

Patrick J. Gavin

Director

State Public Charter School Authority

[1749 N. Stewart Street, Suite 40](#)

[Carson City, NV 89706](#)

pgavin@spsca.nv.gov

Direct: [775-687-9160](tel:775-687-9160)

Office: [775-687-9174](tel:775-687-9174)

Fax: [775-687-9113](tel:775-687-9113)

Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Friday, January 30, 2015 9:39 AM
To: Patrick Gavin
Subject: Re: Cohort calculation spreadsheet

Patrick - -Came up kind of empty-handed on this. In checking around one suggestion was to try what used to be called the NYC Office of Multiple Pathways (could this be it? <http://schools.nyc.gov/Offices/District79/default.htm>)

Another possibility is to look at states that have more than 4-year grad cohorts. Ohio is moving to an 8-year cohort. Kathryn Mullen-Upton, who heads Fordham's authorizing office in Dayton, is very sharp and can probably point you in the right direction.

I've also sent a note to my friends at SIA-Tech, which serves "at-promise" youth., Will let you know what they say.

Cheers.
Nelson

*Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
304-876-1177*

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Tuesday, January 27, 2015 5:28 PM
To: Nelson Smith
Subject: Cohort calculation spreadsheet

Nelson,

Do you know if there's a good spreadsheet format for a school that wanted to show that they're moving over-age/under credit kids through, even if it's not within 4 years of when they started high school? Basically--some kind of excel workbook that an authorizer can use to validate their contentions and move the conversation from anecdotes to actual facts?

I've already emailed Jim Griffin and Ralph Rossi (SUNY) to see what they've got in this area.

This goes back to my note from last week--trying to push the conversation in terms of what's really happening at our schools versus the sad pathetic stories that tug at people's heartstrings! :-). Hopefully useful both for our board and to educate legislators as to the differences in impact between schools that may look the same based on a traditional accountability system.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, January 27, 2015 2:35 PM
To: Patrick Gavin
Subject: How Do Your Fellow Members Approach Renewal?

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January 27, 2015

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IN THIS ISSUE

- [How Do Your Fellow Members Approach Renewal?](#)
- [Why Renewal Criteria Matters](#)
- [Recap of Last Week's HELP Committee Hearing on ESEA Testing](#)
- [Charter Sector Celebrates National School Choice Week](#)
- [Is Your Next Career Stop in New York, New York?](#)

Member Profile: Massachusetts Department of Elementary and Secondary Education

How Do Your Fellow Members Approach Renewal?
We've spent the past month exploring the renewal process, including [resources available](#) through your NACSA membership and [tips from our team](#). Now, let's take a look at how one of your fellow members approaches the renewal process.

The Massachusetts Department of Elementary and Secondary Education is the sole authorizer in the state. The Office of Charter Schools and School Redesign supports and oversees the creation and sustainability of a variety of high-quality public school options. The office currently oversees 80 charter schools serving more than 33,000 students.
[Read More](#)

New Job Posted!

Start spreading the news. The New York City Charter School Center is hiring! [Read More](#)

Quality in the News

The [face of public education](#) in Idaho is changing, said President of the Idaho Charter School Network Terry Ryan a guest column printed in the *Idaho Statesman*.

Michigan's Governor Rick Snyder hopes Detroit will become a ["template" for education reform](#), reported the *Detroit Free Press*.

A report released last week by Ohio's auditor found [significantly lower attendance](#) at half of 30 charter schools where auditors conducted unannounced head counts this past fall, reported *The Columbus Dispatch*.

Welcome New Member!

Broward County Public Schools

News You Need to Know

Why Renewal Criteria Matters

As we wrap up our month-long look at renewal, we'd like to take one last moment to discuss why [established renewal criteria](#)—one of NACSA's Essential Practices—matters in creating a portfolio of high-performing charter schools. [Read More](#)

Recap of Last Week's HELP Committee Hearing on ESEA Testing

Last week, the U.S. Senate Committee on Health, Education, Labor & Pensions (HELP) met in the first of many hearings on the reauthorization of the Elementary and Secondary Education Act (ESEA). [Read More](#)

Happy National School Choice Week!

Charter Sector Celebrates National School Choice Week

The country is being blanketed with yellow scarves. No, not because of Winter Storm Juno's assault on the Northeast. It's [National School Choice Week!](#) [Read More](#)

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If you are still having problems receiving our emails, [see our whitelisting page](#) for more details.

Click [here](#) to unsubscribe.

105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Tuesday, January 27, 2015 2:32 PM
To: Patrick Gavin
Subject: Re: Cohort calculation spreadsheet

I don't but lemme pass this on to a couple of colleagues who might.
n

*Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
304-876-1177*

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Tuesday, January 27, 2015 5:28 PM
To: Nelson Smith
Subject: Cohort calculation spreadsheet

Nelson,

Do you know if there's a good spreadsheet format for a school that wanted to show that they're moving over-age/under credit kids through, even if it's not within 4 years of when they started high school? Basically--some kind of excel workbook that an authorizer can use to validate their contentions and move the conversation from anecdotes to actual facts?

I've already emailed Jim Griffin and Ralph Rossi (SUNY) to see what they've got in this area.

This goes back to my note from last week--trying to push the conversation in terms of what's really happening at our schools versus the sad pathetic stories that tug at people's heartstrings! :-). Hopefully useful both for our board and to educate legislators as to the differences in impact between schools that may look the same based on a traditional accountability system.

Patrick

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Fax: [775-687-9113](tel:775-687-9113)

Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Friday, January 23, 2015 4:38 AM
To: Patrick Gavin
Subject: Re: charter approvals

This is a popular question these days! My basic answer is to have an absolutely airtight process that makes your recommendations defensible and have a close relationship with your chair (this is she, right?) No magic formula, but I'm happy to chat if you have some time today (except for 10:30 and 2-4 Eastern).
cheers..

n

Nelson Smith

Senior Advisor

National Association of Charter School Authorizers

304-876-1177

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Thursday, January 22, 2015 9:47:05 PM
To: Nelson Smith
Subject: Fwd: charter approvals

Any advice on how to support your board in developing a somewhat thicker skin to the pushback from sympathetic but ultimately unqualified applicants?

Patrick J. Gavin
Director
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pgavin@spsca.nv.gov
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Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Begin forwarded message:

From: Kathleen Conaboy <kconaboy@mcdonaldcarano.com>
Date: January 22, 2015 at 6:04:09 PM MST
To: Patrick Gavin <pgavin@spsca.nv.gov>
Cc: "'SChesney@ag.nv.gov'" <SChesney@ag.nv.gov>
Subject: charter approvals

Patrick and Shane—

I had a complaining call today from John Winn, who is, of course, upset with the recommendation not to grant his board a charter.

Are there pitfalls (on this and other applications) that we need to discuss before the Monday meeting? I want to be sure I ask the appropriate questions and/or make sure certain info is on the record.

I am open between 10:30 and 1 pm and between 2 pm and 4 pm tomorrow.

Kathleen A. Conaboy

Government Affairs Group Vice President

cell: 775-846-3110

McDONALD CARANO WILSON LLP

100 West Liberty Street, 10th Floor | Reno, NV 89501

phone (775) 788-2000 | fax (775) 788-2020

[WEBSITE](#)

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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, January 20, 2015 3:43 PM
To: Patrick Gavin
Subject: ESEA Takes Center Stage on The Hill

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January 20, 2015

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- [U.S. Senate Committee to Begin Hearings on ESEA Re-authorization](#)
- [The Clock is Ticking! Submit Your Leaders Program Application Today](#)
- [ICYMI: Renewal Tips from NACSA](#)
- [Meet William Haft, NACSA VP of Authorizer Development](#)
- [Focus on Problem Solving, Not Innovating](#)

ESEA Takes Center Stage on The Hill

U.S. Senate Committee to Begin Hearings on ESEA Re-authorization

Last week, U.S. Secretary of Education Arne Duncan kicked off a season of debate with a speech on the re-authorization of the Elementary and Secondary Education Act. This week, the debate will take center stage in the first of several planned hearings focused on the future of No Child Left Behind. Two of the most important issues set to be discussed—accountability and testing—are hot button issues for the authorizing community. [Read More](#)

News You Need to Know

Professional Development Tip

Why the rush to innovate? Take a step back and focus on problem solving to advance your organization. [Read More](#)

Quality in the News

Massachusetts Governor Charlie Baker is calling for the [raising of the state's cap](#) on charter schools, reported the *Herald News*.

Denver Public Schools is "[ahead of the curve](#)" with proposed facilities policy, said *Chalkbeat Colorado*.

Charter schools should be an [option for Kentucky's children](#), said the state director of the Kentucky Black Alliance for Educational Options in the *Lexington Herald-Leader*.

Essential Practices

- [Practice #1-Mission](#)
- [Practice #2-Staff](#)

The Clock is Ticking! Submit Your Leaders Program Application Today

You have less than one week to submit your application for NACSA's [Leaders Program](#). Here is why you should consider taking part in this year's cohort. [Read More](#)

ICYMI: Renewal Tips from NACSA

Last week, NACSA shared a few tips on how to advance your renewal process. The article was so popular we thought it we would share it again in case you missed it. [Read More](#)

Getting to Know NACSA...

Meet William Haft, NACSA VP of Authorizer Development

William Haft, NACSA's vice president of authorizer development, is no stranger to NACSA. He has been a part of our organization since nearly our founding, joining our team in 2002. Take a moment to get to know William in this month's staff profile. [Read More](#)

- [Practice #3-Contracts](#)
- [Practice #4-Application Criteria](#)
- [Practice #5-Application Timeline](#)
- [Practice #6-Application Interview](#)
- [Practice #7-External Expert Panel](#)
- [Practice #8-5-Year Term Lengths](#)
- [Practice #9-Financial Audit](#)
- [Practice #10-Renewal Criteria](#)
- [Practice #11-Revocation Criteria](#)
- [Practice #12-Annual Report](#)

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Patrick Gavin

From: gregr@qualitycharters.mmsend.com on behalf of gregr@qualitycharters.org
Sent: Wednesday, January 14, 2015 2:32 PM
To: Patrick Gavin
Subject: Timely Action Requested - ESEA Testing and Accountability Provisions

View the online version or mobile version [here](#).



Dear Patrick:

On Wednesday, January 21st the US Senate Committee on Health, Education, Labor & Pensions kicks off hearings on the reauthorization of the Elementary and Secondary Education Act. The first of these hearings is on **Testing and Accountability**. There are some who are actively promoting elimination of the annual testing requirement.

In the absence of state annual testing data, both authorizers and schools would be scrambling to demonstrate annual student performance. This would spur a scattershot system of ever-shifting performance metrics that would likely pose significant costs not just to schools and authorizers, but most important, to children and families.

Earlier this week, we asked you to sign on to a [letter](#), along with authorizers throughout the nation, urging Congress to keep annual testing. We have received a positive response, but we need your help. **You play a unique role as an authorizer; your voice is critical.**

If you agree, please "sign-on" by e-mailing your name and affiliation directly to Jobi Cates in our communications division at jobic@qualitycharters.org, or to [me](#). Some of you may not be able to obtain approval for this sign on for your institutions; in that case, we would deeply appreciate your personal sign-on and support.

The deadline for being included in the letter is **Friday, 5:00 PM CST**.

If you are interested in reading more of what others are saying about this issue, there is a nice summary [here](#).

With thanks,
Greg Richmond

P.S. You can read more about NACSA's position on the issue [here](#). If you have any

substantive questions or comments, please contact Alex Medler at alexm@qualitycharters.org or Amanda Fenton at amandaf@qualitycharters.org.



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Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, January 13, 2015 3:01 PM
To: Patrick Gavin
Subject: Tips to Amp Up Your Renewal Process

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January 13, 2015

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IN THIS ISSUE

- [Renewal Process Tips from NACSA Experts](#)
- [Where Does Your State's Policy Rank?](#)
- [Tell Us What You Want in Member Notes in 2015](#)
- [Annual State Testing and the Re-Authorization of ESEA](#)
- [Denver Seeks Leader to Join Team](#)

Take Your Renewal Process Up a Notch

Renewal Process Tips from NACSA Experts

We don't have to tell you how important your renewal process is to the charter bargain. You understand it is a crucial piece in ensuring that only the best schools continue operation while those persistently failing students are closed. It also happens to be one of the most challenging decisions an authorizer must make.

There is nothing automatic about renewal. It requires a balance of legal, moral, and educational judgment, paying careful attention to the quality of the school, the law, and the public interest. You don't have to go at it alone. We're here to help. NACSA has compiled a few tips to help you amp up your renewal process.

[Read More](#)

New Job Posted

Can't wait to get to Denver for the 2015 NACSA Leadership Conference? Denver Public Schools offers a great opportunity to lead one of the nation's authorizing offices. [Read More](#)

Leaders Program Reminder

The priority deadline to apply for the next cohort of the Leaders Program has come and gone, but there is still time to submit your application. All applications must be received by Monday, January 26, 2015 at 5 p.m. CT for consideration.

Please contact coryt@qualitycharters.org to request an application.

Quality in the News

Alabama Republicans are expected to try again in the upcoming legislative session to bring [charter schools to the state](#), at least on a limited basis,

News You Need to Know

Where Does Your State's Policy Rank?
 Last month, NACSA released [On the Road to Better Accountability: An Analysis of State Charter School Policies](#). This first-of-its kind report describes, state by state, which state-level policies promote quality and accountability among charter schools and their authorizers. How did your state do? [Read More](#)

Tell Us What You Want in Member Notes in 2015
 Our membership team loves feedback. As we enter 2015, we want to know what types of content you'd like to see in future issues of *Member Notes*. [Read More](#)

Latest Developments on ESEA Re-Authorization

Annual State Testing and the Re-Authorization of ESEA
 Earlier this week, U.S. Secretary of Education Arne Duncan presented a speech on the re-authorization of the Elementary and Secondary Education Act. The remarks kick off a season of debate and discussion on many issues important to the authorizing community, including annual state testing. Continue reading to learn more about this issue and see what your authorizing office can do to join the conversation. [Read More](#)

reported the *Montgomery Advertiser*.

EdWeek recapped a number of [newly-introduced charter school bills](#) as state lawmakers start revving up for new legislative sessions.


The North Carolina State Board of Education unanimously approved [11 new charter schools](#) throughout the state, reported *WNCN*, while applications for the state's first virtual charter schools [received approval](#) from a state review panel, reported *WRAL*.

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Patrick Gavin

From: gregr@qualitycharters.mmsend.com on behalf of gregr@qualitycharters.org
Sent: Monday, January 12, 2015 11:56 AM
To: Patrick Gavin
Subject: Will You Sign This Letter to Congress?

View the online version or mobile version [here](#).



Dear Members:

Today, the US Secretary of Education Arne Duncan gave a speech on the re-authorization of ESEA, which kicks off a season of debate and discussion on many issues of import to our authorizer community.

One issue of particular concern to authorizers is that of annual state testing. As you know, these assessments are crucial to our ability to make fair and consistent decisions about charter renewals. At NACSA, we believe it is important for Members of Congress to hear the voices of authorizers.

For that reason, we have drafted a "sign-on" letter that we hope to make public on Tuesday, January 20, to make our voices heard in this debate.

You can read a draft of the [letter here](#).

If you agree, please "sign-on" by e-mailing your name and affiliation directly to Jobi Cates in our communications division at jobic@qualitycharters.org, or to [me](#). Some of you may not be able to obtain approval for this sign on for your institutions; in that case, we would deeply appreciate your personal sign-on and support.

The deadline for being included in the letter is Friday, 5:00 PM CST.

You can read more about the importance of this issue [here](#). If you have any substantive questions or comments, please contact Alex Medler at alexm@qualitycharters.org or Amanda Fenton at amandaf@qualitycharters.org.

As you know, this is a critical issue, and we want to make sure that our urgent need for annual state level assessments is known.

With gratitude

Greg



Click [here](#) to unsubscribe.



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Patrick Gavin

From: Cory Thames <coryt@qualitycharters.org>
Sent: Friday, January 09, 2015 7:37 AM
To: Patrick Gavin
Subject: RE: The NACSA Leaders Program Application Is Now Open!

No worries, Patrick! I'm glad you asked 😊!

Please let me know if any other questions arise!

-Cory

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, January 09, 2015 9:34 AM
To: Cory Thames
Subject: Re: The NACSA Leaders Program Application Is Now Open!

Thanks. I'm certainly not assuming anything--just trying to be proactive about blocking out travel and meeting time as we'll (hopefully!) be wrapping up the legislative session in late June.

Patrick J. Gavin
Director
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pgavin@spsca.nv.gov
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Fax: [775-687-9113](tel:775-687-9113)

On Jan 9, 2015, at 6:13 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Hi Patrick,

I believe the you're referring to the National Alliance's conference in June. The Leaders sessions, however, will still take place here in Chicago while the final session takes place in conjunction with NACSA's annual conference in October. If accepted, and you're planning on attending the Alliance conference, I'm sure we can cover your flight from New Orleans to Chicago and back to Nevada, pending the ticket prices are comparable (which I'm pretty sure they will be). Please let me know if you have any other questions.

Thanks,
Cory

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, January 08, 2015 7:40 PM
To: Cory Thames
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Given the 3rd session butts up against the national charter conference, would I be correct in assuming that meeting will be in NOLA?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Cory Thames [<mailto:coryt@qualitycharters.org>]
Sent: Monday, January 05, 2015 6:19 AM
To: Patrick Gavin
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Thanks so much for submitting your application, Patrick! It is now under review.

I apologize for the delay in response as I was out on vacation with minimal access to email. I've included the dates of the in-person sessions for your review:

Leaders Program Timeline	
Applications Become Available	Monday, December 15, 2014
Priority Application Deadline	Monday, January 12, 2015
Final Application Deadline	Monday, January 26, 2015
Application Review & Phone Interviews	Throughout the month of February
Final Decision & Notification	By Friday, March 6, 2015
First In-Person Session	April 15-17, 2015
Second In-Person Session	May 14-15, 2015
Third In-Person Session	June 25-26, 2015
Fourth In-Person Session	August 20-21, 2015
Fifth In-Person Session	October 18-19, 2015

Please let me know if you have any other questions.

I'll be in contact soon!

Best,
Cory

From: Patrick Gavin [<mailto:pgavin@spcsa.nv.gov>]
Sent: Thursday, January 01, 2015 6:01 PM
To: Cory Thames
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Cory—application is submitted.

Can you send me the calendar of training dates? I've got to finalize my annual board calendar this coming week and I want to make sure that there are no conflicts in the event that I am accepted into the program.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Cory Thames [<mailto:coryt@qualitycharters.org>]
Sent: Monday, December 15, 2014 9:54 AM
Subject: The NACSA Leaders Program Application Is Now Open!

Happy Monday Everyone!

I hope that you had a great weekend and are gearing up for an awesome week to lead into the holiday season!

The NACSA Leaders Program application is now available online (**see link below**). We are so excited that you are interested in participating in our truly one of a kind program and can't wait to receive your applications. This year we moved to an online application model to improve overall convenience. Just a reminder – your answers will be saved in the application (in the event you do not complete it in one sitting) **if you use the same computer to complete the application as you used to start.**

<https://www.surveymonkey.com/s/2015LeadersApplication>

The priority deadline for the application is Monday, January 12, 2015. The final application deadline is Monday, January 26, 2015.

I wish you all the best of luck and we are so excited to begin the next round of the Leaders Program!

Happy Holidays!
Cory

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: NACSA Member Notes <nacsa@qualitycharters.mmsend.com> on behalf of NACSA Member Notes <nacsa@qualitycharters.org>
Sent: Tuesday, January 06, 2015 2:49 PM
To: Patrick Gavin
Subject: What's to Come in 2015?

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January 6, 2015

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- [What's to Come in 2015 from NACSA?](#)
- [NACSA Congratulates Jim Peyser!](#)
- [New Year... New You?](#)
- [New Toolkit to Address Needs of Military Children and Families](#)
- [Resources to Assist Your Renewal Process](#)
- [Winter Blues Already? Check Out These Opportunities in Sunny California and Arizona](#)

Happy New Year from NACSA!

What's to Come in 2015 from NACSA?
We love a new year. It's a clean slate full of hope and promise—a chance for building on successes from the previous year to achieve new heights.

NACSA takes this opportunity very seriously. We are committed to making 2015 our best year yet. Though the New Year is just days old, we are hard at work as part of our continuing and steadfast efforts to ensure that every child has access to a great school. Here are a few things you can expect from NACSA in 2015.
[Read More](#)

New Jobs Posted

Oh the weather outside is frightful, but these jobs in California and Arizona look delightful... [Read More](#)

Quality in the News

"It's central to the charter school idea that the state or the authorizer be able to hold schools accountable," said William Haft, vice president of authorizer development, in *The News Journal* regarding the Delaware Department of Education's decision to [close a poor-performing charter school](#).

[Eleven charter schools opened](#) in Ohio this school year—a surprising number given that more than 50 opened for classes last year—reported the *Columbus Dispatch*.

Rock Your New Year's Resolution

Now is a perfect time to think of a few resolutions to help make a

News You Need to Know

NACSA Congratulates Jim Peyser!
 We are pleased to share the news that Jim Peyser, NACSA board member and former board chair, has been named Massachusetts Secretary of Education by Governor-elect Charlie Baker. [Read More](#)

New Year... New You?
 Is working on yourself as a professional authorizer on your list of New Year's resolutions? If so, we have a program just for you. [Read More](#)

New Toolkit to Address Needs of Military Children and Families
 The [National Charter School Resource Center](#) recently released a [toolkit](#) designed to address the needs of military-connected children and families. [Read More](#)

It's ReNEWal Time!

Resources to Assist Your Renewal Process
 It's a New Year, and for many authorizers, it is time for renewals. NACSA's [Principles & Standards for Quality Charter School Authorizing](#) states that a quality authorizer "designs and implements a transparent and rigorous process that uses comprehensive academic, financial, and operational performance data to make merit-based renewal decisions, and revokes charters when necessary to protect student and public interests." NACSA offers a number of resources to help you put this essential practice into use in your office. [Read More](#)

lasting impact on our nation's children. Here are a few tips to ensure your office's 2015 resolutions last throughout the year.

1. Start small.
2. Change one behavior at a time.
3. Talk about it.
4. Don't beat yourself up.
5. Ask for support.

[Read More](#)

CONTACT US

Phone: 312.376.2300
 Fax: 312.376.2400
www.qualitycharters.org

National Headquarters
 National Association of
 Charter School Authorizers
 105 W. Adams Street, Suite 1900
 Chicago, IL 60603-6523

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Click [here](#) to unsubscribe.

105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Saturday, December 12, 2015 2:09 PM
To: Patrick Gavin
Subject: Re: Phone Screen and Face-to-Face Interview Questions/Rubrics for Senior Staff

I've always preferred free-form interviews but will ask my colleagues if they have some ideas.
N

Nelson Smith
Senior Advisor
National Association of Charter School Authorizers (NACSA)
nelsons@qualitycharters.org
Direct: 304-876-1177



From: Patrick Gavin <pgavin@spcsa.nv.gov>
Sent: Friday, December 11, 2015 11:59 PM
Subject: Phone Screen and Face-to-Face Interview Questions/Rubrics for Senior Staff

I'm writing to the smartest authorizing talent I know looking to see who has some senior staff screening/interview tools they're willing to send my way. This is the first time we're running a recruitment outside of the sclerotic state personnel system—our first unclassified position besides my role. Thanks to decent marketing and networking, we've got a number of interesting candidates and the number of applicants continues to grow. It occurred to me that you might have some tools you've used in screening and interviewing for deputy and other senior level staff that will ensure a thorough review by my 3 board task force members and my staff so they can provide strong recommendations to me.

People who send me materials get a drink in DC at the heads of office meeting or the next time I see you after that.

PJG

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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[Nevada SPCSA \(@NevadaCharters\) | Twitter](https://twitter.com/NevadaCharters)

twitter.com

The latest Tweets from Nevada SPCSA (@NevadaCharters): "Many #NVed #ELLs are new to the US. How will you meet their unique needs? <https://t.co/36O9nsZPt0> # ..."

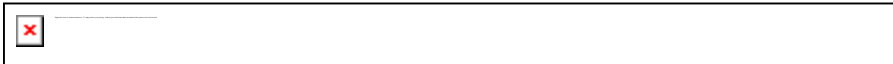
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From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail204.atl21.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Friday, December 11, 2015 7:31 AM
To: Patrick Gavin
Subject: Save the Date and Other Community News

Heads of Authorizing Offices
December 11, 2015

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Save the Date! 2016 Heads of Authorizing Office Community Leadership Summit

Back by popular demand, the Heads of Authorizing Office Community will host its 2016 Leadership Summit on March 10-11 in Washington, D.C. The event will include a full day of programming on Thursday and a half-day on Friday. If you are interested in joining us for this event, please RSVP to membership@qualitycharters.org.

Additional details will be shared in the new year. There is no registration fee associated with this event. Attendees should expect to pay for their travel and accommodations, as well as evening meals.

Share Topics of Interest

Is there a particular challenge you are grappling with or a leadership topic that interests you? We want to hear from you at membership@qualitycharters.org with your ideas and thoughts on subjects to include in upcoming Community offerings.

Be the Leader You Were Meant to Be

NACSA is now accepting applications for the next cohort of its [Leaders Program](#). Reach your leadership potential and effectively drive improvement within your organization through this unique leadership development program. But, don't wait! The application period closes January 11, 2016.

Wanted: Talented Leaders to Advance the Sector

Looking to make a career change in 2016? There are a number of authorizers across the country looking for talent just like you to advance their missions.

- The Engler Center for Charter Schools at Central Michigan University seeks a [Deputy Director](#).
- The Santa Clara County Office of Education seeks a [Director III of Charter Schools](#).
- DeKalb County School District seeks a [Director of Charter Schools](#).
- The New York State Education Department seeks a [Director of Charter Schools](#).



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail215.atl81.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, December 10, 2015 11:59 AM
To: Patrick Gavin
Subject: What does the new ESSA Act mean for Authorizers?

Statement Goes Here
Monday, November 23, 2015

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Forward



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Tweet

What does the Every Student Succeeds Act mean for Authorizers?

Today, President Obama signed into law the Every Student Succeeds Act (ESSA), the reauthorization of the Elementary and Secondary Education Act, or NCLB. As we reported last week, this is the culmination of years of work by NACSA and other stakeholders and represents a momentous achievement.

ESSA is the primary lever for federal policy in our nation's public education system. The law will have a far-reaching impact on public education for years to come. Education Week (free sign-in required) has an [excellent summary](#) of the broader law and the National School Boards Association [summarizes](#) common Board questions.

What does all this mean for charter schools and authorizers?

For the first time, there will be specific federal resources to support quality authorizing. The Public Charter School Program sets aside a portion of funds to support quality authorizing in each state with a grant—up to 7 percent of a state's total CSP funds. This is just one of many changes to that program designed to emphasize quality and accountability at the state level.

Authorizers will continue to be the primary instrument for charter school accountability. NACSA fought to preserve [existing federal law](#) that makes state charter school law—and authorizers by extension—the primary mechanism for charter school accountability. During this transition, it is imperative that authorizers actively work in their state to reinforce their role in state law, particularly the development of state accountability systems. NACSA will be

rolling out tools to help you in this crucial work.

Annual testing on the current grade-level schedule is still required, but start preparing for changes in the state assessment and accountability system, which *may* include a year with some information gaps. Transitions are messy. States will be developing and rolling out the new assessment and accountability systems between the 2016 and 2018 school years. As the state transitions, there may be data gaps or mismatched data—particularly covering the 16/17 school year. NACSA will work to minimize these data challenges and provide materials as to what will be expected of authorizers, and what authorizers can expect from their state and their schools.

Broad sweeping changes to federal programs will require a new vernacular and some changes in our work. Everything from the use of Title 1 funds to teacher quality requirements to special population services to required parental notifications has been revamped. As authorizers, we will need to understand the new requirements of our schools and provide smart oversight. The transition timelines in the law give us time and space to do this work.

NACSA will work with you every step of the way and remain actively involved during the rule making and implementation process. This is an enormous transition and we are committed to authorizers' interests.

For your convenience, we recently launched a [landing page for ESSA](#) that will provide you with the latest information, tools, and resources. As we update this page, we will alert you in our weekly newsletter, Quality Charters Weekly.



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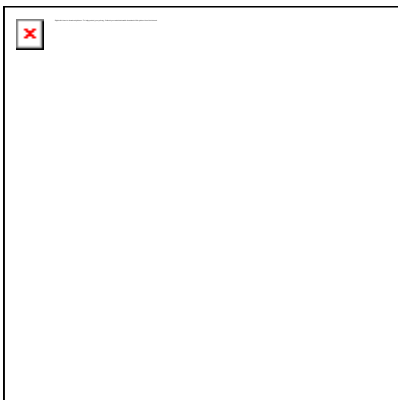
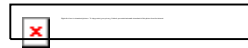
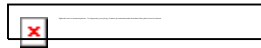


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From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail203.atl171.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, December 09, 2015 1:00 PM
To: Patrick Gavin
Subject: Champion Quality Authorizing Practices

Quality Charters Weekly
Wednesday, December 9, 2015

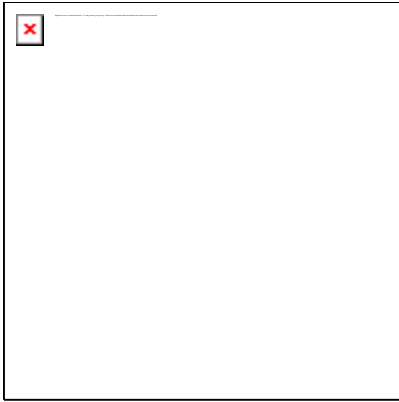
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DIVE INTO POLICY CASE STUDIES

As part of the 2015 State Policy Analysis, NACSA developed case studies—Indiana, Connecticut, Texas, Nevada—that show how smart policy is positively shaping children’s lives in the real world.





ESEA REAUTHORIZATION PASSES

Now known as the Every Student Succeeds Act (ESSA), the long-awaited legislation passed with bipartisan support and awaits the President's signature.



OPPORTUNITIES

[Education Consultant \(Authorizer Position\)](#)

Connecticut Department of Education

[Deputy Director](#)

Engler Center for Charter Schools at Central Michigan University

[Policy Manager, Choice and Quality](#)

MinnCAN

[Director I, Director III](#)

Santa Clara County Office of Education

IN THE NEWS

[Charter School Sponsor Group Ranks](#)

[First](#)

Chalkbeat-Indiana

[Nevada Best in US for Charter School](#)

[Oversight](#)

Las Vegas Sun

[New Orleans, Indiana, Nevada Top](#)

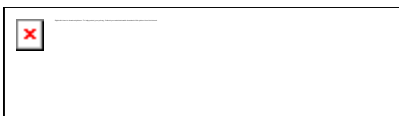
[Charters and Choice Rankings](#)

Ed Week

[How to Make Choosing the Right School](#)

[Easier](#)

New York Times



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Patrick Gavin

From: Corrie Leech <corriel@qualitycharters.org>
Sent: Tuesday, December 08, 2015 11:39 AM
To: Patrick Gavin
Cc: Amanda Fenton
Subject: RE: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

Patrick,

Thanks again for your help. I spoke with Neal today and he plans on running a piece about the report in this weekend's edition. He was out today and is in a meeting tomorrow, but plans on reaching out for interviews.

Other than that, several people have opened the email and I've left voice messages, but no real response to report.

Best,
Corrie

Corrie Leech

Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Corrie Leech
Sent: Monday, December 07, 2015 9:47 PM
To: 'Patrick Gavin' <pgavin@spsca.nv.gov>
Cc: Amanda Fenton <amandaf@qualitycharters.org>
Subject: RE: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

Got it – will do, thanks!

Corrie Leech

Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, December 07, 2015 9:46 PM
To: Corrie Leech <corriel@qualitycharters.org>
Cc: Amanda Fenton <amandaf@qualitycharters.org>
Subject: RE: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

Send to Neal Morton: nmorton@reviewjournal.com

Not sure about where Riley landed...

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[Carson City, NV 89706](#)
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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Mon, Dec 7, 2015 at 7:15 PM -0800, "Corrie Leech" <corriel@qualitycharters.org> wrote:

Patrick –

Attached is the final press release and yes, goes live in 3 hours or so. I was planning on sending it to the below – am I missing anyone?

- Adam Trumble, Editor at the Nevada Appeal
- Ian Whitaker, Education Reporter at the Las Vegas Sun
- Trevon Milliard, Education Reporter at the Reno Gazette-Journal
- I know you mentioned Riley Snyder, formerly AP—do you know where he is now?

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Midnight central time, so 10pm pacific. 5 hours to go...

Sent from my iPhone

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Can you clarify what time this is being released tomorrow? I have a reporter who is going to be interested to see it as soon as it's public so I want to make sure that I sent to him ASAP.

Patrick J. Gavin

Director

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On Dec 7, 2015, at 11:59 AM, National Association of Charter School Authorizers
<johnh@qualitycharters.org> wrote:

Reminder: Annual State Policy Analysis
Monday, December 7, 2015

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Hello Patrick,

Thank you again for your input over the last several months as we compiled data for NACSA's annual state policy analysis, *On the Road to Accessibility, Autonomy and Accountability*. We are pleased to inform you that because of your help, the report will be published tomorrow, December 8. An [embargoed copy of the report is available here](#). We thank you in advance for your help honoring the embargo until tomorrow.

Since we first published this analysis last year, 14 states have strengthened their public charter school oversight laws, regulations, and policies. Our experience has shown states with our eight recommended policies in place are better positioned to create and sustain great public schools—ultimately improving children's lives for the better.

Of course, there is more that goes into a successful charter school environment in a state, including adequate school financing for both traditional and charter schools, an outstanding pipeline of school leaders and teachers, engaged parents and communities, and effective support organizations. Over time, a successful charter school system requires a combination of smart policy, committed people, and strong practice.

Please help us spread the word tomorrow on social media using #OTR2Gr8. A few recommended tweets are below.

Smart authorizing policy can help ensure quality both tomorrow and for years to come, and we appreciate your support.

Regards,

John Hedstrom
Vice President of Policy and Advocacy

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Attachments: 2015.12.08 - NV FINAL.pdf

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- [Check out #OTR2Gr8 tomorrow to learn more about #Policies that determine #charterschool autonomy: ow.ly/VzJXd](#)



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Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Monday, December 07, 2015 5:11 PM
To: Patrick Gavin
Subject: Re: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

Midnight central time, so 10pm pacific. 5 hours to go...

Sent from my iPhone

On Dec 7, 2015, at 5:24 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Can you clarify what time this is being released tomorrow? I have a reporter who is going to be interested to see it as soon as it's public so I want to make sure that I sent to him ASAP.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

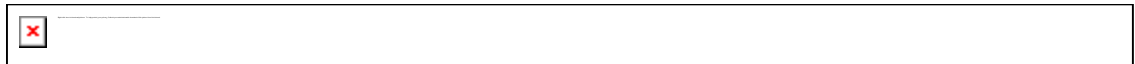
Follow us on Twitter: [@NevadaCharters](https://twitter.com/NevadaCharters)

Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Dec 7, 2015, at 11:59 AM, National Association of Charter School Authorizers <johnh@qualitycharters.org> wrote:

Reminder: Annual State Policy Analysis
Monday, December 7, 2015

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Hello Patrick,

Thank you again for your input over the last several months as we compiled data for NACSA's annual state policy analysis, *On the Road to Better Accessibility, Autonomy and Accountability*. We are pleased to inform you that because of your help, the report will be published tomorrow, December 8. An [embargoed copy of the report is available here](#). We thank you in advance for

your help honoring the embargo until tomorrow.

Since we first published this analysis last year, 14 states have strengthened their public charter school oversight laws, regulations, and policies. Our experience has shown states with our eight recommended policies in place are better positioned to create and sustain great public schools—ultimately improving children’s lives for the better.

Of course, there is more that goes into a successful charter school environment in a state, including adequate school financing for both traditional and charter schools, an outstanding pipeline of school leaders and teachers, engaged parents and communities, and effective support organizations. Over time, a successful charter school system requires a combination of smart policy, committed people, and strong practice.

Please help us spread the word tomorrow on social media using #OTR2Gr8. A few recommended tweets are below.

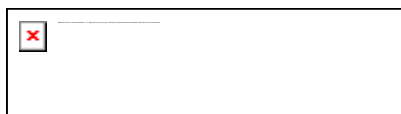
Smart authorizing policy can help ensure quality both tomorrow and for years to come, and we appreciate your support.

Regards,

John Hedstrom
Vice President of Policy and Advocacy

Sample Tweets (click a tweet to post):

- [Did you know that #charterschool oversight policies continue to get smarter? #OTR2Gr8 Stay tuned: ow.ly/VzJXd](#)
- [Tune to #OTR2Gr8 tomorrow to learn more about #StateLaws that determine #charterschool accessibility: ow.ly/VzJXd](#)
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Patrick Gavin

From: National Association of Charter School Authorizers
<johnh=qualitycharters.org@mail94.atl91.mcsv.net> on behalf of National Association of Charter School Authorizers <johnh@qualitycharters.org>
Sent: Monday, December 07, 2015 12:00 PM
To: Patrick Gavin
Subject: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

Reminder: Annual State Policy Analysis
Monday, December 7, 2015

[View this email in your browser](#)



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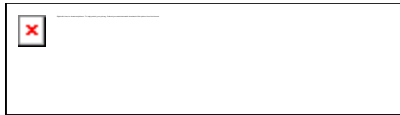
Regards,

John Hedstrom

Vice President of Policy and Advocacy

Sample Tweets (click a tweet to post):

- [Did you know that #charterschool oversight policies continue to get smarter? #OTR2Gr8 Stay tuned: ow.ly/VzJXd](#)
- [Tune to #OTR2Gr8 tomorrow to learn more about #StateLaws that determine #charterschool accessibility: ow.ly/VzJXd](#)
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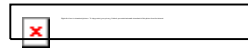
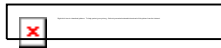


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail201.atl81.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, December 02, 2015 1:01 PM
To: Patrick Gavin
Subject: Evolve as a Leader

Quality Charters Weekly
Wednesday, December 2, 2015

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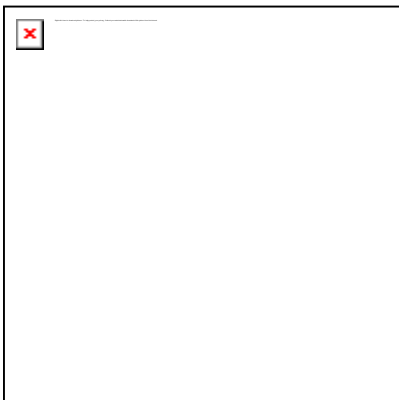


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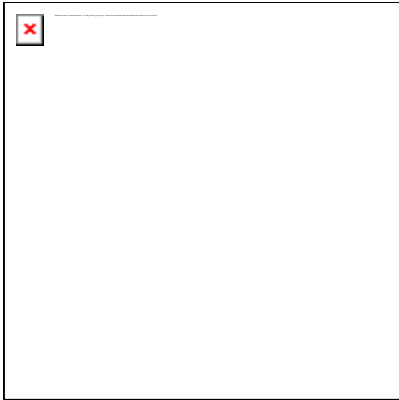
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ON THE WAY TO ONE MILLION LIVES

This week, the Every Student Succeeds Act (ESSA) will come before the US House of Representatives for a floor vote. In anticipation of a vote, Greg Richmond, president and CEO of the National Association of Charter School Authorizers (NACSA) issued a statement.





QUALITY AUTHORIZING REQUIRES QUALITY LEADERSHIP

The NACSA Leaders Program is the nation's only professional development opportunity for current and upcoming leaders in charter school authorizing offices. Here's a snapshot of the impact the program has on authorizing.



OPPORTUNITIES

[2016 NACSA Leaders Program](#)

National Association of Charter School Authorizers
National

[The split screen strategy: Igniting innovation in American schools](#)

American Enterprise Institute
Virtual Presentation

[Policy Manager, Choice & Quality](#)

MinnCAN
Minneapolis, MN

[Coordinator, Communications](#)

District of Columbia Public Schools
Washington, DC

IN THE NEWS

[Clinton's Baseless Charter School Claim](#)

U.S. News & World Report

[State Treasurer Asks Charter Schools To Put Finances Online](#)

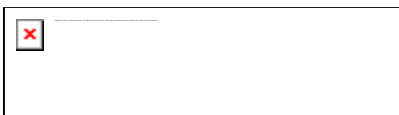
My Dayton Daily News

[In Denver, Charters and District Team Up on Special Education](#)

Education Week

[Michigan Lawmakers Seek To Protect Student Data](#)

Government Technology



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Patrick Gavin

From: Corrie Leech <corriel@qualitycharters.org>
Sent: Wednesday, December 02, 2015 9:46 AM
To: Amanda Fenton; Patrick Gavin
Subject: Re: [For your review] NACSA NV Press Release

Amanda and Patrick,

I've edited the last section of the press release to reflect Steve's comments.

Going forward, the report recommends Nevada policymakers address the autonomy of its statewide authorizer, the Nevada State Public Charter School Authority. Currently, the Authority faces severe budget constraints which threaten its ability to staff appropriately and fulfill its statutory role as the promulgator of model authorizing practices across the state.

"Nevada's investment in smart policy has set the stage for significant gains in student achievement," said XXX. "It's now time we backed up this investment to ensure authorizers have the resources and freedom to do their jobs."

Do you both agree?

Patrick, do you have someone in mind we can attribute this to? Otherwise we can end with a NACSA staffer.

Thanks!

Corrie

Corrie Leech
Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Steve Canavero [mailto:scanavero@doe.nv.gov]
Sent: Tuesday, December 01, 2015 2:46 PM
To: Corrie Leech <corriel@qualitycharters.org>
Cc: Patrick Gavin <pgavin@spsca.nv.gov>; Jobi Cates <jobic@qualitycharters.org>; John Hedstrom <johnh@qualitycharters.org>
Subject: RE: [For your review] NACSA NV Press Release

Corrie

Thanks for the opportunity to weigh-in.

My 2 cents....

"Over the past four years, we've shifted the focus of our charter school policies from processes and procedures to a focus on outcomes for kids," said Interim State Superintendent Canavero. "This national recognition confirms that Governor Sandoval's leadership we has created a foundation for great schools today and in the future."

I think the direction of the quote below is one where the Authority seeks more operating autonomy rather than operating revenue. Right? It reads like they need more money rather than more autonomy to spend the revenue they already have.

Going forward, the report recommends Nevada policymakers address the budget autonomy of its statewide authorizer, the Nevada State Public Charter School Authority. Currently, the Authority faces

categorical budget constraints which threaten to limit its ability to staff appropriately and fulfill its statutory role as the propagator of model authorizing practices across the state.

“Nevada’s investment in smart policy has set the stage for significant gains in student achievement,” said XXX. “But we must back up this investment with the financial support that is necessary to make sure authorizers have the resources to do their jobs.”

From: Corrie Leech [<mailto:corriel@qualitycharters.org>]
Sent: Monday, November 30, 2015 1:47 PM
To: Steve Canavero
Cc: Patrick Gavin; Jobi Cates; John Hedstrom
Subject: [For your review] NACSA NV Press Release

Hi, Steve,

Hope you had a nice Thanksgiving. As you are aware, NACSA is issuing our state policy analysis next Tuesday. As part of our launch strategy, we’ve been working with local partners to issue communications that resonate within their local states.

When I spoke with Patrick a few weeks ago about what would be most helpful in Nevada, we talked about issuing a press release and pitching reporters in the state using the report as a hook to highlight that Nevada now has strong policy in place and that its policy investments should to be backed up to make sure authorizers have resources to do their jobs.

Attached is the draft version of the release for your review. Patrick is working on securing quote approval from local legislators this week (especially who would be best to be quoted in the final quote), but suggested I reach out in case you’d like to be attributed to the first highlighted quote.

Thank you for your help and we look forward to your thoughts. If you could provide feedback by this Friday, we’d appreciate it.

Best,
Corrie

Corrie Leech
DIRECTOR, MEDIA RELATIONS



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Direct: (312) 376-2327 | www.qualitycharters.org

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Patrick Gavin

From: Corrie Leech <corriel@qualitycharters.org>
Sent: Wednesday, December 02, 2015 9:38 AM
To: Steve Canavero
Cc: Patrick Gavin; Jobi Cates; John Hedstrom
Subject: RE: [For your review] NACSA NV Press Release

Thank you, Steve,

We will go ahead and include your edited quote and revise the final paragraph to reflect the Authority should be given more operating autonomy to spend the revenue they already have. I must have gotten my wires mixed during my chat with Patrick.

We will share a revised copy by the end of the week.

Thanks again,

Best,
Corrie

Corrie Leech
Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Steve Canavero [mailto:scanavero@doe.nv.gov]
Sent: Tuesday, December 01, 2015 2:46 PM
To: Corrie Leech <corriel@qualitycharters.org>
Cc: Patrick Gavin <pgavin@spsca.nv.gov>; Jobi Cates <jobic@qualitycharters.org>; John Hedstrom <johnh@qualitycharters.org>
Subject: RE: [For your review] NACSA NV Press Release

Corrie
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My 2 cents....

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Corrie Leech
DIRECTOR, MEDIA RELATIONS



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Direct: (312) 376-2327 | www.qualitycharters.org

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Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Wednesday, December 02, 2015 2:46 AM
To: Patrick Gavin
Subject: RE: NACSA Analysis of ESSA?

Patrick-

We will be coming out with something formally once/if ESSA makes it through the entire process.

In the meantime I have this official statement.

<http://www.qualitycharters.org/news-commentary/press-releases/nacsa-president-calls-on-us-house-of-representatives-to-support-the-every-student-succeeds-act/>

And I'll send you something informal with some basic components by early week (maybe end of this week), as I'm working to put together the draft of various materials related to this now. It is unlikely the charter specific provisions will change during the floor vote process, but a few others might that impact charters and authorizers.

-Amanda

Amanda Fenton
Director of State and Federal Policy
510.612.3244 direct
amandaf@qualitycharters.org
www.qualitycharters.org

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, December 01, 2015 11:38 PM
To: Amanda Fenton <amandaf@qualitycharters.org>
Subject: NACSA Analysis of ESSA?

Is NACSA coming out with anything on the most recent developments and how they impact (or don't impact) charters and authorizing? My board is suddenly asking questions.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

Patrick Gavin

From: Corrie Leech <corriel@qualitycharters.org>
Sent: Monday, November 30, 2015 1:47 PM
To: Steve Canavero
Cc: Patrick Gavin; Jobi Cates; John Hedstrom
Subject: [For your review] NACSA NV Press Release
Attachments: 2015.11.30 - NV Draft v1.docx

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Patrick Gavin

From: Corrie Leech <corriel@qualitycharters.org>
Sent: Monday, November 30, 2015 7:24 AM
To: Patrick Gavin
Cc: Amanda Fenton
Subject: RE: NACSA State Policy Analysis Follow & Next Steps
Attachments: 2015.11.30 - NV Draft v1.docx

Morning, Patrick,

Hope you had a lovely Thanksgiving break. Wanted to check in on the attached Nevada press release, as it contains two quotes that we still need to identify the correct legislator and get their sign off before the report's launch on Tuesday, December 8.

Do you have time to chat later today?

First Quote:

"Over the past four years, we've shifted the focus of our charter school policies from processes and procedures to a focus on outcomes for kids," said XXX. "This national recognition confirms we have created a foundation for great schools today and in the future."

Second Quote:

"Nevada's investment in smart policy has set the stage for significant gains in student achievement," said XXX. "But we must back up this investment with the financial support that is necessary to make sure authorizers have the resources to do their jobs."

Best,
Corrie

Corrie Leech

Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Corrie Leech
Sent: Thursday, November 19, 2015 2:50 PM
To: 'pgavin@spsca.nv.gov' <pgavin@spsca.nv.gov>
Cc: Amanda Fenton (amandaf@qualitycharters.org) <amandaf@qualitycharters.org>
Subject: RE: NACSA State Policy Analysis Follow & Next Steps

Hi, Patrick,

Hope all is well. Have you had a chance to review the attached press release? If you could review this before Thanksgiving break I'd greatly appreciate it.

Best,
Corrie

Corrie Leech

Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Corrie Leech
Sent: Monday, November 16, 2015 2:42 PM
To: 'pgavin@spsca.nv.gov' <pgavin@spsca.nv.gov>

Cc: Amanda Fenton (amandaf@qualitycharters.org) <amandaf@qualitycharters.org>

Subject: RE: NACSA State Policy Analysis Follow & Next Steps

Hi, Patrick,

As promised, attached is the draft release. I've included two sample quotes that we can attribute to local legislators and charter leaders.

Has anyone expressed interest in providing a quote? I usually try to look up "their voice" before drafting the suggested quote, so these certainly are only suggestions once we have interested parties.

Could you review and provide feedback this week?

Many thanks!

Corrie

Corrie Leech

Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Corrie Leech

Sent: Monday, November 09, 2015 3:29 PM

To: 'pgavin@spsca.nv.gov' <pgavin@spsca.nv.gov>

Subject: NACSA State Policy Analysis Follow & Next Steps

Hi, Patrick,

Hope you had a great weekend. It was lovely talking to you on Friday, and I just remembered that I never emailed you regarding next steps.

As we discussed, we're releasing our annual state policy analysis on December 7. As part of our strategy, we're developing messaging and a communications plan that highlights Nevada's top score, the successful policy changes that have occurred, and our recommendation that the state Charter School Authority have additional budget autonomy to implement these new policies. We're currently developing a press release and a pitch to local media.

As we develop the press release, it would be wonderful to include a smart quote from the leadership that worked on the new legislation. Please feel free to reach out on our behalf and let me know if anyone would be interested.

Best,
Corrie

Corrie Leech

DIRECTOR, MEDIA RELATIONS



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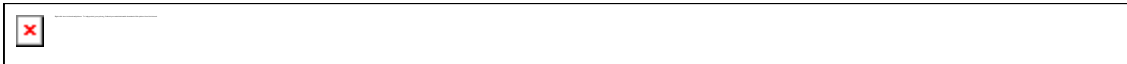
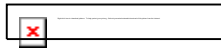


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail140.suw12.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, November 25, 2015 1:02 PM
To: Patrick Gavin
Subject: Get More Out of Your Resources

Quality Charters Weekly
Wednesday, November 25, 2015

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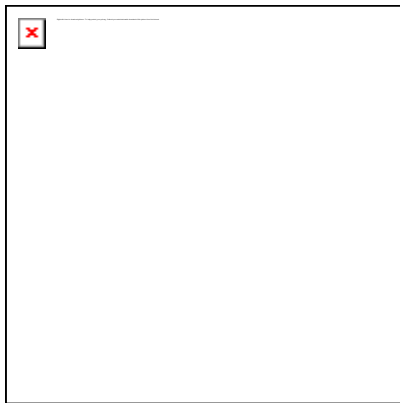
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ON THE WAY TO ONE MILLION LIVES

At our recent annual conference in Denver, NACSA invited leaders to talk one-on-one with us about their vocation. In our Story Suite, these conversations focused less on the WHAT of authorizing and more on the WHY of authorizing: why we do this work, and why we believe it is making a difference.

What follows is an excerpt of our conversation with one such leader: Gregg Stevens, Deputy Director and General Counsel, State Charter Schools Commission of Georgia.



WORKING TOGETHER TO ADVANCE DISTRICT AUTHORIZING

District authorizers are working together to improve practice and support the development of professionals across the country through NACSA's District Authorizer Community.



OPPORTUNITIES

[2016 NACSA Leaders Program](#)

National Association of Charter School
Authorizers
National

[Director I - Special Projects](#)

Santa Clara County Office of Education
San Jose, CA

[Director III - Charter Schools](#)

Santa Clara County Office of Education
San Jose, CA

[Charter School Academic Program Specialist](#)

New Mexico Public Education Department
Santa Fe, NM

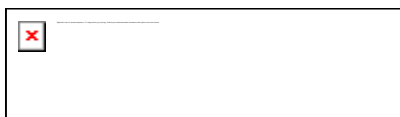
IN THE NEWS

[Blind Men and an Elephant: There are
Multiple Arguments for Charters](#)
Real Clear Education

[Washington State Supreme Court Will Not
Reconsider Charter School Ruling](#)
Education Week

[Urban Charter Schools Often Succeed,
Suburban Ones Often Don't.](#)
New York Times

[The Birth of A High School](#)
NPR



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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail13.wdc01.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Monday, November 23, 2015 2:30 PM
To: Patrick Gavin
Subject: Congress Takes Giant Leap Toward ESEA Reauthorization

Congress Takes Giant Leap
Toward ESEA Reauthorization

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Monday, November 23, 2015



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Dear NACSA Member,

Last week, Congress took a major step toward the long overdue reauthorization of the Elementary and Secondary Education Act (ESEA) as the bipartisan House and Senate conference committee voted 39-1 to send the bill to each chamber for a final vote. Last week, NACSA issued a [statement](#) applauding the progress made and pledged to work towards final passage.

For authorizers, this is an historic piece of legislation. For twenty years, the federal government has spent billions on charter schools without formally acknowledging charter authorizing, except line-item funding in various appropriations bills. ESEA now formally recognizes authorizing as an important part of the charter school system. NACSA has worked for several years to achieve this recognition.

While legislative language is not yet available, the framework upon which it will be built shows positive results for charter authorizers. ESEA increases the funding allotment and allocation (\$270M in years 1 and 2 and \$300M in years 3 and 4) for the overall charter school program. More importantly, it sets aside part of those funds for quality authorizing activities; a formal recognition of our work and importance to the nation's charter schools.

NACSA will review the legislative language as soon as it is released for further analysis. For a more detailed view of the legislative framework, please view the [official committee document](#).

The U.S. House is expected to take the legislation up after its return from the Thanksgiving recess with the U.S. Senate to follow suit during the week of December 7.

We remain optimistic on final passage and will keep you apprised of any developments.

Sincerely,

Greg Richmond



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
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Patrick Gavin

From: Corrie Leech <corriel@qualitycharters.org>
Sent: Thursday, November 19, 2015 12:50 PM
To: Patrick Gavin
Cc: Amanda Fenton
Subject: RE: NACSA State Policy Analysis Follow & Next Steps
Attachments: 2015.11.12 - NV Draft v1.docx

Hi, Patrick,

Hope all is well. Have you had a chance to review the attached press release? If you could review this before Thanksgiving break I'd greatly appreciate it.

Best,
Corrie

Corrie Leech

Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Corrie Leech
Sent: Monday, November 16, 2015 2:42 PM
To: 'pgavin@spsca.nv.gov' <pgavin@spsca.nv.gov>
Cc: Amanda Fenton (amandaf@qualitycharters.org) <amandaf@qualitycharters.org>
Subject: RE: NACSA State Policy Analysis Follow & Next Steps

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Has anyone expressed interest in providing a quote? I usually try to look up "their voice" before drafting the suggested quote, so these certainly are only suggestions once we have interested parties.

Could you review and provide feedback this week?

Many thanks!

Corrie

Corrie Leech

Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Corrie Leech
Sent: Monday, November 09, 2015 3:29 PM
To: 'pgavin@spsca.nv.gov' <pgavin@spsca.nv.gov>
Subject: NACSA State Policy Analysis Follow & Next Steps

Hi, Patrick,

Hope you had a great weekend. It was lovely talking to you on Friday, and I just remembered that I never emailed you regarding next steps.

As we discussed, we're releasing our annual state policy analysis on December 7. As part of our strategy, we're developing messaging and a communications plan that highlights Nevada's top score, the successful policy changes that have occurred,

and our recommendation that the state Charter School Authority have additional budget autonomy to implement these new policies. We're currently developing a press release and a pitch to local media.

As we develop the press release, it would be wonderful to include a smart quote from the leadership that worked on the new legislation. Please feel free to reach out on our behalf and let me know if anyone would be interested.

Best,
Corrie

Corrie Leech
DIRECTOR, MEDIA RELATIONS



105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2327 | www.qualitycharters.org

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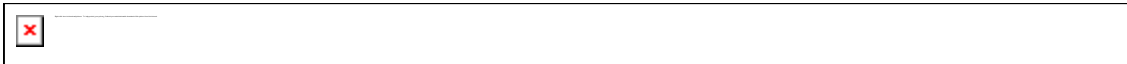
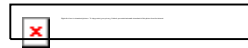


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail248.suw12.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, November 18, 2015 2:59 PM
To: Patrick Gavin
Subject: Challenge Yourself to Lead

Quality Charters Weekly
Wednesday, November 18, 2015

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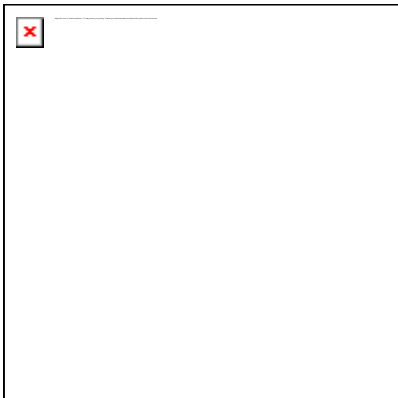
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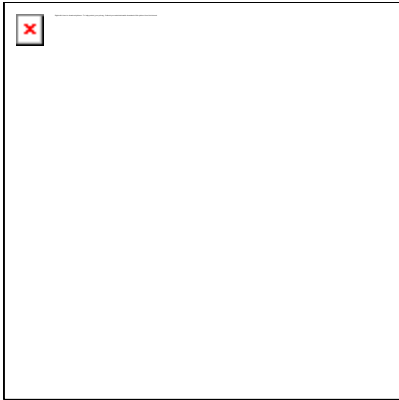
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RESPONDING TO HILLARY CLINTON'S RECENT REMARKS

Hillary Clinton, a long-time supporter of charter schools, made inaccurate comments about charter schools during a recent town hall meeting. Media were quick to respond, but what many didn't point out is that authorizers play a vital role in ensuring that all kids are being served by public charter schools, which we flagged in the letter we sent Secretary Clinton.





RESOURCES ON VIRTUAL SCHOOLS

Virtual schools are a growing part of the charter school sector, but credible research casts doubt on their effectiveness. Charter school authorizers have a unique role in ensuring student and public interests are protected; to that end, we must better understand the scope of virtual schools and their impact in current settings.



OPPORTUNITIES

[2016 NACSA Leaders Program](#)

National Association of Charter School Authorizers
National

[Executive Director](#)

Academy of the Pacific Rim Charter Public School
Hyde Park, MA

[Director III - Charter Schools](#)

Santa Clara County Office of Education
San Jose, CA

[Operations Manager](#)

Illinois State Charter School Commission
Chicago, IL

IN THE NEWS

[2016 Presidential Election: Charter School Coverage](#)

NACSA Commentary

[Inclusion More Common At Charter Schools, Report Finds](#)

Disability Scoop

[Ohio Charter Schools May Be 'Reeling' From Attacks, But Now Is A Time To Shine, National Experts Say](#)

Cleveland.com

[Teachers at California's Largest Online Charter School Unionize](#)

The San Bernardino County Sun



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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Wednesday, November 18, 2015 2:09 AM
To: Ruth Hersh; Patrick Gavin; Katie Poulos
Subject: FW: [CONF] Session Evaluation
Attachments: Putting the Public in Public Charter Schools_M. Lin.pdf; image002.png; image004.jpg; image006.jpg; image008.jpg

Hi Katie, Ruth, and Patrick -

Hope you all are well. Thanks again for your work delivering the session on "Putting the 'Public' in Public Charter Schools." I just received the session evaluation summary from NACSA and wanted to share it with you (attached).

All the best,
ml

Margaret Lin
720.891.5734

From: Erin Reddy <erinr@qualitycharters.org>
Date: Monday, November 16, 2015 5:00 PM
To: Margaret <margaretl@qualitycharters.org>
Subject: [CONF] Session Evaluation

Hi Margaret,
Hope you're well! Attached is a session evaluation summary for:
Putting the Public in Public Charter Schools
Thanks,
Erin

Erin Reddy
MANAGER OF AUTHORIZER DEVELOPMENT



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ATLANTA | October 24-27, 2016 | Save the Date

Patrick Gavin

From: Corrie Leech <corriel@qualitycharters.org>
Sent: Monday, November 16, 2015 12:42 PM
To: Patrick Gavin
Cc: Amanda Fenton
Subject: RE: NACSA State Policy Analysis Follow & Next Steps
Attachments: 2015.11.12 - NV Draft v1.docx

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Sent: Monday, November 09, 2015 3:29 PM
To: 'pgavin@spsca.nv.gov' <pgavin@spsca.nv.gov>
Subject: NACSA State Policy Analysis Follow & Next Steps

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Best,
Corrie

Corrie Leech
DIRECTOR, MEDIA RELATIONS



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Direct: (312) 376-2327 | www.qualitycharters.org

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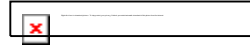
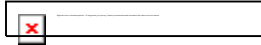
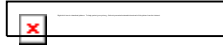


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail216.atl21.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, November 11, 2015 1:00 PM
To: Patrick Gavin
Subject: Create High-Performing Charter Schools

Quality Charters Weekly
Wednesday, November 11, 2015

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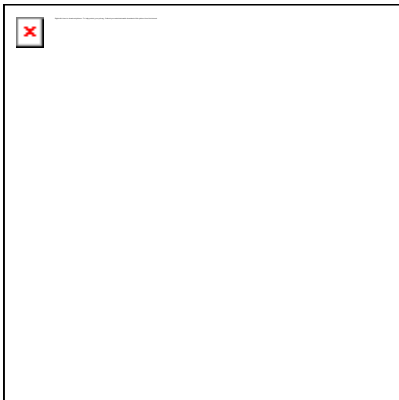
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FIRST YEAR CLOSURES

First year closures, a phenomenon in which schools open and close within the first year of operation, are incredibly disruptive for students, families and communities. While there is a risk that any new venture may not succeed, a school opening and closing during its first year should be extraordinarily rare—unfortunately it is not.



OPPORTUNITIES

IN THE NEWS

[Director III - Charter Schools](#)

Santa Clara County Office of Education
San Jose, CA

[Operations Manager](#)

Illinois State Charter School Commission
Chicago, IL

[Deputy Director](#)

Nevada State Public Charter School Authority
Las Vegas, NV

[Director - Colorado Charter School Facilities Initiative](#)

Donnell-Kay Foundation
Denver, CO

[Capital Notebook: Unearmarking bill back in 2016](#)

Times Daily

[Online Charter School Students Falling Behind](#)

[Peers](#)

Detroit Free Press

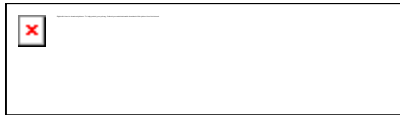
[Give Charter School Reform A Chance To Succeed: Darlene Chambers \(Opinion\)](#)

Cleveland.com

[Leeway For Struggling Charter Schools](#)

[Proposed](#)

The Charlotte Observer



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Patrick Gavin

From: Sherry Tracewski <sherryt@qualitycharters.org>
Sent: Monday, November 09, 2015 9:16 AM
To: Patrick Gavin
Subject: FW: Policy Case Study - Member Check
Attachments: SPA Profile-Nevada 10-30-15.docx

Hi Patrick,

Thanks again for taking the time to meet with me. I just wanted to send a quick follow up to make sure you didn't have any changes.

Best,
Sherry

From: Sherry Tracewski
Sent: Monday, November 02, 2015 9:50 AM
To: 'Patrick Gavin' <pgavin@spsca.nv.gov>
Subject: Policy Case Study - Member Check

Hi Patrick,

Great meeting you at the NACSA Leadership Conference!

Thanks again for taking the time to talk with me back in August. Our Policy and Communications teams have put together a "mini" case study for Nevada. I'd like to get your feedback on it to ensure there are no inaccuracies and nothing has been misrepresented in any way.

This mini case study is the culmination of several interviews that I conducted. There will be a longer and more thorough case study that NACSA will release after the new year. Once we have a draft of that, I will send to you for feedback.

I'd like to get any thoughts you may have by Thursday if possible.

Thanks so much!
Sherry

Sherry Tracewski
SENIOR RESEARCH ANALYST



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Direct: (570) 815-5470 | www.qualitycharters.org

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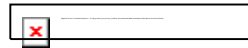
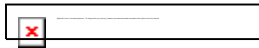
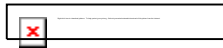


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail224.atl101.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, November 04, 2015 1:01 PM
To: Patrick Gavin
Subject: Save the Date for the 2016 NACSA Leadership Conference

Quality Charters Weekly
Wednesday, November 4, 2015

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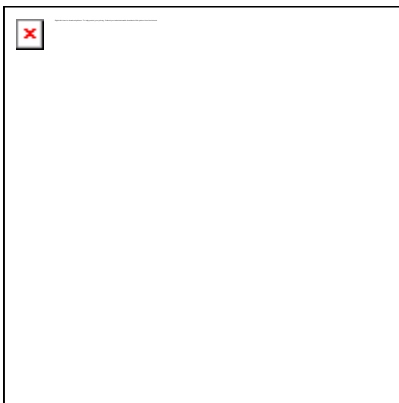
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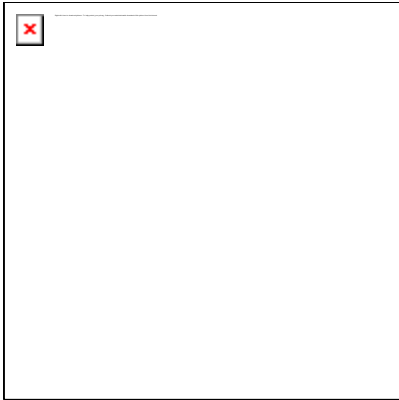
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WHAT IS "AUTHORIZER ACCOUNTABILITY"?

Most people have a good idea of what it means to maintain high accountability standards for schools, but what does authorizer-level accountability look like? While there is no "one-size-fits-all" answer, NACSA shares resources on authorizer accountability to provide a backdrop for current debates about the role of authorizing in protecting student and public interests.





HEADS OF AUTHORIZING OFFICES BUILD COMMUNITY

Authorizers across the country face the many of the same challenges—but none have quite so much in common as those who lead their authorizing office.



OPPORTUNITIES

[Director of Charters, School Governance, and Flexibility](#)

DeKalb County School District
Stone Mountain, GA

[Director of Colorado Charter School Facilities Initiative](#)

Donnell-Kay Foundation
Denver, CO

[Instructional Leader](#)

Tarchitects Community Academy for Architecture and Design
Atlanta (DeKalb County), GA

[School Evaluation Analyst](#)

SUNY Charter Schools Institute
Albany and New York City, NY

IN THE NEWS

[Kasich Signs Charter School Reform Bill Into Law](#)

The Columbus Dispatch

[Study On Online Charter Schools: 'It Is Literally As If The Kid Did Not Go to School For An Entire Year'](#)

The Washington Post

[Mississippi Voters Reject Guaranteed Public School Funding](#)

nprEd

[Elections In Three States Are Low-Profile, But High-Stakes for Education](#)

Education Week



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Sherry Tracewski
SENIOR RESEARCH ANALYST



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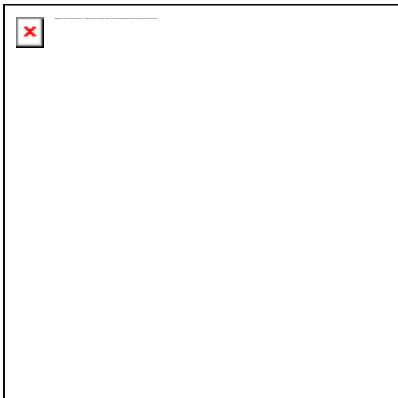
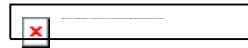
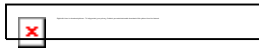


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail137.suw14.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, October 28, 2015 1:02 PM
To: Patrick Gavin
Subject: Refresh Your Standards

Quality Charters Weekly
Wednesday, October 28, 2015

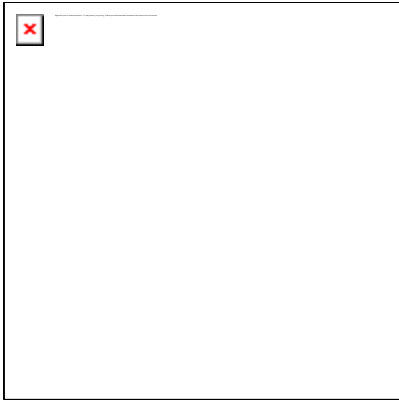
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STUDY ON VIRTUAL SCHOOL PERFORMANCE INDICATES NEED FOR ACTION

On Tuesday, the Center for Research on Education Outcomes (CREDO) released a ground-breaking report on virtual schools which found student outcomes at virtual schools lag dramatically behind both traditional public schools and peer charter schools.





YOU'RE BACK FROM CONFERENCE... NOW WHAT?

You worked hard in Colorado exploring new ways to advance charter school quality. Now your hard work is just beginning as you put what you learned to use.



OPPORTUNITIES

[Director of Charters, School Governance, and Flexibility](#)

Dekalb County School District
Stone Mountain, GA

[Director of Colorado Charter School Facilities Initiative](#)

Donnell-Kay Foundation
Denver, CO

[Instructional Leader](#)

Tarchitects Community Academy for Architecture and Design
Atlanta (DeKalb County), GA

IN THE NEWS

[Cyber Charters Have 'Overwhelming Negative Impact,' CREDO Study Finds](#)

Education Week Blog

[Fall Campaign Wrap-Up](#)

50CAN (The Catalyst)

[U.S. Student Performance Slips On National Test](#)

Washington Post

[Online Charter School Students Learning Less Than Traditional Students, Study Shows](#)

The Columbus Dispatch



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Patrick Gavin

From: National Association of Charter School Authorizers
<communications=qualitycharters.org@mail8.wdc03.rsgsv.net> on behalf of National Association of Charter School Authorizers <communications@qualitycharters.org>
Sent: Tuesday, October 27, 2015 11:15 AM
To: Patrick Gavin
Subject: Elevate Quality Authorizing Practices

2015 NACSA Leadership Conference
Elevate Quality Authorizing Practices

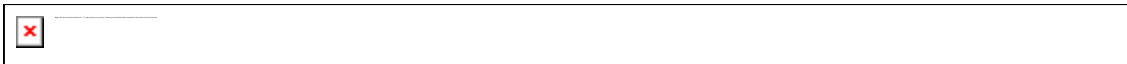
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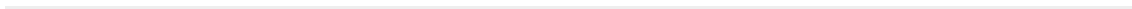
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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail93.atl161.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Tuesday, October 27, 2015 7:30 AM
To: Patrick Gavin
Subject: Special Thanks to YOU!

Thank You Letter from President & CEO
Wednesday, October 26, 2015

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Thank you for joining us for NACSA's Annual Leadership Conference last week in Colorado. Again and again, I saw the energy and passion of hundreds of people like you who are committed to strengthening quality and access within charter schools.

Authorizing is not easy work. We are working to improve educational opportunities for children right now at the same time that we are part of an innovation that seeks to reimagine how education is delivered.

In the past, we used to have this field to ourselves. Now, it seems that everyone has an opinion. As I noted in my opening remarks, there are now a number of organizations that think they know a better way to oversee charter schools. Some are calling for more regulation; some are calling for less. Some are calling for authorizers to more actively manage their portfolios around quality; some are calling for authorizers to defer more to parent choices.

I welcome these debates because the existence of them means that people now recognize the importance of authorizing. Thank you for being part of the conversation last week and thank you in advance for the work you will do in the coming months to strengthen your own practices so that even more children have the opportunity to attend a great school.

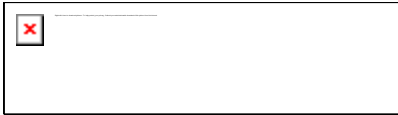
Sincerely,
Greg Richmond
President and CEO
NACSA

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Patrick Gavin

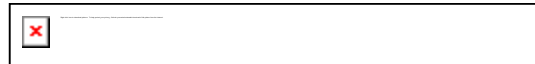
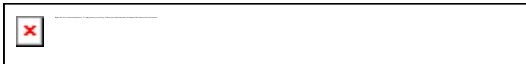
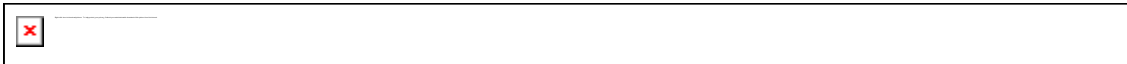
From: National Association of Charter School Authorizers
<communications=qualitycharters.org@mail208.atl171.mcdlv.net> on behalf of
National Association of Charter School Authorizers
<communications@qualitycharters.org>
Sent: Thursday, October 22, 2015 6:30 AM
To: Patrick Gavin
Subject: Before You Go, Share YourFeedback

2015 NACSA Leadership Conference
Before You Go, Share Your Feedback

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great public schools.

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Ph: 312.376.2300

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Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, October 21, 2015 4:02 PM
To: Patrick Gavin
Subject: Automatic reply: Boost Your Impact

Thank you for contacting NACSA! I am currently out of the office attending the 2015 NACSA Leadership Conference in Denver. I will be checking email as time permits during the conference and will get back to you as soon as I can. I will return to the office on Monday, October 26.

Best,

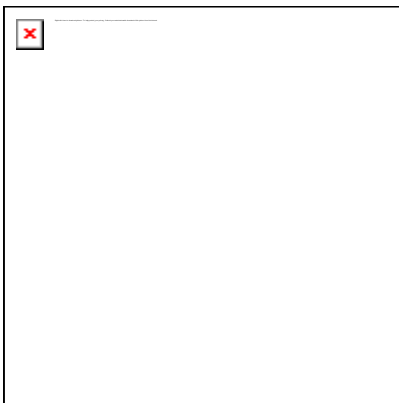
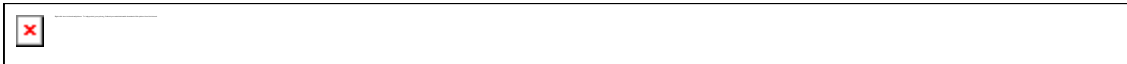
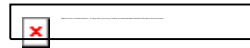
Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
724.719.2554 direct
courtneyb@qualitycharters.org

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail19.atl111.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, October 21, 2015 4:00 PM
To: Patrick Gavin
Subject: Boost Your Impact

Quality Charters Weekly
Wednesday, October 21, 2015

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NEW & GOOD 4 THINGS I'M ENJOYING ABOUT THIS YEAR'S CONFERENCE

Festivals, symposiums and conventions. Like you, I've been to all three—but I have to say, NACSA's conference is unlike any I've ever attended. Though I'm new to NACSA, I've already heard from many of you about what is "New & Good" at the NACSA Annual Leadership Conference. Here's a rundown.



OPPORTUNITIES

[Director of Colorado Charter School Facilities Initiative](#)

Donnell-Kay Foundation
Denver, CO

[Instructional Leader](#)

Tarchitects Community Academy for Architecture and Design
Atlanta (DeKalb County), GA

[School Evaluation Analyst](#)

SUNY Charter Schools Institute
Albany and NYC, NY

[Paralegal](#)

SUNY Charter Schools Institute
Albany, NY

IN THE NEWS

[Southern University Looking To Authorize Charters](#)

WRKF

[Why I Sent My Children To A Charter School](#)

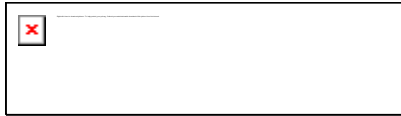
Commonwealth Magazine

[State Data Show More ELL, Students With Disabilities At Charter Schools](#)

Telegram

[Keeping Black Men In Front of the Class](#)

NPR



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

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Suite 1900
Chicago, IL 60603

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Ph: 312.376.2300

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From: National Association of Charter School Authorizers
<communications=qualitycharters.org@mail78.wdc01.mcdlv.net> on behalf of
National Association of Charter School Authorizers
<communications@qualitycharters.org>
Sent: Wednesday, October 21, 2015 6:30 AM
To: Patrick Gavin
Subject: Three Things Not To Miss Today

2015 NACSA Leadership Conference
Three Things Not To Miss Today

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and thoughtful charter authorizing practices that lead to
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Sent: Tuesday, October 20, 2015 7:18 AM
To: Hersh, Ruth (ESE)
Cc: Poulos, Katie, PED; Patrick Gavin
Subject: Re: Available to huddle over lunch today?

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Good Morning,

I too would be glad to meet.

See you all soon,

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Cc: Patrick Gavin; Hersh, Ruth (ESE)
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Margaret Lin
720.891.5734

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Date: Monday, October 19, 2015 2:30 AM
To: Patrick Gavin <pgavin@spsca.nv.gov>, "Poulos, Katie, PED" <Katie.Poulos@state.nm.us>, "Hersh, Ruth (ESE)" <RHersh@doe.mass.edu>
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- Requires backfilling, so that when a student stops attending a charter school for any reason, the school must fill vacant seats up to February 15.

Discussion Questions:

1. What challenges do you as the authorizer anticipate in implementing this new law?
2. How will you address those challenges?

Thanks everyone!

ml

<Putting the 'Public' - PPT.pptx>

Patrick Gavin

From: Poulos, Katie, PED <Katie.Poulos@state.nm.us>
Sent: Tuesday, October 20, 2015 7:31 AM
To: Patrick Gavin
Cc: Margaret Lin; Hersh, Ruth (ESE)
Subject: Re: Available to huddle over lunch today?

5054690373

Sent from my iPhone

> On Oct 20, 2015, at 8:19 AM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

>

> Mine is 775-546-3021

>

>

>

> Patrick J. Gavin

> Director

> State Public Charter School Authority

> <x-apple-data-detectors://1/0>1749 N. Stewart Street, Suite

> 40<x-apple-data-detectors://1/0> Carson City, NV

> 89706<x-apple-data-detectors://1/0>

> pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>

> Direct: 775-687-9160<tel:775-687-9160>

> Office: 775-687-9174<tel:775-687-9174>

> Fax: 775-687-9113<tel:775-687-9113>

>

>

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> Starting a School? Join our charter applicant listserv:

> CharterStarters@listserv.state.nv.us<mailto:CharterStarters@listserv.s

> tate.nv.us>

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> ml
> Margaret Lin
> 720.891.5734
>
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> <margaretl@qualitycharters.org<mailto:margaretl@qualitycharters.org>>
> Date: Monday, October 19, 2015 2:30 AM
> To: Patrick Gavin <pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>>,
> "Poulos, Katie, PED"
> <Katie.Poulos@state.nm.us<mailto:Katie.Poulos@state.nm.us>>, "Hersh,
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- > 2. How will you address those challenges?
- >
- > Thanks everyone!
- > ml
- > <Putting the 'Public' - PPT.pptx>

Patrick Gavin

From: Hersh, Ruth (ESE) <RHersh@doe.mass.edu>
Sent: Tuesday, October 20, 2015 9:12 AM
To: Patrick Gavin; Margaret Lin
Cc: Poulos, Katie, PED
Subject: RE: Available to huddle over lunch today?

Hi Margaret,

The slides look good; thank you. My cell phone number is 617-230-7558.

I imagine that we're all considering how the discussion will be facilitated. I'm looking forward to hearing what you're all thinking.

I'm looking forward to meeting you all...

See you soon,

Ruth

From: Patrick Gavin [pgavin@spsca.nv.gov]
Sent: Tuesday, October 20, 2015 10:19 AM
To: Margaret Lin; Hersh, Ruth (ESE)
Cc: Poulos, Katie, PED
Subject: Re: Available to huddle over lunch today?

Mine is 775-546-3021

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Director
State Public Charter School Authority
<x-apple-data-detectors://1/0>1749 N. Stewart Street, Suite 40<x-apple-data-detectors://1/0> Carson City, NV 89706<x-apple-data-detectors://1/0>
pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>
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Discussion Questions:

1. What challenges do you as the authorizer anticipate in implementing this new law?
2. How will you address those challenges?

Thanks everyone!

ml

<Putting the 'Public' - PPT.pptx>

Patrick Gavin

From: Poulos, Katie, PED <Katie.Poulos@state.nm.us>
Sent: Tuesday, October 20, 2015 6:44 AM
To: Margaret Lin
Cc: Patrick Gavin; Hersh, Ruth (ESE)
Subject: Re: Available to huddle over lunch today?

Hi all,

I'm free and happy to meet for lunch.

Katie

Sent from my iPhone

On Oct 20, 2015, at 2:06 AM, Margaret Lin <margaretl@qualitycharters.org> wrote:

Hi all,

Welcome to Day 1 of the conference! Attached is the very brief PPT I'll use for our session today at 1:30 – it's hardly worth looking at as it's really just general info about the session including your names and email addresses, but here are the objectives for the session – pretty general and in line with what we've talked about:

Session Objectives

1. Learn about and discuss challenges in overseeing charter school accountability for some public education obligations.
2. Learn about and discuss possible solutions from a variety of states and authorizing environments.

I'm planning to provide the scenario (below) as a handout since it's too long to fit on a slide.

We could use a little more time to discuss as a group what we'd like to do for the session – both the scenario discussion and how you'd like to focus the rest of the session time. Would you all be available to meet during lunch today, right before our session? We could have lunch together and finish planning this session. Even a half-hour together would be helpful. I'd be happy to meet from 12 to 1pm today or any portion of that hour, for any of you who are free. Please let me know if you're available to meet sometime 12-1 today and if so, we can figure out a place to meet. Thanks!

ml

Margaret Lin
720.891.5734

From: Margaret <margaretl@qualitycharters.org>
Date: Monday, October 19, 2015 2:30 AM
To: Patrick Gavin <pgavin@spsca.nv.gov>, "Poulos, Katie, PED" <Katie.Poulos@state.nm.us>, "Hersh, Ruth (ESE)" <RHersh@doe.mass.edu>
Subject: Revised Session Outline for Tuesday

Hi everyone -

I've modified our session outline for Tuesday, as we have just one scenario rather than two for discussion. That's ok and this actually may be a better way to go, as NACSA session participants tend to like lots of time for open (facilitated) discussion, especially when they can dialogue with panelists who offer a variety of good experiences as you all do. I think it'll be good to have one scenario to kick off the session and then leave more time (35 min) for open discussion and Q&A on various topics that highlight the experience you collectively bring.

Below is a revised outline with one scenario and 35 min for open discussion/Q&A. The time allocations are estimates but as the moderator, I'll pay attention to the energy in the room and adjust as needed to keep things moving. Patrick/Katie, could one of you kick off the open discussion by sharing an experience? See note below.

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[Patrick/Katie, I'd like to ask if one of you can kick this off by sharing an experience/lesson for discussion. I'll facilitate discussion and Q&A from that starting point]

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<Putting the 'Public' - PPT.pptx>

Patrick Gavin

From: National Association of Charter School Authorizers
<communications=qualitycharters.org@mail246.suw12.mcsv.net> on behalf of
National Association of Charter School Authorizers
<communications@qualitycharters.org>
Sent: Tuesday, October 20, 2015 6:30 AM
To: Patrick Gavin
Subject: Getting Started and Diving In at the 2015 NACSA Leadership Conference

2015 NACSA Leadership Conference
Getting Started and Diving In

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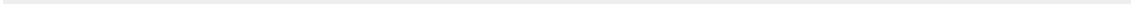
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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Tuesday, October 20, 2015 1:05 AM
To: Patrick Gavin; Hersh, Ruth (ESE); Poulos, Katie, PED
Subject: Available to huddle over lunch today?
Attachments: Putting the 'Public' - PPT.pptx

Importance: High

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720.891.5734

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Date: Monday, October 19, 2015 2:30 AM
To: Patrick Gavin <pgavin@spsca.nv.gov>, "Poulos, Katie, PED" <Katie.Poulos@state.nm.us>, "Hersh, Ruth (ESE)" <RHersh@doe.mass.edu>
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2. How will you address those challenges?

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Patrick Gavin

From: National Association of Charter School Authorizers
<communications=qualitycharters.org@mail142.atl121.mcsv.net> on behalf of
National Association of Charter School Authorizers
<communications@qualitycharters.org>
Sent: Monday, October 19, 2015 12:00 PM
To: Patrick Gavin
Subject: Welcome to the 2015 NACSA Leadership Conference

2015 NACSA Leadership Conference
Welcome to Conference

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and thoughtful charter authorizing practices that lead to
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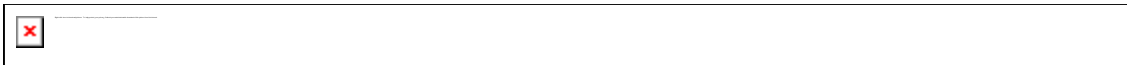


Patrick Gavin

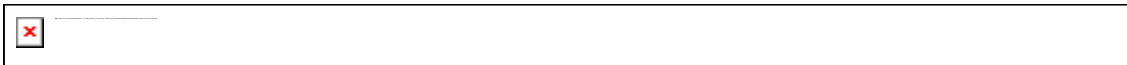
From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail206.atl21.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Monday, October 19, 2015 11:00 AM
To: Patrick Gavin
Subject: 🚗👉 Don't Forget to Book Your Ground Transit

2015 NACSA Leadership Conference
Don't Forget to Book Your Ground Transit

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[Book Ground Transit](#)



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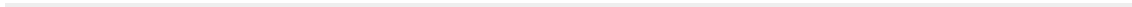
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Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Monday, October 19, 2015 6:31 AM
To: Patrick Gavin; craig.hulse@gmail.com
Subject: RE: Conference

Sure – I'm here all day but in the Leaders and then Board meeting - -see you tonight.
n

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Sunday, October 18, 2015 11:37 PM
To: Nelson Smith; craig.hulse@gmail.com
Subject: Re: Conference

Nelson-Can we connect tomorrow at the reception?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Sun, Oct 18, 2015 at 2:23 PM -0700, "Nelson Smith" <nelsons@qualitycharters.org> wrote:

Craig – I'm expecting to see Patrick out here at the NACSA conference, but given the need to book (or change) travel arrangements, I think it's wise to get clear about the NV conference sooner rather than later. What I understood from Seth's note is that you're not doing an ASD session but that perhaps I could do the application/amendment session. Looking at the conference schedule that appears to be a morning breakout.

I appreciate that offer, but I'd like to suggest that one of my NACSA colleagues participate in this session. I'm sure I could offer platitudes but the last time I personally ran an application process was in 2001. By contrast, some of my colleagues have run application processes much more recently, for a variety of authorizers, and are just better-versed on this.

As you may know the ASD work is a side-specialty of mine, not a NACSA project, and I'd love to somehow be involved in the Nevada rollout. But if that's not on the conference agenda I think you're better advised to ask someone who's more deeply knowledgeable about the subject at hand.

Make sense? Let me know what you think.

Thanks.
Nelson

Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
www.qualitycharters.org
304-876-1177

Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Monday, October 19, 2015 1:31 AM
To: Patrick Gavin; Poulos, Katie, PED; Hersh, Ruth (ESE)
Subject: Revised Session Outline for Tuesday

Importance: High

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[Patrick/Katie, I'd like to ask if one of you can kick this off by sharing an experience/lesson for discussion. I'll facilitate discussion and Q&A from that starting point]

4. Closing Thoughts from Panel; Wrap-up – (5 min)

Thanks! Safe travels everyone, and see you all soon.

ml

Margaret Lin
720.891.5734

From: Margaret <margaretl@qualitycharters.org>
Date: Wednesday, October 14, 2015 7:29 PM
To: Patrick Gavin <pgavin@spsca.nv.gov>, "Poulos, Katie, PED" <Katie.Poulos@state.nm.us>, "Hersh, Ruth (ESE)" <RHersh@doe.mass.edu>
Subject: Draft Session Outline and Scenario 1

Hi all,

Below is a draft outline for our session next Tuesday on **"Putting the 'Public' in Public Charter Schools: Challenges & Opportunities."** As a refresher, here's the session description again:

This session will guide authorizers in establishing and implementing accountability for charter school organizational rights. Through interactive, problem-solving discussion of real-world scenarios and policy choices, we will discuss how to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

With 75 minutes, we'll probably have time to discuss only 2 scenarios, which would leave 15 min (if we follow the time allocations below) for open discussion of other issues, challenges, Q&A with the audience, and other lessons you'd like to share.

With this in mind, I'm thinking we could have one scenario on enrollment, since Ruth already offered that, and the second scenario could be something related to student discipline. **Patrick/Katie, would either of you have a discipline-related scenario from your experience that we could discuss?** (If not, that's ok; please contribute any scenario you'd like to discuss and we'll adjust the plan. Just send me your ideas and I'll edit into a scenario we can use.)

Draft Session Outline/Agenda [Please let me know any changes you'd suggest to content or time allocations]

1. Introduction & Session Overview – 5 min
2. Scenario 1 (Student enrollment)
Setup and Whole Group Discussion – 15 min
Panel response – RH describe MA's implementation and lessons learned; PG and KP describe relevant lessons from NV/NM – 10 min
3. Scenario 2 (Student discipline??)
Setup and Whole Group Discussion – 15 min
Panel response – 10 min
4. Open Discussion – 15 min
5. Closing Thoughts from Panel; Wrap-up – 5 min

Also, below is how I've edited Ruth's scenario to get discussion started with the group.

Patrick/Katie, if you can contribute a scenario, feel free to put it in this kind of format to the extent you can (but I'll edit, so don't worry too much about the format – just send your ideas for a scenario)

SCENARIO 1.

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Discussion Questions:

1. What challenges do you as the authorizer anticipate in implementing this new law?
2. How will you address those challenges?

Thanks everyone!

ml

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Sunday, October 18, 2015 11:34 PM
To: Patrick Gavin
Subject: Re: Meeting up at conference

That's perfect! Text when you get here.

Sent from my iPhone

On Oct 18, 2015, at 9:19 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

OK--could we do 3-ish at the Omni? I have to meet a board member at the airport at 1:15 and rent a car with him for the drive to the Omni and then have a 4:30 meeting. 3 should work well, I think.

On Oct 16, 2015, at 8:54 AM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

I get in late Sunday night and am going straight to the hotel. I won't be able to get downtown in the am due to some other meetings.

How about late afternoon/early evening when you arrive at the hotel? I will be available until we have an all staff meeting around 6:15pm.

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, October 15, 2015 9:37 PM
To: Elisa Westapher
Subject: Re: Meeting up at conference

when do you get in? I'm actually staying downtown on Saturday and Sunday night and was not planning to pick up a rental car until I pick up members of my board at the airport in the early afternoon on Monday. Since I'm staying for the other education conference in Denver I wanted to make sure that they can use the car to get themselves to the airport once I have to head back downtown.

Would you have any flexibility to meet downtown in the morning versus at the Omni?

Patrick J. Gavin
Director

State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spcsa.nv.gov
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Patrick,

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Right now, my day is relatively open.

Elisa

<image001.png>

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From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Friday, October 16, 2015 1:29 PM
To: elliot.smalley@gmail.com; margo.roen@tn-asd.org; Patrick Gavin
Subject: Session Plan
Attachments: Management Orgs Session Plan 101615.docx

All -- It's been a busy week for my apologies that this is late. But I've taken the notes from our call and put together a cheat sheet for our session next Tuesday morning. Please take a look and see what you think - -and if there are additional issues or questions that should be included, please let me know. I've set it up somewhat informally -- having no doubt that you all have plenty to say!

Also, we can do slides and they're welcome if you got 'em (on a thumb-drive, please) - -although with this format we'll have to think how to integrate them. (But feel free to add them if you want and we'll figure it out!)

Thanks, looking forward to seeing you.

Nelson



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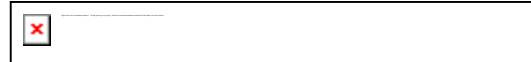
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From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail2.wdc03.rsgsv.net> on behalf of National Association
of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, October 15, 2015 10:00 AM
To: Patrick Gavin
Subject: Top 5 Restaurants and Attractions To Visit While Attending Conference

2015 NACSA Leadership Conference
Top 5 Restaurants and Attractions

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charter school policy
and thoughtful charter authorizing practices that lead to
great public schools.

National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Thursday, October 15, 2015 8:49 AM
To: Patrick Gavin
Subject: Meeting up at conference

Patrick,

I hope you are doing well. Would you have time on Monday, October 19th to touch base?

Right now, my day is relatively open.

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Wednesday, October 14, 2015 6:30 PM
To: Patrick Gavin; Poulos, Katie, PED; Hersh, Ruth (ESE)
Subject: Draft Session Outline and Scenario 1

Hi all,

Below is a draft outline for our session next Tuesday on "**Putting the 'Public' in Public Charter Schools: Challenges & Opportunities.**" As a refresher, here's the session description again:

This session will guide authorizers in establishing and implementing accountability for charter school organizational rights. Through interactive, problem-solving discussion of real-world scenarios and policy choices, we will discuss how to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

With 75 minutes, we'll probably have time to discuss only 2 scenarios, which would leave 15 min (if we follow the time allocations below) for open discussion of other issues, challenges, Q&A with the audience, and other lessons you'd like to share.

With this in mind, I'm thinking we could have one scenario on enrollment, since Ruth already offered that, and the second scenario could be something related to student discipline. **Patrick/Katie, would either of you have a discipline-related scenario from your experience that we could discuss?** (If not, that's ok; please contribute any scenario you'd like to discuss and we'll adjust the plan. Just send me your ideas and I'll edit into a scenario we can use.)

Draft Session Outline/Agenda [Please let me know any changes you'd suggest to content or time allocations]

1. Introduction & Session Overview – 5 min
2. Scenario 1 (Student enrollment)
Setup and Whole Group Discussion – 15 min
Panel response – RH describe MA's implementation and lessons learned; PG and KP describe relevant lessons from NV/NM – 10 min
3. Scenario 2 (Student discipline??)
Setup and Whole Group Discussion – 15 min
Panel response – 10 min
4. Open Discussion – 15 min
5. Closing Thoughts from Panel; Wrap-up – 5 min

Also, below is how I've edited Ruth's scenario to get discussion started with the group.

Patrick/Katie, if you can contribute a scenario, feel free to put it in this kind of format to the extent you can (but I'll edit, so don't worry too much about the format – just send your ideas for a scenario)

SCENARIO 1.

You are the state authorizer in a state that has had charter schools for over 15 years and currently has 80 charter schools operating across the state. The state has recently enacted a new law designed to ensure that charter schools are providing equal access to a wide range of students, and are serving student populations comparable to their sending schools. The law does the following:

- Requires every charter school to develop a Recruitment & Retention(R & R) Plan that specifies strategies the school will use to attract, enroll, and retain a student population that is demographically and academically comparable to sending schools.
- Requires authorizers to monitor each charter school's R & R Plan annually and evaluate it during renewal. At renewal, the authorizer must consider a) how well the school has followed its R & R Plan and improved it as necessary; and b) annual student attrition at the school.
- Allows authorizers to impose conditions on the charter school upon renewal if it has not followed or improved its R&R Plan as required.
- Requires backfilling, so that when a student stops attending a charter school for any reason, the school must fill vacant seats up to February 15.

Discussion Questions:

1. What challenges do you as the authorizer anticipate in implementing this new law?
2. How will you address those challenges?

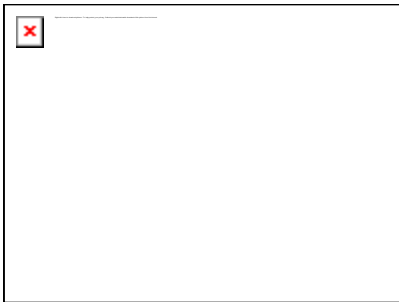
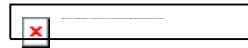
Thanks everyone!
ml

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail182.suw16.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, October 14, 2015 1:00 PM
To: Patrick Gavin
Subject: Attend the Session that are Just Right for You

Quality Charters Weekly
Wednesday, October 14, 2015

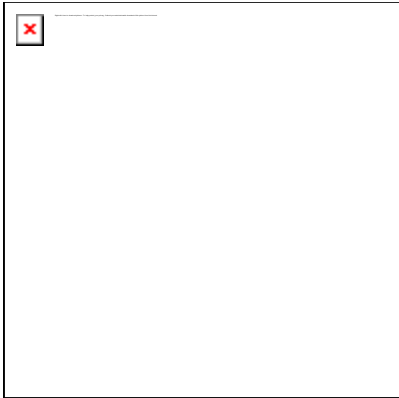
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DENVER AUTHORIZER IS CLOSING THE ACHIEVEMENT GAP

Knowledge is power—so powerful that, for many of us, it has changed our career paths, leading us to work in the charter sector. We know that charter schools can reduce the persistent achievement gap among public school kids. For one authorizer who calls Colorado home, using improved knowledge of achievement gaps is at the center of their work to shape students' futures.





DISCOVER SESSIONS FOR PROFESSIONAL DEVELOPMENT

The NACSA Leadership Conference is one of the first places new authorizers can go to learn about their new role. Read a small sample of professional development sessions you can expect at the 2015 NACSA Leadership Conference.



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Denver, CO

[Instructional Leader](#)

Tarchitects Community Academy for Architecture and Design
Atlanta (DeKalb County), GA

[School Evaluation Analyst](#)

SUNY Charter Schools Institute
Albany and NYC, NY

[Paralegal](#)

SUNY Charter Schools Institute
Albany, NY

IN THE NEWS

[Lowest-performing D.C. Public Schools Should Become Charters, Report Says](#)

The Washington Post

[Charter School Debate: What People Are Tweeting About Lifting The Cap On The Schools](#)

MassLive

[More States and Districts Embrace Biliteracy](#)

Education Week

[Ohio House OKs Bill Overhauling Charter School Oversight](#)

Education Week



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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Monday, October 12, 2015 4:03 PM
To: Poulos, Katie, PED; Patrick Gavin
Cc: Hersh, Ruth (ESE)
Subject: Re: NACSA Conf session planning and scheduling next call

Importance: High

Hi Patrick and Katie,

Just a reminder to send me a draft scenario (based on something from your own experience as an authorizer) for "Putting the 'Public' in Public Charter Schools" as soon as you get a chance. It doesn't have to look like Ruth's because I'm editing that, and I'll edit your scenarios as well so that all three are in a consistent format. All I need is your ideas about the scenario you'd like to have participants discuss, and I'll share the edited scenarios with you all asap this week.

Don't worry about drafting a session objective at this point. I'll send around a draft outline and draft objectives for the session tomorrow.

(For Ruth too:) We probably won't be able to schedule another session planning call this week as I know you're all very busy and it may be difficult to find a time. But that's ok, as we can finish up our planning by email once I get the edited scenarios and draft session outline out to you. If any of you would like to chat this week either with the whole group or just with me, let me know.

Thanks!
ml

From: Margaret Lin [<mailto:margaretl@qualitycharters.org>]
Sent: Monday, October 05, 2015 4:50 PM
To: Hersh, Ruth (ESE); Poulos, Katie, PED; Patrick Gavin
Subject: NACSA Conf session planning and scheduling next call
Importance: High

Ruth, Katie, Patrick -

Apologies for being so remiss in following up with you all about our session planning. I got run over by stuff right after our last call and am finally crawling out!

Below is the current working session title & description, which I've revised based on our conversation. We need to finalize this description for the program by this Wednesday, Oct 7, so **please send (and share with this group) any edits you suggest for the session title or description by 3pm ET this Wednesday:**

“Putting the 'Public' in Public Charter Schools: Organizational Frameworks/Contracting

Working Description:

This session will guide authorizers in establishing and implementing accountability for charter school organizational rights such as enrollment and discipline. Through interactive, problem-solving discussion of real-world scenarios and other ways for authorizers to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

One question to consider: In our last call, we didn't discuss much **the role of the charter contract** and how that plays into the issues you're dealing with. I'm sure it will come up naturally in discussion, but right now it's also highlighted in the session title. Are you all comfortable with that, or would you suggest a revision to the session title?

Next, in addition to any edits for the title & description, I have a few other requests for you this week – items we mentioned in our call. **It would be great if you could get #1 and #2 (below) to me by the end of your day this Wednesday.** If you need more time just let me know (I apologize for not sending a reminder earlier), but Wednesday would be ideal if you can swing it:

1. **Draft Scenario for Discussion.** As we discussed in our call, please send (and share with the group) a brief draft scenario — just a paragraph will do -- describing a situation you've dealt or are dealing with, on any issue that illustrates the session topic. We'll use those scenarios to spur folks to discuss how they would respond to the issues -- perhaps drawing out various solutions along the regulatory continuum -- and you can each share what you did or are thinking of doing in your state to handle them. There's no need for your draft scenario to be perfectly written – I will edit your ideas into a consistent format and will share the scenarios with you before our next (final planning) call next week.

2. **Draft Session Objective.** Please send (and share with the group) a draft "session objective" (1 sentence) - something you'd like the session participants to learn or take away from the session. We should have two or three simple guiding objectives that we share with all participants at the start of the session. We can refine these together but I'd like to start with your ideas.

3. **Final Session Planning Call.** Please let me know your availability for a final session planning call **any day next week (M-F, Oct 12-16)**, noting your time zone. I'll look for the earliest time that works for all of us and get that on your calendars asap.

Thanks everyone!

ml

Margaret Lin

720.891.5734

^[1]The backfilling requirement excluded seats in the last half of the grades offered and grades 10, 11, and 12.

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, October 09, 2015 2:29 PM
To: Patrick Gavin; Carly Bolger
Subject: RE: Questions for you....may have some additional ones tomorrow

Patrick,

Yes, we are getting there. Only one question from me right now. Carly may have a couple more next week.

1. Do you have any examples of interventions that the Authority has done re financial or organizational issues (aside from at the time of renewal)? The renewal report notes whether a school has received a notice of concern, but I don't have any copies of such letters.

When are you getting to conference? If you are there on Monday, that would be a good day to connect.

Have a good weekend!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Monday, October 05, 2015 2:20 AM
To: Elisa Westapher; Carly Bolger
Subject: RE: Questions for you....may have some additional ones tomorrow

Did you get all your questions answered? You can go hundreds of miles in the rural parts of Nevada with zero cell service—and I have phones with two different carriers!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, September 30, 2015 9:30 AM
To: Danny Peltier
Cc: Patrick Gavin
Subject: RE: Questions for you....may have some additional ones tomorrow

Thank you!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [<mailto:dpeltier@spsca.nv.gov>]
Sent: Wednesday, September 30, 2015 10:42 AM
To: Elisa Westapher
Cc: Patrick Gavin
Subject: RE: Questions for you....may have some additional ones tomorrow

History of Authority

- Authority was created in 2011? **YES**
- The authority inherited schools from the NV Dept. of Education when it was created, correct? **YES**
- Since its inception, how many schools has the Authority approved? **16**
- Since its inception, how many schools have voluntarily surrendered their charter? **1**

Pre-opening.

- Do you conduct pre-opening site visits? If not, how do you know whether schools have met the pre-opening requirements? **Our Education Program Professionals do conduct site visits prior to a school opening. We also require the schools to submit all necessary certificates from city, county and state**

Monitoring

- Does the Authority use Epicenter? **YES**

Closure

- How did staff implement the voluntary closures? Was a staff member assigned to monitor progress? How did the Authority support the transition of students? **I attached Tom McCormack's closure document. He is no longer with the agency, but led the effort to close and transition students. He worked with other charter schools and CCSD to place the students ASAP upon the closure of Renaissance Academy.**

Thank you!

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174

775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, September 30, 2015 8:33 AM
To: Danny Peltier
Cc: Patrick Gavin
Subject: FW: Questions for you....may have some additional ones tomorrow

Danny,

Patrick mentioned that he may have had bad reception today. If you can answer any of my questions today, that would be great!

Especially the questions under "history of authority."

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Elisa Westapher
Sent: Tuesday, September 29, 2015 6:52 PM
To: Patrick Gavin
Subject: Questions for you....may have some additional ones tomorrow

If possible to respond tomorrow, that would be greatly appreciated.

History of Authority

- Authority was created in 2011?
- The authority inherited schools from the NV Dept. of Education when it was created, correct?
- Since its inception, how many schools has the Authority approved?
- Since its inception, how many schools have voluntarily surrendered their charter?

Pre-opening.

- Do you conduct pre-opening site visits? If not, how do you know whether schools have met the pre-opening requirements?

Monitoring

- Does the Authority use Epicenter?

Closure

- How did staff implement the voluntary closures? Was a staff member assigned to monitor progress? How did the Authority support the transition of students?

Thank you!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
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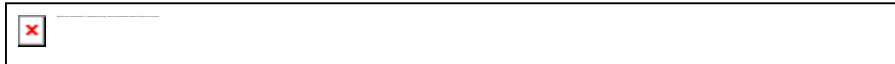
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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail26.us4.mcsv.net> on behalf of National Association
of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Friday, October 09, 2015 6:00 AM
To: Patrick Gavin
Subject: Announcing the 2015 Board Candidate Slate

Announcement
2015 Board Candidate Slate
Thursday, October 8, 2015

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The Board of Directors of the National Association of Charter School Authorizers
Announces the 2015 Board Candidate Slate

In July, NACSA solicited from its membership nominees for seats on its Board of Directors. Three seats were available for full three-year terms. A Nominating Committee comprised of Board members Lisa Graham Keegan, Mashea Ashton, Rick Hess, Scott Pearson, and Hanna Skandera and the organization's President and CEO, Greg Richmond, reviewed the candidate qualifications.

The Nominating Committee recommended the following candidates for election as Directors. The Directors will vote on these candidates at the Board of Directors Meeting prior to NACSA's Annual Leadership Conference on October 19, 2015.

For three-year terms:

Steve Canavero
Interim State Superintendent of Public Instruction
Nevada Department of Education

Steve Canavero is known for his education leadership in Nevada, where he currently serves as the Interim State Superintendent of Public Instruction at the Nevada Department of Education. Previously, he was appointed by Nevada Governor Brian Sandoval to serve as the state's director of the Public Charter School Authority and before that established and ran the Nevada Department of Education's Office of Charter Schools.

Steve is a long-time charter veteran, having spent over 13 years working in and with charter

schools in California as dean of students, principal and director of accountability. Steve earned a Ph.D. from the University of Nevada, Reno where he studied charter school policy.

Hanna Skandera

Secretary of Education

New Mexico

Hanna Skandera was nominated to lead the New Mexico Department of Public Education by Governor Susana Martinez in 2010, a position that recognizes her deep education policy experience. Hanna has previously served as Florida's deputy commissioner of education under former Governor Jeb Bush, and as a senior policy advisor and deputy chief of staff at the U.S. Department of Education. During former President George W. Bush's Administration, Hanna assisted Secretary Margaret Spellings with policy development and implementation, strategy, and communications. She has also served as former California Governor Arnold Schwarzenegger's Undersecretary for Education.

Most recently, Hanna served as CEO of Laying the Foundation, a national teacher-training program for teachers of English, mathematics, and science in grades 6 through 12, committed to providing excellent teacher training and serving as a model across the United States.

Robbyn Wahby

Executive Director

Missouri Charter Public School Commission

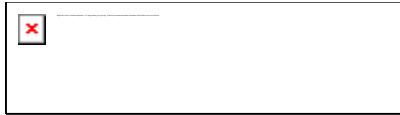
Robby Wahby serves as the founding Executive Director of the Missouri Charter Public School Commission (MCPSC), a newly established state agency that has statewide authority to sponsor charter schools. She began this position in May, 2015.

Prior to her appointment to MCPSC, Wahby served as Deputy Chief of Staff to St. Louis City Mayor Francis Slay where she provided direction and advice on education and children's policy. She began as executive assistant for education policy in 2001 and led the city's K-12 school reform effort. In addition to her work in education, Wahby created the Mayor's Commission on Children, Youth and Families designed to coordinate the various non-profit, philanthropic and government sectors initiatives focused on improving the outcomes for children within St. Louis City. The collective impact strategy expanded the supply, access and quality of after school, early childhood, youth violence prevention, health, and youth employment services.

Prior to joining the Mayor's Office, Wahby held a variety of leadership positions in public,

private and non-profit organizations and served as an elected member of the St. Louis Board of Education.

The results of the board vote will be announced at NACSA's Annual Membership Meeting/Reception which will take place Tuesday, October 20 at 5:00 p.m. in the Pavilion of the Omni Interlocken Hotel in Broomfield, Colorado.



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

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Patrick Gavin

From: Hersh, Ruth (ESE) <RHersh@doe.mass.edu>
Sent: Thursday, October 08, 2015 9:20 AM
To: 'Margaret Lin'; Poulos, Katie, PED; Patrick Gavin
Subject: RE: NACSA Conf session planning and scheduling next call

Thank you for the email Margaret,

I'm glad you'll be able to work with what I sent. I hope my scenario wasn't too off-base.

Have a great day.

Ruth Hersh

Ruth Hersh
Assistant Director
Office of Charter School and School Redesign
Massachusetts Department of Elementary and Secondary Education
75 Pleasant Street
Malden, MA 02148
(781) 338-3211 (phone)

From: Margaret Lin [mailto:margaretl@qualitycharters.org]
Sent: Wednesday, October 07, 2015 3:35 PM
To: Hersh, Ruth (ESE); Poulos, Katie, PED; Patrick Gavin
Subject: Re: NACSA Conf session planning and scheduling next call

Thank you, Ruth! I'm sorry you're dragging but I know how you feel (I've had plenty of days like that myself ugh). Thank you for pulling all this together today despite not feeling 100%. I'll edit your scenario so it's just a situation (not identified as MA) with a challenge for folks to discuss their solutions to. You can share the background when describing what Massachusetts did. Same with the challenges you listed – those would be great for you to discuss as lessons, but we don't need to put them down in writing. I might include some of those points (without detail) in a simple Powerpoint – I'll work on that next week and see what makes sense to put together after getting Katie's and Patrick's ideas.

I like your edit for the title and will go with that. It's a much better fit for how we're planning this session.

Thanks,
ml

Margaret Lin
720.891.5734

From: <Hersh>, "Ruth (ESE)" <RHersh@doe.mass.edu>
Date: Wednesday, October 7, 2015 3:06 PM
To: Margaret <margaretl@qualitycharters.org>, "Poulos, Katie, PED" <Katie.Poulos@state.nm.us>, Patrick Gavin <pgavin@spsca.nv.gov>
Subject: RE: NACSA Conf session planning and scheduling next call



Hi everyone, I hope you are all well. I am dragging...

Margret, in response to your questions and prompts...

1) I think I might change the working title to:

“Putting the 'Public' in Public Charter Schools: Challenges and Opportunities – (I would probably down-play the role of the contract in this, but I can speak to it, if you all want to...)”

2) Scenario: (Here is the scenario, please take what you like and leave the rest – I also outlined, honestly, some of the challenges we faced. We may NOT want those articulated in written form for public consumption, but I wanted to mention them.) I can then briefly share about what we did...

With the passage of *An Act Relative to the Achievement Gap of 2010 (Act)*, Massachusetts not only created new opportunities for increasing high-quality educational opportunities for students most in need by strategically lifting the cap on charter schools in the lowest-performing districts, it refocused efforts on access and equity in charter schools. The Act established new requirements for charter schools to demonstrate that they are recruiting, serving, and retaining **comparable populations** to their sending districts. These requirements included that each charter school develop a Recruitment and Retention (R & R) Plan that includes deliberate, specific strategies the school will use to ensure the provision of equal educational opportunity to a wide range of students and to attract, enroll, and retain a student population that, when compared to students in similar grades in schools from which the charter school is expected to enroll students, contains a comparable academic and demographic profile. The statute went on to outline annual monitoring activities and oversight of R & R Plans during renewal. The renewal oversight included the extent to which the school has followed its R & R Plan and the extent to which the school has enhanced its plan as necessary. It further emphasized that the Board of Elementary and Secondary Education (Board) and statewide charter school authorizer, may impose conditions on the charter school upon renewal if it fails to adhere to and enhance R & R Plan as required. When deciding on charter renewal, the Board was also mandated to take into account the annual attrition of students. In addition to the requirements around the R & R Plans, the Act includes a backfilling requirement, so that when a student stops attending a charter school for any reason, the school must fill vacant seats up to February 15^[1].

Challenges:

- 1. Facilitating Change:** Change is hard for everyone. Mindset shifts about charter schools being “schools of choice” were entrenched.
- 2. Structural Barriers:** The legal requirements of a lottery make it impossible to control the goal/outcomes of student enrollment and “comparable populations,” and the monitoring and oversight is essentially on the process and activities of the R & R Plan.
- 3. Sorting Truth from Fiction.** There are some who claimed that charter schools, not only do not conduct outreach to diverse students, most in need of high quality options, but create barriers for these

students. Further, it was believed that some charter schools “creamed” and/or “counseled-out” students with the highest needs, and didn’t aspire to retain or serve these students. We wanted to find out if that was true, in order to take deliberate appropriate action.

3) In terms of an objective, for what it’s worth, I have been debating with myself between these two:

Help authorizers develop a sense of urgency to develop accountability systems regarding access and equity issues, while appreciating and valuing autonomy.

OR

Create a session where authorizers can share challenges and solutions regarding access and equity issues.

That’s all for now...

Ruth Hersh

Ruth Hersh
Assistant Director
Office of Charter School and School Redesign
Massachusetts Department of Elementary and Secondary Education
75 Pleasant Street
Malden, MA 02148
(781) 338-3211 (phone)

From: Margaret Lin [<mailto:margaretl@qualitycharters.org>]
Sent: Monday, October 05, 2015 4:50 PM
To: Hersh, Ruth (ESE); Poulos, Katie, PED; Patrick Gavin
Subject: NACSA Conf session planning and scheduling next call
Importance: High

Ruth, Katie, Patrick -

Apologies for being so remiss in following up with you all about our session planning. I got run over by stuff right after our last call and am finally crawling out!

Below is the current working session title & description, which I've revised based on our conversation. We need to finalize this description for the program by this Wednesday, Oct 7, so **please send (and share with this group) any edits you suggest for the session title or description by 3pm ET this Wednesday:**

“Putting the 'Public' in Public Charter Schools: Organizational Frameworks/Contracting

Working Description:

This session will guide authorizers in establishing and implementing accountability for charter school organizational rights such as enrollment and discipline. Through interactive, problem-solving discussion of real-world scenarios, other ways for authorizers to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

One question to consider: In our last call, we didn't discuss much **the role of the charter contract** and how that plays into the issues you're dealing with. I'm sure it will come up naturally in discussion, but right now it's also highlighted in the session title. Are you all comfortable with that, or would you suggest a revision to the session title?

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Thanks everyone!

ml

Margaret Lin
720.891.5734

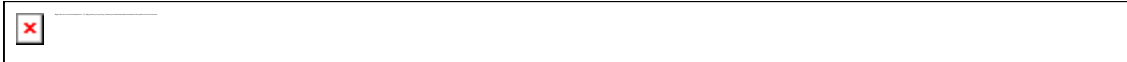
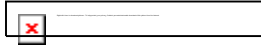
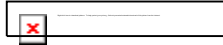
^[1]The backfilling requirement excluded seats in the last half of the grades offered and grades 10, 11, and 12.

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail225.atl61.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, October 07, 2015 1:00 PM
To: Patrick Gavin
Subject: Choose Your Stay and Ground Transit for Conference

Quality Charters Weekly
Wednesday, October 7, 2015

[View this email in your browser](#)

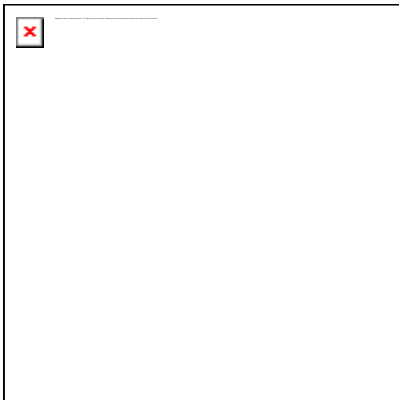


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INSIGHTS FROM THE FIRST CHARTER STATE

Minnesota, the first state to enact a charter law, is “ground zero” for authorizer accountability and lessons learned about charter school oversight.



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Tarchitects Community Academy for Architecture and Design
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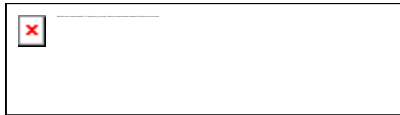
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National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

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Ph: 312.376.2300

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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Wednesday, October 07, 2015 12:35 PM
To: Hersh, Ruth (ESE); Poulos, Katie, PED; Patrick Gavin
Subject: Re: NACSA Conf session planning and scheduling next call
Attachments: image001.jpg

Thank you, Ruth! I'm sorry you're dragging but I know how you feel (I've had plenty of days like that myself ugh). Thank you for pulling all this together today despite not feeling 100%. I'll edit your scenario so it's just a situation (not identified as MA) with a challenge for folks to discuss their solutions to. You can share the background when describing what Massachusetts did. Same with the challenges you listed – those would be great for you to discuss as lessons, but we don't need to put them down in writing. I might include some of those points (without detail) in a simple Powerpoint – I'll work on that next week and see what makes sense to put together after getting Katie's and Patrick's ideas.

I like your edit for the title and will go with that. It's a much better fit for how we're planning this session.

Thanks,
ml

Margaret Lin
720.891.5734

From: <Hersh>, "Ruth (ESE)" <RHersh@doe.mass.edu>
Date: Wednesday, October 7, 2015 3:06 PM
To: Margaret <margaretl@qualitycharters.org>, "Poulos, Katie, PED" <Katie.Poulos@state.nm.us>, Patrick Gavin <pgavin@spsca.nv.gov>
Subject: RE: NACSA Conf session planning and scheduling next call



Hi everyone, I hope you are all well. I am dragging...

Margret, in response to your questions and prompts...

1) I think I might change the working title to:

“Putting the 'Public' in Public Charter Schools: Challenges and Opportunities – (I would probably down-play the role of the contract in this, but I can speak to it, if you all want to...)

2) Scenario: (Here is the scenario, please take what you like and leave the rest – I also outlined, honestly, some of the challenges we faced. We may NOT want those articulated in written form for public consumption, but I wanted to mention them.) I can then briefly share about what we did...

With the passage of *An Act Relative to the Achievement Gap of 2010 (Act)*, Massachusetts not only created new opportunities for increasing high-quality educational opportunities for students most in need by strategically lifting the cap on charter schools in the lowest-performing districts, it refocused efforts on access and equity in charter schools. The Act established new requirements for charter schools to demonstrate that they are recruiting, serving, and retaining **comparable populations** to their sending districts. These requirements included that each charter school develop a Recruitment and Retention (R & R) Plan that includes deliberate, specific strategies the school will use to ensure the provision of equal educational opportunity to a wide range of students and to attract, enroll, and retain a student population that, when compared to students in similar grades in schools from which the charter school is expected to enroll students, contains a comparable academic and demographic profile. The statute went on to outline annual monitoring activities and oversight of R & R Plans during renewal. The renewal oversight included the extent to which the school has followed its R & R Plan and the extent to which the school has enhanced its plan as necessary. It further emphasized that the Board of Elementary and Secondary Education (Board) and statewide charter school authorizer, may impose conditions on the charter school upon renewal if it fails to adhere to and enhance R & R Plan as required. When deciding on charter renewal, the Board was also mandated to take into account the annual attrition of students. In addition to the requirements around the R & R Plans, the Act includes a backfilling requirement, so that when a student stops attending a charter school for any reason, the school must fill vacant seats up to February 15^[1].

Challenges:

1. **Facilitating Change:** Change is hard for everyone. Mindset shifts about charter schools being “schools of choice” were entrenched.
2. **Structural Barriers:** The legal requirements of a lottery make it impossible to control the goal/outcomes of student enrollment and “comparable populations,” and the monitoring and oversight is essentially on the process and activities of the R & R Plan.
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Help authorizers develop a sense of urgency to develop accountability systems regarding access and equity issues, while appreciating and valuing autonomy.

OR

Create a session where authorizers can share challenges and solutions regarding access and equity issues.

That’s all for now...

Ruth Hersh

Ruth Hersh
Assistant Director
Office of Charter School and School Redesign
Massachusetts Department of Elementary and Secondary Education
75 Pleasant Street

Malden, MA 02148
(781) 338-3211 (phone)

From: Margaret Lin [<mailto:margaretl@qualitycharters.org>]
Sent: Monday, October 05, 2015 4:50 PM
To: Hersh, Ruth (ESE); Poulos, Katie, PED; Patrick Gavin
Subject: NACSA Conf session planning and scheduling next call
Importance: High

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720.891.5734

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Patrick Gavin

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Tuesday, October 06, 2015 6:07 AM
To: Jobi Cates; Patrick Gavin
Cc: Christina Ricordati
Subject: RE: [for feedback] Vetting the 2015 NACSA State Policy Report

Patrick-

This is exactly what we needed- thank you so much for your feedback and comments! I'll let you know if we have any questions as we dig in.

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
510.612.3244 direct
amandaf@qualitycharters.org
www.qualitycharters.org

-----Original Message-----

From: Jobi Cates
Sent: Tuesday, October 06, 2015 8:23 AM
To: Patrick Gavin <pgavin@spsca.nv.gov>
Cc: Christina Ricordati <christinar@qualitycharters.org>; Amanda Fenton <amandaf@qualitycharters.org>
Subject: RE: [for feedback] Vetting the 2015 NACSA State Policy Report

Thank you!

Jobi Cates
VICE PRESIDENT, COMMUNICATIONS AND DEVELOPMENT

105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2328 | Cell: (773) 318-0026

ALL CHILDREN DESERVE A QUALITY EDUCATION.

-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, October 6, 2015 1:29 AM
To: Jobi Cates <jobic@qualitycharters.org>
Cc: Christina Ricordati <christinar@qualitycharters.org>; Amanda Fenton <amandaf@qualitycharters.org>

Subject: RE: [for feedback] Vetting the 2015 NACSA State Policy Report

Here are some markups.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Jobi Cates [jobic@qualitycharters.org]
Sent: Thursday, October 01, 2015 5:25 AM
To: Patrick Gavin
Cc: Christina Ricordati; Amanda Fenton
Subject: [for feedback] Vetting the 2015 NACSA State Policy Report

Dear Patrick:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second annual state policy analysis<<http://www.qualitycharters.org/research-policies/archive/state-policy-analysis/>> this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Nevada section of the report.

Attached is the DRAFT summary for Nevada.

At this point in the process, we are most concerned about correcting factual errors. Please respond by October 9th with any proposed factual corrections.

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- * We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- * We've added case studies highlighting legislative progress and impact.
- * We've aligned our policy recommendations more closely with NACSA's Principles and Standards<<http://www.qualitycharters.org/for-authorizers/principles-and-standards/>>, which should help streamline the report and make clear the relationship between policy and authorizing practices.

Nevada is currently ranked 4 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Nevada will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org<<mailto:christinar@qualitycharters.org>>), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Jobi Cates

Vice President, communications and development

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Direct: (312) 376-2315 | www.qualitycharters.org<<http://www.qualitycharters.org>>

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COLORADO | October 19-22, 2015 | Register Today!

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This session will guide authorizers in establishing and implementing accountability for charter school organizational rights such as enrollment and discipline. Through interactive, problem-solving discussion of real-world scenarios and other ways for authorizers to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

One question to consider: In our last call, we didn't discuss much **the role of the charter contract** and how that plays into the issues you're dealing with. I'm sure it will come up naturally in discussion, but right now it's also highlighted in the session title. Are you all comfortable with that, or would you suggest a revision to the session title?

Next, in addition to any edits for the title & description, I have a few other requests for you this week – items we mentioned in our call. **It would be great if you could get #1 and #2 (below) to me by the end of your day this Wednesday.** If you need more time just let me know (I apologize for not sending a reminder earlier), but Wednesday would be ideal if you can swing it:

1. **Draft Scenario for Discussion.** As we discussed in our call, please send (and share with the group) a brief draft scenario — just a paragraph will do -- describing a situation you've dealt or are dealing with, on any issue that illustrates the session topic. We'll use those scenarios to spur folks to discuss how they would respond to the issues -- perhaps drawing out various solutions along the regulatory continuum -- and you can each share what you did or are thinking of doing in your state to handle them. There's no need for your draft scenario to be perfectly written – I will edit your ideas into a consistent format and will share the scenarios with you before our next (final planning) call next week.

2. **Draft Session Objective.** Please send (and share with the group) a draft "session objective" (1 sentence) - something you'd like the session participants to learn or take away from the session. We should have two or three simple guiding objectives that we share with all participants at the start of the session. We can refine these together but I'd like to start with your ideas.

3. **Final Session Planning Call.** Please let me know your availability for a final session planning call **any day next week (M-F, Oct 12-16)**, noting your time zone. I'll look for the earliest time that works for all of us and get that on your calendars asap.

Thanks everyone!

ml

Margaret Lin
720.891.5734

Patrick Gavin

From: National Association of Charter School Authorizers
<communications=qualitycharters.org@mail122.suw13.rsgsv.net> on behalf of
National Association of Charter School Authorizers
<communications@qualitycharters.org>
Sent: Monday, October 05, 2015 8:00 AM
To: Patrick Gavin
Subject: Announcing Our Featured Conference Speaker: Colorado State Senator Mike Johnston

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Announcing Featured Conference Speaker



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National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

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Ph: 312.376.2300

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Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Monday, October 05, 2015 6:48 AM
To: elliot smalley; Patrick Gavin
Cc: Margo Roen
Subject: Re: Conference Prep call

Excellent - -will send call info shortly.
Stay dry, Elliott.
Thanks, all.
N



Nelson Smith
Senior Advisor
nelsons@qualitycharters.org
Direct: 304-876-1177
www.qualitycharters.org

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From: elliot smalley <elliot.smalley@gmail.com>
Sent: Monday, October 5, 2015 9:14 AM
To: Patrick Gavin
Cc: Margo Roen; Nelson Smith
Subject: Re: Conference Prep call

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On Sun, Oct 4, 2015 at 7:42 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:
Sounds like consensus! I can do 1-2 pm ET/10-11 am PT.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Follow us on Twitter: @NevadaCharters
Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: elliot smalley <elliot.smalley@gmail.com>
Sent: Sunday, October 4, 2015 9:09 AM
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To: Margo Roen <margo.roen@tn-asd.org>

Cc: Nelson Smith <nelsons@qualitycharters.org>, Patrick Gavin <pgavin@spsca.nv.gov>

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From: Nelson Smith [mailto:nelsons@qualitycharters.org]

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-Monday, 10/5: All am; pm after 3:30

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Please let me know if any of these work.

Thanks...

Nelson



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From: Margo Roen <margo.roen@tn-asd.org>
Sent: Thursday, October 01, 2015 5:40 PM
To: Nelson Smith; elliot.smalley@gmail.com; Patrick Gavin
Subject: RE: Conference Prep call

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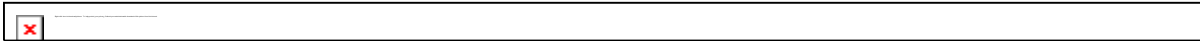
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Patrick Gavin

From: National Association of Charter School Authorizers
<communications=qualitycharters.org@mail99.atl161.mcsv.net> on behalf of National Association of Charter School Authorizers <communications@qualitycharters.org>
Sent: Thursday, October 01, 2015 7:15 AM
To: Patrick Gavin
Subject: Take Five Minutes to Shape NACSA's Future

Survey Invitation
Take 5 Minutes to Shape NACSA's Future

[View this in your browser.](#)



Hello Patrick,

NACSA's current five-year strategic plan concludes June 30, 2017 and we are in the beginning stages of thinking about what comes next. A good strategic planning process begins with an examination of the organization's mission and vision. NACSA has had the same mission statement since it was founded fifteen years ago:

The mission of the National Association of Charter School Authorizers is to achieve the establishment and operation of quality charter schools through responsible oversight in the public interest.

Though not necessarily artful, that mission has served the organization well. As we begin our next planning process, we are examining if we should modify our mission statement, either through more informative or inspiring language or through material modifications.

That's where your smart thinking as a NACSA member comes in. We are only asking a small number of people, including our members, to offer their perspectives on NACSA's mission.

Please take 5 minutes to complete the confidential survey at the link below.
We would appreciate having all responses by Thursday, October 8th.

***Extra bonus for members attending our annual conference in October: Your authorizing shop will receive an additional free drink ticket for our evening reception as a “thank you” for completing this survey. At the end of the survey, we will ask you to designate who in your office you want to receive the extra ticket (which is collected separately from the content of the survey).

Many thanks in advance for your participation!

Shape NACSA's Future

Survey powered by **SurveyMonkey**



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

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Suite 1900
Chicago, IL 60603

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Ph: 312.376.2300

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Patrick Gavin

From: Jobi Cates <jobic@qualitycharters.org>
Sent: Thursday, October 01, 2015 5:26 AM
To: Patrick Gavin
Cc: Christina Ricordati; Amanda Fenton
Subject: [for feedback] Vetting the 2015 NACSA State Policy Report
Attachments: NV SPA 2015- 92915 DRAFT.pdf

Dear Patrick:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Nevada section of the report.

Attached is the DRAFT summary for Nevada.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by October 9th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Nevada is currently ranked 4 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Nevada will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Jobi Cates
VICE PRESIDENT, COMMUNICATIONS AND DEVELOPMENT



105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2315 | www.qualitycharters.org

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Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, September 30, 2015 3:00 PM
To: Patrick Gavin
Subject: Automatic reply: Develop the Talent Around You

Thank you for contacting NACSA! I am currently out of the office, returning on Monday, October 5. During this time, I will have limited access to email, but will get back to you as soon as I can. Thank you in advance for your patience.

If your message requires immediate attention, please contact Kasey Miller at kaseym@qualitycharters.org.

Best,

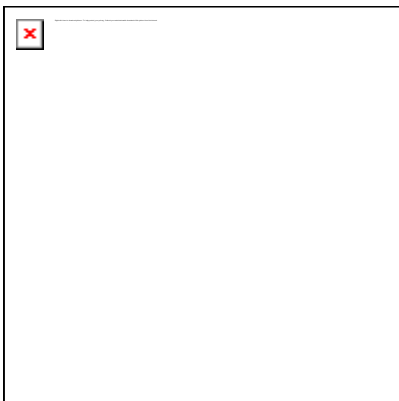
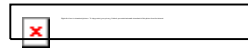
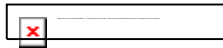
Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
724.719.2554 direct
courtneyb@qualitycharters.org

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail33.atl71.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, September 30, 2015 2:59 PM
To: Patrick Gavin
Subject: Develop the Talent Around You

Quality Charters Weekly
Wednesday, September 29, 2015

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U.S. DEPARTMENT OF EDUCATION EMPHASIZES OVERSIGHT

In a press conference, U.S. Secretary of Education Arne Duncan voiced his support of the nation's charter schools and their successes, while emphasizing high expectations for monitoring and oversight. Greg Richmond, president and CEO of the National Association of Charter School Authorizers (NACSA) issued a response statement.



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[Charter School Academic Analyst](#)

New Mexico Public Education Department
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SUNY Charter Schools Institute
Albany and NYC, NY

IN THE NEWS

[Don't Downplay F Grades for Big Online Schools, Says National Charter School Oversight Group](#)

The Plain Dealer

[Opinion: 5 Reasons Why Washington's Arcane Charter Verdict Is Unlikely to Affect Other States](#)

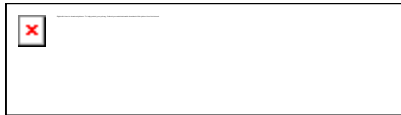
The Seventy Four

[Despite Cuts, Legislature Offers Reason to be Optimistic About Education](#)

The Huntsville Times

[NC Senate Considers Shifting Money to Charter Schools](#)

Citizen-Times



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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 30, 2015 9:30 AM
To: Danny Peltier
Cc: Patrick Gavin
Subject: RE: Questions for you....may have some additional ones tomorrow

Thank you!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [mailto:dpeltier@spsca.nv.gov]
Sent: Wednesday, September 30, 2015 10:42 AM
To: Elisa Westapher
Cc: Patrick Gavin
Subject: RE: Questions for you....may have some additional ones tomorrow

History of Authority

- Authority was created in 2011? **YES**
- The authority inherited schools from the NV Dept. of Education when it was created, correct? **YES**
- Since its inception, how many schools has the Authority approved? **16**
- Since its inception, how many schools have voluntarily surrendered their charter? **1**

Pre-opening.

- Do you conduct pre-opening site visits? If not, how do you know whether schools have met the pre-opening requirements? **Our Education Program Professionals do conduct site visits prior to a school opening. We also require the schools to submit all necessary certificates from city, county and state**

Monitoring

- Does the Authority use Epicenter? **YES**

Closure

- How did staff implement the voluntary closures? Was a staff member assigned to monitor progress? How did the Authority support the transition of students? **I attached Tom McCormack's closure document. He is no longer with the agency, but led the effort to close and transition students. He worked with other charter schools and CCSD to place the students ASAP upon the closure of Renaissance Academy.**

Thank you!

Danny Peltier
Administrative Assistant III

State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, September 30, 2015 8:33 AM
To: Danny Peltier
Cc: Patrick Gavin
Subject: FW: Questions for you.....may have some additional ones tomorrow

Danny,

Patrick mentioned that he may have had bad reception today. If you can answer any of my questions today, that would be great!

Especially the questions under "history of authority."

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Elisa Westapher
Sent: Tuesday, September 29, 2015 6:52 PM
To: Patrick Gavin
Subject: Questions for you.....may have some additional ones tomorrow

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Cc: Patrick Gavin
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Attachments: comments Renaissance closure status.docx

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Patrick Gavin

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National Association of Charter School Authorizers
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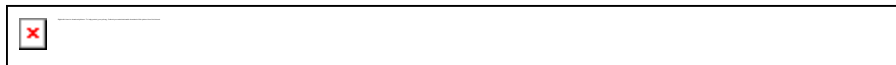
Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail47.us4.mcsv.net> on behalf of National Association
of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, September 24, 2015 7:00 AM
To: Patrick Gavin
Subject: COMMUNITY NOTES: What leadership challenges have you faced?

COMMUNITY NOTES
What leadership challenges have you faced?

[View this email in your browser](#)

Wednesday, September 23, 2015



Authorizing leaders face complex and sometimes competing challenges—keeping talent, managing a board, working with limited resources, keeping up with policy changes... the list could go on and on. Let's take some time at the [2015 NACSA Leadership Conference](#) to share what we are going through and work together to find solutions.

Here's what we need from you...

Take a few moments to think about a particular leadership challenge you are experiencing. Are you willing to tackle this as a group? **If so, please submit your problem [via this survey](#).**

Responses are due no later than September 30. When submitting your challenge, please include:

- A clear description/statement of the problem or issue;
- The three questions you would like answered by your peers;
- The objective for the discussion (i.e., what is your desired outcome for having the group work through this issue?); and
- A brief background/relevant contextual information.

We will put these summaries together in advance of our session and will share them with Community members. Odds are we're all facing similar issues, so you will have the opportunity to vote with a "me too!" on the sessions you are most interested in discussing. The top three vote-getters will be presented at conference. We will share additional guidance with the individuals selected to present prior to conference.

This session will take place at 3:15 p.m. on Tuesday, October 20. After the conclusion of our discussion, we will take a few minutes to relax, decompress, and continue learning from our

colleagues at a Happy Hour just for us.

We look forward to tackling your challenges with you in this session so that we may all grow and develop as leaders together.



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

[Add us to your address book](#)

Ph: 312.376.2300

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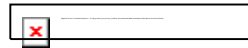
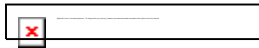


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail161.atl121.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, September 23, 2015 1:01 PM
To: Patrick Gavin
Subject: Take A Second Look

Quality Charters Weekly
Wednesday, September 23, 2015

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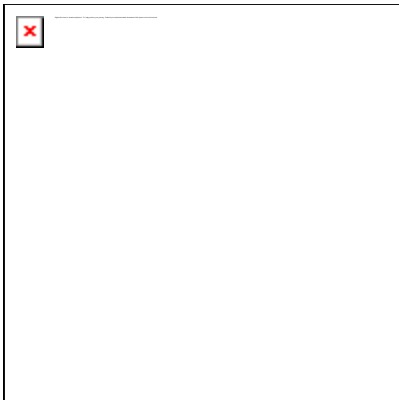
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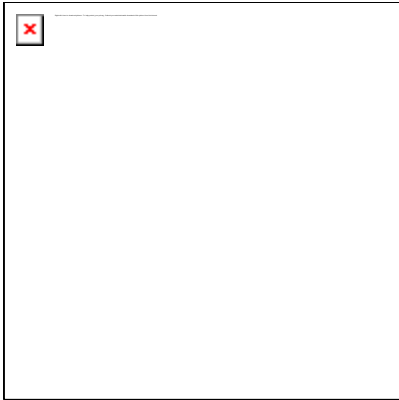
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NEEDS BASED AUTHORIZING PART 2 OF 2

Policy alone will not deliver on the promise of quality public schools for every student. Effective needs based authorizing touches everything about that process, including evaluator recruitment and resource materials for applicants.





THE TOUGHEST PART OF BEING AN AUTHORIZER

NACSA offers a variety of tools and resources on all facets of authorizing, including support for one of the most challenging aspects of an authorizer's job: school closure.



OPPORTUNITIES

[Director of State Policy](#)

National Association of Charter School
Authorizers
Chicago, Illinois

[School Evaluation Analyst](#)

SUNY Charter Schools Institute
Albany and NYC, New York

[Paralegal](#)

SUNY Charter Schools Institute
Albany, New York

[Charter School Academic Analyst](#)

New Mexico Public Education Department
Santa Fe, New Mexico

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[Charter Schools Are Here To Stay](#)

U.S. News

[A Charter School Expansion Could Be Great for L.A.](#)

Los Angeles Times

["State law keeps charters from helping to reduce New York school segregation, report says"](#)

Chalk Beat

[Former Supreme Court Justice Phil Talmadge Urges Court To Reconsider Charter School Decision](#)

Opportunity Washington



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105 West Adams Street
Suite 1900
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Ph: 312.376.2300

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Patrick Gavin

From: Danny Peltier
Sent: Wednesday, September 23, 2015 9:34 AM
To: 'Elisa Westapher'; Patrick Gavin
Subject: RE: Recent Renewals

Sounds good,

With regard to Nevada State H.S. they were requesting an early renewal but have not actually gone through the renewal yet

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Wednesday, September 23, 2015 9:32 AM
To: Danny Peltier; Patrick Gavin
Subject: RE: Recent Renewals

Thanks – I have this one. Just didn't realize it was from last year.

Much appreciated!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [mailto:dpeltier@spsca.nv.gov]
Sent: Wednesday, September 23, 2015 11:32 AM
To: Elisa Westapher; Patrick Gavin
Subject: RE: Recent Renewals

And here is Silver Sands recommendation report

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, September 23, 2015 9:27 AM
To: Patrick Gavin
Cc: Danny Peltier
Subject: Recent Renewals

Patrick and Danny:

Carly and I are drafting away, so we will likely have some follow-up questions for you over the next couple of days.

1. What are the names of the schools that went through renewal this past summer?
 - a. Alpine, Beacon and wasn't there two more? Elko? Nevada State HS?
 - i. I have the renewal report/recommendation for Alpine and Elko, but could you send me it for the rest (that were just recently renewed)?
2. Does your website have links to Authority board meeting schedule, agendas, minutes, etc.?

Thank you!

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Patrick Gavin

From: Danny Peltier
Sent: Wednesday, September 23, 2015 9:32 AM
To: 'Elisa Westapher'; Patrick Gavin
Subject: RE: Recent Renewals
Attachments: Silver Sands Renewal Report and Recommendation - Final.pdf

And here is Silver Sands recommendation report

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 23, 2015 9:31 AM
To: Danny Peltier; Patrick Gavin
Cc: Carly Bolger
Subject: RE: Recent Renewals

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Sent: Wednesday, September 23, 2015 11:30 AM
To: Elisa Westapher; Patrick Gavin
Subject: RE: Recent Renewals

Hi Elisa,

The schools who went through renewal were

1. Elko Academy for Academic Achievement
2. Alpine Academy
3. Silver Sands Montessori

Here is a link to our board meeting materials.

http://charterschools.nv.gov/News/Public_Notices/

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Sent: Wednesday, September 23, 2015 9:27 AM
To: Patrick Gavin
Cc: Danny Peltier
Subject: Recent Renewals

Patrick and Danny:

Carly and I are drafting away, so we will likely have some follow-up questions for you over the next couple of days.

1. What are the names of the schools that went through renewal this past summer?
 - a. Alpine, Beacon and wasn't there two more? Elko? Nevada State HS?
 - i. I have the renewal report/recommendation for Alpine and Elko, but could you send me it for the rest (that were just recently renewed)?
2. Does your website have links to Authority board meeting schedule, agendas, minutes, etc.?

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

[2015 NACSA Leadership Conference](#)
COLORADO | October 19-22, 2015 | [Register Today!](#)

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 23, 2015 9:27 AM
To: Patrick Gavin
Cc: Danny Peltier
Subject: Recent Renewals

Patrick and Danny:

Carly and I are drafting away, so we will likely have some follow-up questions for you over the next couple of days.

1. What are the names of the schools that went through renewal this past summer?
 - a. Alpine, Beacon and wasn't there two more? Elko? Nevada State HS?
 - i. I have the renewal report/recommendation for Alpine and Elko, but could you send me it for the rest (that were just recently renewed)?
2. Does your website have links to Authority board meeting schedule, agendas, minutes, etc.?

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
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Patrick Gavin

From: Danny Peltier
Sent: Wednesday, September 23, 2015 8:40 AM
To: Patrick Gavin
Cc: Carly Bolger
Subject: RE: NV charter law
Attachments: Interview Prep Form_Template.doc

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Patrick Gavin
Sent: Wednesday, September 23, 2015 8:00 AM
To: Danny Peltier
Cc: Carly Bolger
Subject: Re: NV charter law

Danny,

Can you forward the standard questions that we use as starters for the capacity interview?

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Wed, Sep 23, 2015 at 7:17 AM -0700, "Carly Bolger" <carlybolger@gmail.com> wrote:

Sorry, I should have indicated that my email would likely be one of several as I finish up the report today!

Could you send me the set of standard questions that use for charter applicant interviews?

Thanks!

On Wed, Sep 23, 2015 at 8:21 AM, Carly Bolger <carlybolger@gmail.com> wrote:

Thanks for the quick (and early) response!

On Wed, Sep 23, 2015 at 8:18 AM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

No, it does not.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Wed, Sep 23, 2015 at 6:11 AM -0700, "Carly Bolger" <carlybolger@gmail.com> wrote:

Good morning Patrick!

Quick question - could you tell me if the new NV law allows authorizers to preference either geography or school type in the RFP?

Figured you were a much quicker source than me digging through the statute!

Thanks!

Carly

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 23, 2015 7:47 AM
To: Patrick Gavin
Subject: RE: Request for Proposal Announcement - Nevada State Public Charter School Authority

Sorry for the delay in response. I'm checking....



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

[2015 NACSA Leadership Conference](#)
[COLORADO](#) | [October 19-22, 2015](#) | [Register Today!](#)

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, September 18, 2015 8:13 AM
To: Elisa Westapher
Subject: Fwd: Request for Proposal Announcement - Nevada State Public Charter School Authority

Do you guys share these kinds of business opportunities to work with authorizers out with the broader world?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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----- Forwarded message -----

From: "**Jessica L. Hoban**" <jlhoban@spsca.nv.gov>
Date: Thu, Sep 17, 2015 at 11:06 AM -0700
Subject: FW: Request for Proposal Announcement - Nevada State Public Charter School Authority
To: "Patrick Gavin" <pgavin@spsca.nv.gov>

Please forward to any potential vendors you may be aware of.

Thank you,

Jessica L. Hoban

Administrative Services Officer 2
State Public Charter School Authority
1749 N. Stewart St. Ste 40
Carson City, NV 89706
Office: 775-687-9149

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From: Jessica L. Hoban
Sent: Wednesday, September 16, 2015 4:34 PM
To: Jessica L. Hoban
Cc: Allyson Kellogg
Subject: Request for Proposal Announcement - Nevada State Public Charter School Authority

Good Afternoon,

This notification is being sent to vendors registered with the Nevada State Purchasing Division for notification of a Request for Proposals related to a contract for business consulting services.
The attached document contains details related to this request.

Thank you,

Jessica L. Hoban

Administrative Services Officer 2
State Public Charter School Authority
1749 N. Stewart St. Ste 40
Carson City, NV 89706
Office: 775-687-9149

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Patrick Gavin

From: Carly Bolger <carlybolger@gmail.com>
Sent: Wednesday, September 23, 2015 7:18 AM
To: Patrick Gavin
Subject: Re: NV charter law

Sorry, I should have indicated that my email would likely be one of several as I finish up the report today!

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On Wed, Sep 23, 2015 at 8:21 AM, Carly Bolger <carlybolger@gmail.com> wrote:
Thanks for the quick (and early) response!

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No, it does not.

Patrick J. Gavin
Director
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Fax: [775-687-9113](tel:775-687-9113)

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On Wed, Sep 23, 2015 at 6:11 AM -0700, "Carly Bolger" <carlybolger@gmail.com> wrote:

Good morning Patrick!

Quick question - could you tell me if the new NV law allows authorizers to preference either geography or school type in the RFP?

Figured you were a much quicker source than me digging through the statute!

Thanks!

Carly

Patrick Gavin

From: Carly Bolger <carlybolger@gmail.com>
Sent: Wednesday, September 23, 2015 6:22 AM
To: Patrick Gavin
Subject: Re: NV charter law

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On Wed, Sep 23, 2015 at 8:18 AM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:
No, it does not.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: [775-687-9160](tel:775-687-9160)
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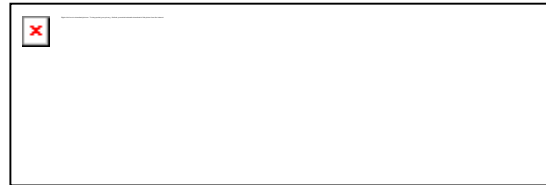
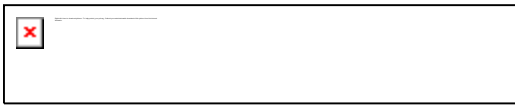
Carly

Patrick Gavin

From: The Center for Education Reform
<The_Center_for_Education_Reform@mail.vresp.com>
Sent: Tuesday, September 22, 2015 11:28 AM
To: Patrick Gavin
Subject: Education Reform Newswire



Catholic school spotlight, WA Supreme Court grants extension, and more in this week's Newswire. [Click here to view Newswire online](#)



Vol. 17, No. 37

September 22, 2015

A weekly report on education news and commentary you won't find anywhere else, spiced with a dash of irreverence, from the nation's leading voice in school reform

CATHOLIC SCHOOL SPOTLIGHT. In honor of the Pope coming to town, we're highlighting a few facts about Catholic schools, a rich [tradition](#) in U.S. education that has provided an alternative education to many families. Catholic schools' academic and community [benefits](#) are many, and while Catholic schools have struggled to [survive](#), a report from Faith in the Future [indicates](#) they're making a comeback in Philly thanks to innovative thinking and business models. With most states earning less than satisfactory grades on [Parent Power](#), it's critical these schools that save money while positively impacting student [achievement](#) and communities remain part of the fabric of choice for U.S. parents, and that more is done to provide access to all parents who wish to choose this type of education for their child.

WA SUPREME COURT GRANTS EXTENSION. The Washington State Supreme Court has granted charter schools [additional time](#) to file a Motion for Reconsideration regarding the ruling that came Labor Day weekend that found the alternative public schools unconstitutional. The deadline has been extended from September 24 to October 23. This means that all nine of the state's charter schools, which remain open and continue to do everything in their power to ensure there's no disruption in valuable learning time for students, will receive their public allocations until the new October deadline. It also suggests that the court is fully aware of the collateral damage of the ruling, giving charter schools additional time "to [thoroughly explore](#) the Court's decision and the full range of its legal implications."

ESA LAWSUIT. It seems that with every new school choice program comes a legal challenge, and this is in fact the case with Nevada’s new Education Savings Account (ESA) program. “It’s sickening that a group with the slogan of protecting individual rights and liberties is in fact doing the opposite and challenging a program that would give parents the freedom to exercise their right to ensure their child gets the best education possible,” [said](#) CER president Kara Kerwin when news of the lawsuit broke late August. Thankfully, history has been on the side of parents and students when it comes to legal challenges against school choice (most notably in the 2002 U.S. Supreme Court [Zelman v. Simmons-Harris case](#), and most recently in [North Carolina](#)), and a national law firm with experience defending parents and students’ rights has been hired to help in Nevada. Five families have boldly [joined](#) the Institute for Justice (IJ) to defend the ESA program intended to give nearly all Silver State parents a [choice](#) in how to use education funds best in order to fit their child’s unique individual learning needs.

NEW VISION FOR PARENT POWER. Great Lakes State lawmaker Rep. Tim Kelley (R- 94th District), Chair of the Michigan House Appropriations Subcommittee on School Aid and Member of the House Education Committee, last week released his own [vision](#) for Detroit schools. This plan comes as both Gov. Snyder and the Coalition for the Future of Detroit School Children released their own [proposals](#) to improve education conditions in the Motor City. Rep. Kelly’s plan aims to expand school choice and empower parents, even going as far to suggest “[Education Opportunity Cards](#)” in light of the barrier that is the state’s Blaine Amendment. Despite that constitutional barrier, we applaud this leader for championing the idea that we must create conditions that put [parents](#), not bureaucrats, in the driver’s seat when it comes to education.

REJECTED DESPITE DEMAND. A proposed arts charter school in Georgia, [Columbia County School for the Arts](#), wants to be the first charter school in its county and provide an arts-based curriculum for students in grades K-12. Many local community members have expressed their support for the school, which is evident by the 900 students preregistered for just 794 spots. However, the school has been denied not once, but twice, by the state charter commission, even after many of the commission’s concerns regarding the school’s application were addressed. Now, the school is going back for another try for approval from the commission. This school’s struggles are why we continue to advocate for multiple and independent authorizers; charter school [commissions](#) are not independent from the traditional education bureaucracy, and are often antagonistic and the antithesis of the charter school concept. An effective “commission” requires complete independence to have a [positive impact](#) on the development of more and better education opportunities for students.

COMING SOON. Stay tuned for CER’s Education Tax Credit Laws Across the States 2015 Ranking & Scorecard out next week!



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Washington, D.C. 20036
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Patrick Gavin

From: Sherry Tracewski <sherryt@qualitycharters.org>
Sent: Monday, September 21, 2015 10:42 AM
To: Patrick Gavin
Subject: RE: Your VM

Thanks so much, Patrick!! Are you alright with me citing some of these figures in my report?

Sherry

Sherry Tracewski
SENIOR RESEARCH ANALYST

105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2328 | www.qualitycharters.org

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-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Monday, September 21, 2015 1:38 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: Your VM

Sherry,

Am catching up on calls after being out for a few days. This deck has some basic info on our enrollment growth from 2011 onwards. Our tentative count of kids for this year is around 23,000 but we'll know more at the end of the month when our quarterly count closes.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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-----Original Message-----

From: Sherry Tracewski [mailto:sherryt@qualitycharters.org]

Sent: Wednesday, September 16, 2015 10:37 AM

To: Patrick Gavin

Subject: RE: Invitation for interview

Hi Patrick,

You didn't drop the ball. We had our interview. I'm writing it up now actually.

Thanks!

Sherry

Sherry Tracewski

SENIOR RESEARCH ANALYST

105 W. Adams Street, Suite 1900 | Chicago, IL 60603

Direct: (312) 376-2328 | www.qualitycharters.org

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-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]

Sent: Wednesday, September 16, 2015 11:34 AM

To: Sherry Tracewski <sherryt@qualitycharters.org>

Subject: RE: Invitation for interview

Did we ever connect? Things have been crazy here and I've been on a lot of important NACSA messages--somewhat worried this ball got dropped by me.

Patrick J. Gavin

Director

State Public Charter School Authority

1749 N. Stewart Street, Suite 40

Carson City, NV 89706

pgavin@spsca.nv.gov

Direct: 775-687-9160

Office: 775-687-9174

Fax: 775-687-9113

From: Sherry Tracewski [sherryt@qualitycharters.org]
Sent: Thursday, August 20, 2015 9:08 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

I'm on the Eastern Time. That works for me. I'll send you a calendar invite.

Thanks!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, August 20, 2015 12:07 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: Re: Invitation for interview

Are you on Eastern or Pacific Time? I could possibly do a call at 8:30 am PT on Friday if that's not too early.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>
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Starting a School? Join our listserv: CharterStarters@listserv.state.nv.us<mailto:CharterStarters@listserv.state.nv.us>

On Aug 20, 2015, at 8:41 AM, Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:

I will be attending our staff retreat all day Tuesday and Wednesday next week. I can do Monday, Thursday, or Friday. My schedule is wide open all three days!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, August 20, 2015 11:13 AM
To: Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>
Subject: RE: Invitation for interview

Actually yes--next week would be better. How is Tuesday afternoon?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40<x-apple-data-detectors://1/0> Carson City, NV 89706<x-apple-data-detectors://1/0>
Direct: 775-687-9160<tel:775-687-9160>

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CharterStarters@listserv.state.nv.us<mailto:CharterStarters@listserv.state.nv.us>

On Thu, Aug 20, 2015 at 8:12 AM -0700, "Sherry Tracewski"

<sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:

Hi Patrick,

Are you still available to chat today? If we need to push it to tomorrow or next week, I'm fine with that too.

Thanks!

Sherry

From: Sherry Tracewski

Sent: Tuesday, August 18, 2015 8:57 AM

To: 'Patrick Gavin' <pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>>

Subject: RE: Invitation for interview

Hi Patrick,

Thank you for the great suggestions!

Thursday would be best for me. I'm playing catch up after being out of the office. Does 11 Pacific work for you?

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers

Direct: 570.815.5470 | www.qualitycharters.org<<http://www.qualitycharters.org/>>

2015 NACSA Leadership Conference<http://qualitycharters.site-ym.com/events/event_details.asp?id=521610&group=>
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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Wednesday, August 12, 2015 9:47 PM

To: Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>

Subject: RE: Invitation for interview

Later next week would be fine. How's Wednesday or Thursday?

My interview suggestions:

Craig Hulse--former chief of staff to assembly speaker and current executive director of charter school association (also formerly with Students First and authored the achievement school district law)

Allison Serafin--member, State Board of Education

Robert McCord--member, SPCSA Board

Elissa Wahl--member, SPCSA Board

Elliott Anderson--Assembly Education Committee (sponsored auto-closure law in 2013)

Patrick J. Gavin

Director

State Public Charter School Authority

1749 N. Stewart Street, Suite 40<x-apple-data-detectors://1/0> Carson City, NV 89706<x-apple-data-detectors://1/0>

Direct: 775-687-9160<tel:775-687-9160>

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CharterStarters@listserv.state.nv.us<mailto:CharterStarters@listserv.state.nv.us>

From: Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>

Sent: Wednesday, August 12, 2015 6:30 PM

Subject: RE: Invitation for interview

To: Patrick Gavin <pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>>

Hi Patrick,

Thanks so much for getting back to me. My apologies for the delayed response, I have been on vacation this week and finally had a chance to check email this evening. Is there any chance you can meet later in the week? I'm not back in the office until Tuesday next week and I'm booked that day.

I appreciate the offer about other voices. Yes! I was planning on reaching out to Steve Canavero, at Student Achievement and Andrew Diss at Student's First. Do those sound like good choices? I'm definitely open to suggestions on who you think I should talk to. I am also looking for a policymaker to interview. Would you have any suggestions or could you perhaps help with an introduction?

Thanks!

Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
Direct: 570.815.5470<tel:570.815.5470> | www.qualitycharters.org<<http://www.qualitycharters.org/>>

2015 NACSA Leadership Conference<http://qualitycharters.site-ym.com/events/event_details.asp?id=521610&group=>
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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, August 07, 2015 6:27 PM
To: Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>
Subject: Re: Invitation for interview

Sherry,

Thanks for reaching out. I was actually just catching up with William Haft downstairs from your office.

Monday or Tuesday of that week would be best. Are you looking for other voices? I've got both board members, operators, and charter support organization staff who could provide additional insight and quotes.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40<x-apple-data-detectors://17/0> Carson City, NV 89706<x-apple-data-detectors://17/0>
pgavin@spsca.nv.gov<<mailto:pgavin@spsca.nv.gov>>
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Starting a School? Join our charter applicant listserv:
CharterStarters@listserv.state.nv.us<<mailto:CharterStarters@listserv.state.nv.us>>

On Aug 7, 2015, at 2:31 PM, Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>
wrote:

Hi Patrick,

I hope this email finds you well. NACSA is in the process of conducting research for its 2015 State Policy Report. We have selected four states for case studies. These include Nevada, Connecticut, Texas, and Indiana.

Our goals for this report is:

- . To provide readers with information and data on why authorizing policy matters; and
- . Understand opportunities and challenges associated with policy intent and implementation

We hope these case studies will provide an opportunity to more fully explain why policy matters in creating a stronger authorizing environment. Second, we are interested in how policies are viewed and are being implemented by key local stakeholders. Policy itself does not directly change authorizing; rather how policies are understood and implemented (i.e., enacted policy) determines the degree to which policy intents are achieved. Thus, a significant portion of the case studies will also be devoted to policy implementation perspectives and issues.

I would like to schedule 30-45 minute interview with you to discuss how policies are being implemented in Nevada. I am hoping to schedule interviews for the week of August 17th.

If you are able to participate, I can send you some dates/times for us to chat.

Please let me know if you have any questions or concerns.

Best,
Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
Direct: 570.815.5470<tel:570.815.5470> | www.qualitycharters.org<http://www.qualitycharters.org/>

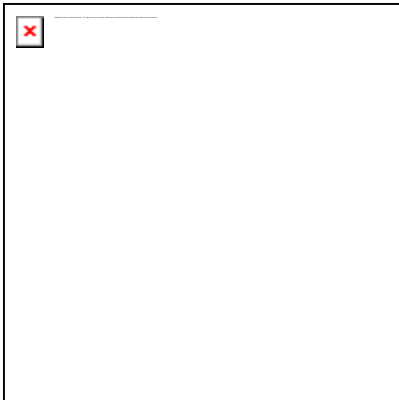
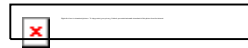
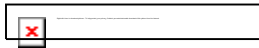
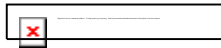
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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail30.wdc01.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, September 16, 2015 1:00 PM
To: Patrick Gavin
Subject: Share Ideas, Shape Futures

Quality Charters Weekly
Wednesday, September 16, 2015

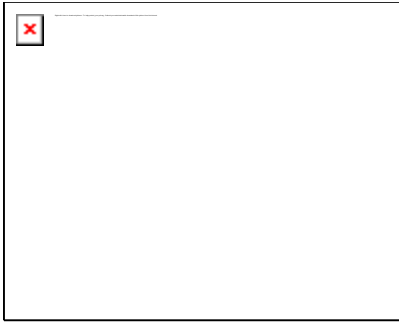
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ON THE WAY TO ONE MILLION LIVES

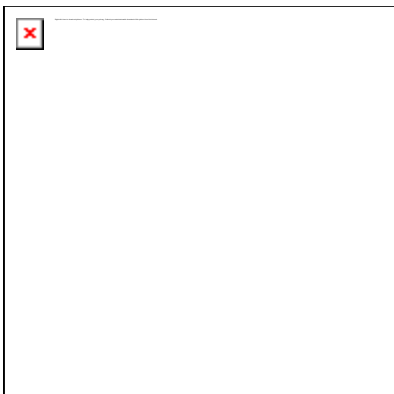
There's a population boom underway in Florida. To meet this growing demand, the charter school sector has grown as well. The movement has matured, according to Tiffanie Pauline, Asst. Supt. of Charter School Support for Miami-Dade County Public Schools, where charters serve 17 percent of all students.





PUBLIC OVERSIGHT FAR FROM LACKING IN WASHINGTON

Last week, Washington Governor Jay Inslee continued the illogical and partisan attack on charter schools that the state's Supreme Court initiated a week earlier. In a letter opposing a special session to restore charter schools, Inslee stated that he does "not believe that public money belongs in schools that lack public oversight and accountability." His letter was illogical because Washington's charter schools *are* overseen by and accountable to the public.



SHARING IDEAS, SHAPING FUTURES THE NACSA LEADERSHIP CONFERENCE

We're sharing big ideas to shape bright futures at the [2015 NACSA Leadership Conference](#). Find out more about the sessions, speakers, and social events at this year's conference.



OPPORTUNITIES

[Director of State Policy](#)

National Association of Charter School
Authorizers
Chicago, IL

[School Evaluation Analyst](#)

SUNY Charter Schools Institute
Albany and NYC, NY

[Paralegal](#)

SUNY Charter Schools Institute
Albany, NY

[Charter School Academic Analyst](#)

New Mexico Public Education Department

IN THE NEWS

[Charter Schools are Worth Saving](#)

The Seattle Times

[Money Fuels Charter-School Dispute](#)

The Seattle Times

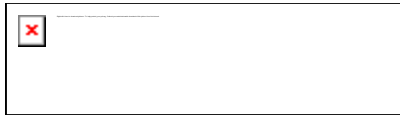
[Charter Advocates Back Closing Badly](#)

[Performing Peers](#)

Philadelphia Inquirer

[Charter School Panel Agrees on Need for Reform](#)

Dayton Daily News



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

[Add us to your address book](#)

Ph: 312.376.2300

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Patrick Gavin

From: Sherry Tracewski <sherryt@qualitycharters.org>
Sent: Wednesday, September 16, 2015 10:37 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

Hi Patrick,

You didn't drop the ball. We had our interview. I'm writing it up now actually.

Thanks!
Sherry

Sherry Tracewski
SENIOR RESEARCH ANALYST

105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2328 | www.qualitycharters.org

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-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Wednesday, September 16, 2015 11:34 AM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: RE: Invitation for interview

Did we ever connect? Things have been crazy here and I've been on a lot of important NACSA messages--somewhat worried this ball got dropped by me.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Sherry Tracewski [sherryt@qualitycharters.org]
Sent: Thursday, August 20, 2015 9:08 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

I'm on the Eastern Time. That works for me. I'll send you a calendar invite.

Thanks!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, August 20, 2015 12:07 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: Re: Invitation for interview

Are you on Eastern or Pacific Time? I could possibly do a call at 8:30 am PT on Friday if that's not too early.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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On Aug 20, 2015, at 8:41 AM, Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:

I will be attending our staff retreat all day Tuesday and Wednesday next week. I can do Monday, Thursday, or Friday. My schedule is wide open all three days!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, August 20, 2015 11:13 AM
To: Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>
Subject: RE: Invitation for interview

Actually yes--next week would be better. How is Tuesday afternoon?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40<x-apple-data-detectors://1/0> Carson City, NV 89706<x-apple-data-detectors://1/0>
Direct: 775-687-9160<tel:775-687-9160>
Office: 775-687-9174<tel:775-687-9174>

Fax: 775-687-9113<tel:775-687-9113>

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CharterStarters@listserv.state.nv.us<mailto:CharterStarters@listserv.state.nv.us>

On Thu, Aug 20, 2015 at 8:12 AM -0700, "Sherry Tracewski"

<sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:

Hi Patrick,

Are you still available to chat today? If we need to push it to tomorrow or next week, I'm fine with that too.

Thanks!

Sherry

From: Sherry Tracewski

Sent: Tuesday, August 18, 2015 8:57 AM

To: 'Patrick Gavin' <pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>>

Subject: RE: Invitation for interview

Hi Patrick,

Thank you for the great suggestions!

Thursday would be best for me. I'm playing catch up after being out of the office. Does 11 Pacific work for you?

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Wednesday, August 12, 2015 9:47 PM

To: Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>

Subject: RE: Invitation for interview

Later next week would be fine. How's Wednesday or Thursday?

My interview suggestions:

Craig Hulse--former chief of staff to assembly speaker and current executive director of charter school association (also formerly with Students First and authored the achievement school district law)

Allison Serafin--member, State Board of Education

Robert McCord--member, SPCSA Board

Elissa Wahl--member, SPCSA Board

Elliott Anderson--Assembly Education Committee (sponsored auto-closure law in 2013)

Patrick J. Gavin

Director

State Public Charter School Authority

1749 N. Stewart Street, Suite 40<x-apple-data-detectors://1/0> Carson City, NV 89706<x-apple-data-detectors://1/0>

Direct: 775-687-9160<tel:775-687-9160>

Office: 775-687-9174<tel:775-687-9174>

Fax: 775-687-9113<tel:775-687-9113>

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CharterStarters@listserv.state.nv.us<mailto:CharterStarters@listserv.state.nv.us>

From: Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>

Sent: Wednesday, August 12, 2015 6:30 PM

Subject: RE: Invitation for interview

To: Patrick Gavin <pgavin@spcsa.nv.gov<mailto:pgavin@spcsa.nv.gov>>

Hi Patrick,

Thanks so much for getting back to me. My apologies for the delayed response, I have been on vacation this week and finally had a chance to check email this evening. Is there any chance you can meet later in the week? I'm not back in the office until Tuesday next week and I'm booked that day.

I appreciate the offer about other voices. Yes! I was planning on reaching out to Steve Canavero, at Student Achievement and Andrew Diss at Student's First. Do those sound like good choices? I'm definitely open to suggestions on who you think I should talk to. I am also looking for a policymaker to interview. Would you have any suggestions or could you perhaps help with an introduction?

Thanks!

Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers

Direct: 570.815.5470<tel:570.815.5470> | www.qualitycharters.org<http://www.qualitycharters.org/>

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, August 07, 2015 6:27 PM
To: Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>
Subject: Re: Invitation for interview

Sherry,

Thanks for reaching out. I was actually just catching up with William Haft downstairs from your office.

Monday or Tuesday of that week would be best. Are you looking for other voices? I've got both board members, operators, and charter support organization staff who could provide additional insight and quotes.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40<x-apple-data-detectors://17/0> Carson City, NV 89706<x-apple-data-detectors://17/0>
pgavin@spsca.nv.gov<<mailto:pgavin@spsca.nv.gov>>
Direct: 775-687-9160<tel:775-687-9160>
Office: 775-687-9174<tel:775-687-9174>
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On Aug 7, 2015, at 2:31 PM, Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>
wrote:
Hi Patrick,

I hope this email finds you well. NACSA is in the process of conducting research for its 2015 State Policy Report. We have selected four states for case studies. These include Nevada, Connecticut, Texas, and Indiana.

Our goals for this report is:

. To provide readers with information and data on why authorizing policy matters; and

. Understand opportunities and challenges associated with policy intent and implementation

We hope these case studies will provide an opportunity to more fully explain why policy matters in creating a stronger authorizing environment. Second, we are interested in how policies are viewed and are being implemented by key local stakeholders. Policy itself does not directly change authorizing; rather how policies are understood and implemented (i.e., enacted policy) determines the degree to which policy intents are achieved. Thus, a significant portion of the case studies will also be devoted to policy implementation perspectives and issues.

I would like to schedule 30-45 minute interview with you to discuss how policies are being implemented in Nevada. I am hoping to schedule interviews for the week of August 17th.

If you are able to participate, I can send you some dates/times for us to chat.

Please let me know if you have any questions or concerns.

Best,
Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
Direct: 570.815.5470<tel:570.815.5470> | www.qualitycharters.org<<http://www.qualitycharters.org/>>

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Patrick Gavin

From: Jobi Cates <jobic@qualitycharters.org>
Sent: Wednesday, September 16, 2015 7:56 AM
To: Patrick Gavin
Subject: RE: [for feedback] Vetting the 2015 NACSA Policy Report

My bad! I accidentally sent a mail-merge draft to ALL recipients. #FAIL!

I will send your real e-mail ASAP.

Thank you!

And sorry for any confusion.

Jobi

Jobi Cates
VICE PRESIDENT, COMMUNICATIONS AND DEVELOPMENT



105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2315 | Cell: (773) 318-0026

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Wednesday, September 16, 2015 9:53 AM
To: Jobi Cates <jobic@qualitycharters.org>
Subject: Re: [for feedback] Vetting the 2015 NACSA Policy Report

I'm Nevada! Happy to pontificate on AK but don't think I've got anywhere near enough state-specific knowledge to be credible.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)

Fax: [775-687-9113](tel:775-687-9113)

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On Wed, Sep 16, 2015 at 7:49 AM -0700, "Jobi Cates" <jobic@qualitycharters.org> wrote:

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Alaska section of the report.

Attached is the DRAFT summary for Alaska.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Alaska is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Alaska will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Eileen:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arizona section of the report.

Attached is the DRAFT summary for Arizona.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

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- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arizona is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arizona will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arkansas section of the report.

Attached is the DRAFT summary for Arkansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arkansas is currently ranked 26 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arkansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jose:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the California section of the report.

Attached is the DRAFT summary for California.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

California is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where California will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Nora:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Colorado section of the report.

Attached is the DRAFT summary for Colorado.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Colorado is currently ranked 31 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Colorado will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Yam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Connecticut section of the report.

Attached is the DRAFT summary for Connecticut.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Connecticut is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Connecticut will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jennifer:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Delaware section of the report.

Attached is the DRAFT summary for Delaware.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Delaware is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Delaware will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Scott:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the District of Columbia section of the report.

Attached is the DRAFT summary for District of Columbia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

District of Columbia is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where District of Columbia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jenna:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Florida section of the report.

Attached is the DRAFT summary for Florida.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Florida is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Florida will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Kenyon:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Hawaii section of the report.

Attached is the DRAFT summary for Hawaii.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Hawaii is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Hawaii will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Terry:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Idaho section of the report.

Attached is the DRAFT summary for Idaho.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Idaho is currently ranked 19 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Idaho will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Iowa section of the report.

Attached is the DRAFT summary for Iowa.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Iowa is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Iowa will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Kansas section of the report.

Attached is the DRAFT summary for Kansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Kansas is currently ranked 44 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Kansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Caroline:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Louisiana section of the report.

Attached is the DRAFT summary for Louisiana.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Louisiana is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Louisiana will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Bob:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maine section of the report.

Attached is the DRAFT summary for Maine.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maine is currently ranked 16 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maine will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jason:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maryland section of the report.

Attached is the DRAFT summary for Maryland.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maryland is currently ranked 42 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maryland will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Erika:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Mississippi section of the report.

Attached is the DRAFT summary for Mississippi.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Mississippi is currently ranked 7 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Mississippi will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Patrick:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Nevada section of the report.

Attached is the DRAFT summary for Nevada.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Nevada is currently ranked 4 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Nevada will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Hampshire section of the report.

Attached is the DRAFT summary for New Hampshire.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Hampshire is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Hampshire will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Donna:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Jersey section of the report.

Attached is the DRAFT summary for New Jersey.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Jersey is currently ranked 25 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Jersey will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Doug:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Mexico section of the report.

Attached is the DRAFT summary for New Mexico.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Mexico is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Mexico will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New York section of the report.

Attached is the DRAFT summary for New York.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New York is currently ranked 35 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New York will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Marcus:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the North Carolina section of the report.

Attached is the DRAFT summary for North Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

North Carolina is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where North Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Sam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oklahoma section of the report.

Attached is the DRAFT summary for Oklahoma.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oklahoma is currently ranked 11 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oklahoma will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Toya:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oregon section of the report.

Attached is the DRAFT summary for Oregon.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oregon is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oregon will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Amy:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Pennsylvania section of the report.

Attached is the DRAFT summary for Pennsylvania.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Pennsylvania is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Pennsylvania will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Drew:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Rhode Island section of the report.

Attached is the DRAFT summary for Rhode Island.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Rhode Island is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Rhode Island will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Mary:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the South Carolina section of the report.

Attached is the DRAFT summary for South Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

South Carolina is currently ranked 9 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where South Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear David:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Texas section of the report.

Attached is the DRAFT summary for Texas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Texas is currently ranked 5 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Texas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Virginia section of the report.

Attached is the DRAFT summary for Virginia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Virginia is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Virginia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Joshua:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Washington section of the report.

Attached is the DRAFT summary for Washington.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Washington is currently ranked 1 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Washington will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Wyoming section of the report.

Attached is the DRAFT summary for Wyoming.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Wyoming is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Wyoming will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Royce:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Utah section of the report.

Attached is the DRAFT summary for Utah.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Utah is currently ranked 33 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Utah will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Patrick Gavin

From: Jobi Cates <jobic@qualitycharters.org>
Sent: Wednesday, September 16, 2015 7:49 AM
To: Patrick Gavin
Subject: [for feedback] Vetting the 2015 NACSA Policy Report

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Alaska section of the report.

Attached is the DRAFT summary for Alaska.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Alaska is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Alaska will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Eileen:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arizona section of the report.

Attached is the DRAFT summary for Arizona.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arizona is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arizona will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arkansas section of the report.

Attached is the DRAFT summary for Arkansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arkansas is currently ranked 26 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arkansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jose:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the California section of the report.

Attached is the DRAFT summary for California.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

California is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where California will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Nora:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Colorado section of the report.

Attached is the DRAFT summary for Colorado.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Colorado is currently ranked 31 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Colorado will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Yam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Connecticut section of the report.

Attached is the DRAFT summary for Connecticut.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Connecticut is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Connecticut will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jennifer:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Delaware section of the report.

Attached is the DRAFT summary for Delaware.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Delaware is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Delaware will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Scott:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the District of Columbia section of the report.

Attached is the DRAFT summary for District of Columbia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

District of Columbia is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where District of Columbia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jenna:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Florida section of the report.

Attached is the DRAFT summary for Florida.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Florida is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Florida will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Kenyon:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Hawaii section of the report.

Attached is the DRAFT summary for Hawaii.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Hawaii is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Hawaii will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Terry:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Idaho section of the report.

Attached is the DRAFT summary for Idaho.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Idaho is currently ranked 19 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Idaho will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Iowa section of the report.

Attached is the DRAFT summary for Iowa.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Iowa is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Iowa will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Kansas section of the report.

Attached is the DRAFT summary for Kansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Kansas is currently ranked 44 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Kansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Caroline:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Louisiana section of the report.

Attached is the DRAFT summary for Louisiana.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Louisiana is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Louisiana will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Bob:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maine section of the report.

Attached is the DRAFT summary for Maine.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maine is currently ranked 16 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maine will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jason:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maryland section of the report.

Attached is the DRAFT summary for Maryland.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maryland is currently ranked 42 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maryland will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Erika:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Mississippi section of the report.

Attached is the DRAFT summary for Mississippi.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Mississippi is currently ranked 7 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Mississippi will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Patrick:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Nevada section of the report.

Attached is the DRAFT summary for Nevada.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Nevada is currently ranked 4 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Nevada will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Hampshire section of the report.

Attached is the DRAFT summary for New Hampshire.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Hampshire is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Hampshire will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Donna:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Jersey section of the report.

Attached is the DRAFT summary for New Jersey.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Jersey is currently ranked 25 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Jersey will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Doug:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Mexico section of the report.

Attached is the DRAFT summary for New Mexico.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Mexico is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Mexico will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New York section of the report.

Attached is the DRAFT summary for New York.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New York is currently ranked 35 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New York will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Marcus:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the North Carolina section of the report.

Attached is the DRAFT summary for North Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

North Carolina is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where North Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Sam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oklahoma section of the report.

Attached is the DRAFT summary for Oklahoma.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oklahoma is currently ranked 11 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oklahoma will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Toya:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oregon section of the report.

Attached is the DRAFT summary for Oregon.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oregon is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oregon will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Amy:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Pennsylvania section of the report.

Attached is the DRAFT summary for Pennsylvania.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Pennsylvania is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Pennsylvania will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Drew:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Rhode Island section of the report.

Attached is the DRAFT summary for Rhode Island.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Rhode Island is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Rhode Island will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Mary:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the South Carolina section of the report.

Attached is the DRAFT summary for South Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

South Carolina is currently ranked 9 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where South Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear David:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Texas section of the report.

Attached is the DRAFT summary for Texas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Texas is currently ranked 5 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Texas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Virginia section of the report.

Attached is the DRAFT summary for Virginia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Virginia is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Virginia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Joshua:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Washington section of the report.

Attached is the DRAFT summary for Washington.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Washington is currently ranked 1 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Washington will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Wyoming section of the report.

Attached is the DRAFT summary for Wyoming.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Wyoming is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Wyoming will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Royce:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Utah section of the report.

Attached is the DRAFT summary for Utah.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

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- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Utah is currently ranked 33 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Utah will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Patrick Gavin

From: Sherry Tracewski <sherryt@qualitycharters.org>
Sent: Tuesday, September 15, 2015 3:43 PM
To: Patrick Gavin
Subject: Verifying Your NACSA Survey Responses

Dear Patrick,

Thank you for your time and efforts to complete NACSA's 2015 Survey of Charter Authorizing! We are currently analyzing your responses with other authorizers from across the country. In order to ensure the accuracy of this analysis, we need just a few more minutes of your time.

At the bottom of this e-mail, we have included your responses to 12 questions on NACSA's Index of Essential Practices. We ask that you take a moment to review these responses. If the responses are all correct, then you're done! However, if there are inaccuracies or omissions below, please contact me at sherryt@qualitycharters.org or 312.469.0508 to provide us with the appropriate responses. If we do not hear from you by **September 18, 2015**, we will assume your responses accurately portray your authorizing practices.

Your responses, along with the other respondents to the survey, will be included NACSA's **Map of Key Authorizing Practices**, so it is important to notify us of any errors in the information presented below.

2015 NACSA Survey of Charter Authorizing from Nevada State Public Charter School Authority

1. Publish application timelines and materials.
Yes
2. Have established, documented criteria for the evaluation of charter applications.
Yes
3. Interview all qualified charter applicants.
Yes
4. Use expert panels that include external members to review charter applications.
Yes
5. Sign a contract with each school.
Yes
6. Grant initial charter terms of five years only.
No
7. Require and/or examine annual, independent financial audits of its charter schools.
Yes
8. Have established revocation criteria.
Yes

- 9. Have established renewal criteria.
Yes
- 10. Provide an annual report to each school on its performance.
Yes
- 11. Have staff assigned to authorizing within the organization or by contract.
Yes
- 12. Have a published and available mission for quality authorizing.
Yes

Thank you again for your responses, as well as your contributions to charter school authorizing. NACSA values the work you do to provide a quality education to the nation's charter students and looks forward to sharing with you the results of our survey.

Kind Regards,

Sherry Tracewski
SENIOR RESEARCH ANALYST



105 W. Adams Street, Suite 1900 | Chicago, IL 60603

Direct: (312) 376-2328 | www.qualitycharters.org

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Monday, September 14, 2015 8:26 AM
To: Patrick Gavin
Subject: RE: Renewal Decisions

Thank you!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, September 11, 2015 4:55 PM
To: Elisa Westapher
Subject: RE: Renewal Decisions

Here are the three most recent.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Friday, September 11, 2015 2:39 PM
To: Danny Peltier
Cc: Patrick Gavin; Carly Bolger
Subject: Renewal Decisions

Could I receive a copy of the ones from the last cycle? Or are these available online?



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Monday, September 14, 2015 7:29 AM
To: Patrick Gavin; Carly Bolger
Subject: RE: Debrief
Attachments: AE_NvBOE_Evaluation Report FINAL_03182011.pdf

Patrick,

Yes, thank you for getting everything together so quickly and welcoming us in Las Vegas. We really enjoyed meeting with you, your staff, board members, and charter school leaders. It's always a bit of a whirlwind. I hope you had a great weekend.

Attached is the previous report.

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, September 11, 2015 7:08 PM
To: Carly Bolger
Cc: Elisa Westapher
Subject: Re: Debrief

Thanks for all your hard work over the past few days and in the weeks leading up to your time here in LV. I really appreciate it.

Can you send me the report from several years ago when you get back?

Have a safe flight!

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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On Sep 11, 2015, at 3:01 PM, Carly Bolger <carlybolger@gmail.com> wrote:

Hey there,

We will come grab you after our school leader meeting to do our quick debrief before we take off.

Thanks!

cb

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Monday, September 14, 2015 7:25 AM
To: Patrick Gavin
Subject: RE: Calls with Mackedon and Conaboy

Thank you Patrick! I actually think we have all the information we need to draft the report. If this wasn't such a quick turnaround, I would say yes but given our time constraints, we will pass on additional interviews. We may have some follow-up questions for you though as we work on the draft.

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Sunday, September 13, 2015 10:11 PM
To: Elisa Westapher
Subject: Calls with Mackedon and Conaboy

Elisa,

Melissa will be back at school tomorrow. If you would like to have me connect you and Carly with her, I'm happy to make that happen.

Kathleen is back next Monday--I'm happy to connect you with her as well.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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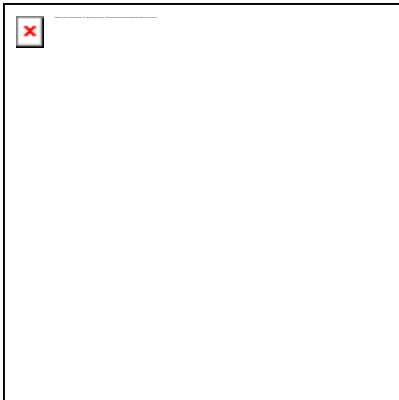
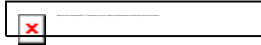
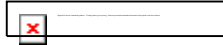
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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail176.atl101.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, September 09, 2015 1:00 PM
To: Patrick Gavin
Subject: Quality Charters Weekly - Register for Conference

Quality Charters Weekly
Wednesday, September 9, 2015

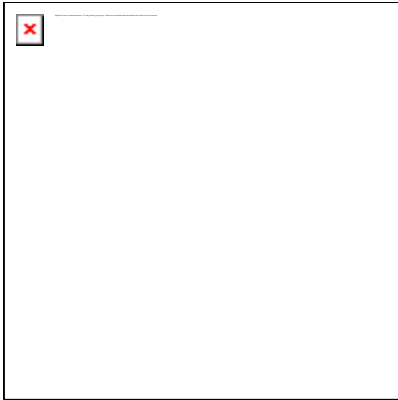
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ON THE WAY TO ONE MILLION LIVES

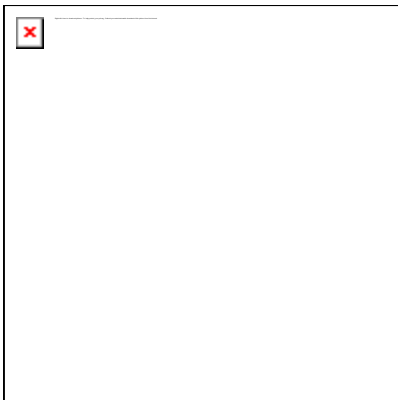
After decades of litigation against charter schools throughout the nation, Washington's Supreme Court delivered the first and only decision that invalidated an entire state charter school law. While teachers unions celebrated over the weekend, this decision left nearly 1,200 children and families confused and afraid that the very schools they began attending just a week ago will be closed.





CONNECTING THE AUTHORIZING COMMUNITY

Your NACSA engagement with NACSA is what you make of it. Learn how to get more from NACSA by getting involved with our community of authorizers and better leveraging resources we offer.



NEEDS BASED AUTHORIZING PART 1 OF 2

Policy alone will not deliver on the promise of quality public schools for every student. Effective needs-based authorizing touches everything about that process, including evaluator recruitment and resource materials for applicants.



OPPORTUNITIES

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National Association of Charter School
Authorizers
Chicago, IL

[Charter School Academic Analyst](#)

New Mexico Public Education Department
Santa Fe, NM

[Director of Charter Schools](#)

New York State Education Department
Albany, NY

[Charter School Design Challenge](#)

The Mind Trust
National

IN THE NEWS

[Calls for Quick Legislative Fix After Charter-school Ruling](#)

The Seattle Times

[Congress should look at New Orleans for how to fix No Child Left Behind](#)

The Washington Post

[Why Liberals Should Learn to Love Charter Schools](#)

The Daily Beast

[Condoleezza Rice to Host 2015 National Summit on Education Reform](#)

The Examiner



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

[Add us to your address book](#)

Ph: 312.376.2300

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, September 11, 2015 2:39 PM
To: Danny Peltier
Cc: Patrick Gavin; Carly Bolger
Subject: Renewal Decisions

Could I receive a copy of the ones from the last cycle? Or are these available online?



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Danny Peltier
Sent: Friday, September 11, 2015 11:28 AM
To: Patrick Gavin; 'Elisa Westapher'
Subject: RE: List of follow-up documents

Thanks!

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Patrick Gavin
Sent: Friday, September 11, 2015 11:27 AM
To: Danny Peltier; 'Elisa Westapher'
Subject: RE: List of follow-up documents

Here it is.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: Danny Peltier
Sent: Friday, September 11, 2015 11:26 AM
To: 'Elisa Westapher'
Cc: Patrick Gavin
Subject: RE: List of follow-up documents

I am unable to find the letter to Nevada State H.S. Patrick may know where that one is. I know they are looking to do an early renewal, so I am not sure the exact process of that since they would be the first ones.

Patrick, anything you can add, or point me to, I would be happy to upload into DropBox

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Friday, September 11, 2015 11:03 AM
To: Danny Peltier
Cc: Patrick Gavin
Subject: List of follow-up documents

Danny,

Could you please provide copies of the following:

- List of questions typically asked during the capacity interview;
- Copy of letter that went to school re renewal (both last year and for Nevada State HS);
- Copy of renewal recommendations from Patrick to board

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Danny Peltier
Sent: Friday, September 11, 2015 11:26 AM
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Cc: Patrick Gavin
Subject: RE: List of follow-up documents

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Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Danny Peltier
Sent: Friday, September 11, 2015 11:15 AM
To: 'Elisa Westapher'
Cc: Patrick Gavin
Subject: RE: List of follow-up documents

I'll put them into the DropBox folder

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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Cc: Patrick Gavin
Subject: List of follow-up documents

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Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
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Patrick Gavin

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Subject: List of follow-up documents

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National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, September 11, 2015 8:59 AM
To: Patrick Gavin
Subject: Do you think someone could come in here to make sure phone is working for rest of interviews?

Finishing up our call now.



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Friday, September 11, 2015 7:32 AM
To: Patrick Gavin
Subject: Re: Due diligence on Academica

Great, thanks Patrick, I'll call you then.

Sent from my iPhone

On Sep 11, 2015, at 2:58 AM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Yes, let's do 9 AM pacific. The best number reach me at is [775-546-3021](tel:775-546-3021) .

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Thursday, September 10, 2015 9:57 PM
Subject: Re: Due diligence on Academica
To: Patrick Gavin <pgavin@spsca.nv.gov>

Great, I'm 3 hours ahead of you so how about early in your day Wed? If you start earlier than 9am, I could do that but otherwise I could do 9am your time. Let me know what works for you.
Thanks -

Sent from my iPhone

On Sep 10, 2015, at 4:30 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Yes, it looks like I'm pretty open that day. I am slightly surprised and alarmed by that so let's nail something down before other things magically begin appearing.

Patrick J. Gavin
Director

State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
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listserv: CharterStarters@listserv.state.nv.us

On Sep 10, 2015, at 9:24 AM, Margaret Lin <margaretl@qualitycharters.org>
wrote:

Thanks Patrick. Would you have any time next Wed, 9/16?

ml

Sent from my iPhone

On Sep 10, 2015, at 5:37 AM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Did I ever circle back on this? I apologize if not! Can what's your
schedule the next few days?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
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CharterStarters@listserv.state.nv.us

From: Margaret Lin [<mailto:margaretl@qualitycharters.org>]
Sent: Tuesday, August 25, 2015 4:24 AM
To: Patrick Gavin
Subject: Due diligence on Academica

Hi Patrick,
I hope you're well, enjoying both Nevada and being an authorizer! I'm
working on a small project for NACSA that I hope you can help with. We're
conducting some due diligence on Academica for a district authorizer in
Colorado. As part of our due diligence, we find it useful to talk to
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I'm pretty open for a call any day **Sept 2-4 or Sept 8** – would you have time for a half-hour call on one of those days? I'll be back on the East Coast (I'm moving back to DC Sept 1) and can accommodate whatever time might work for you.

Thanks and hope to chat with you soon,
ml

Margaret Lin
[720.891.5734](tel:720.891.5734)

Great, I'm 3 hours ahead of you so how about early in your day Wed? If you start earlier than 9am, I could do that but otherwise I could do 9am your time. Let me know what works for you. Thanks -

Sent from my iPhone

On Sep 10, 2015, at 4:30 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Yes, it looks like I'm pretty open that day. I am slightly surprised and alarmed by that so let's nail something down before other things magically begin appearing.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](http://1749.N.StewartStreet,Suite40)
[Carson City, NV 89706](http://CarsonCity,NV89706)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
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Sent from my iPhone

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ml

Margaret Lin
720.891.5734

Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Thursday, September 10, 2015 9:57 PM
To: Patrick Gavin
Subject: Re: Due diligence on Academica

Great, I'm 3 hours ahead of you so how about early in your day Wed? If you start earlier than 9am, I could do that but otherwise I could do 9am your time. Let me know what works for you. Thanks -

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To: Patrick Gavin

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Thanks and hope to chat with you soon,
ml

Margaret Lin
720.891.5734

Patrick Gavin

From: Dr. Vicki Barber <vbarber@edcoe.org>
Sent: Thursday, September 10, 2015 6:08 PM
To: Patrick Gavin
Subject: FW: Connecting you two

I just wanted to make sure that this went through to you. Let me know if I can help. Take care. Vicki

From: Vicki Barber <vbarber@edcoe.org>
Date: Saturday, August 29, 2015 8:25 AM
To: Myrna Castrejon <MCastrejon@calcharters.org>
Cc: Patrick Gavin <pgavin@spsca.nv.gov>
Subject: Re: Connecting you two

Thanks so much for the connection. Patrick I would be most interested in connecting. My contact information is below.

Vicki L. Barber, Ed.D.
Retired County Superintendent
El Dorado County Office of Education
6767 Green Valley Rd.
Placerville, CA 95667
916-947-6165
Vbarber@edcoe.org

From: Myrna Castrejon <MCastrejon@calcharters.org>
Date: Friday, August 28, 2015 4:56 PM
To: Vicki Barber <vbarber@edcoe.org>
Cc: Patrick Gavin <pgavin@spsca.nv.gov>
Subject: Connecting you two

Hi Vicky!

I hope all is well with you – we haven't connected in a while.... I wanted to link you with Patrick Gavin, who is the Director of the State Public Charter School Authority for the State of Nevada, and who is interested in connecting to innovative CA charter authorizers (Boards or Supes) to present at a panel for the state's school boards association's conference; given your deep experience and engagement with the movement, you were the first that popped to mind. Gavin and my team just spent a wonderful morning together here in Sacramento talking about the NV charter statute and how much we could learn from the policy structure they have set in motion there as we consider how best to update our own statutes, a conversation that you have been a critical thought partner with us about. I leave the two of you to connect directly, and hope you are well.

Talk soon!

Myrna Castrejón
Acting CEO
California Charter Schools Association
1107 9th Street, Suite 200
Sacramento, CA 95814
916.448.0995 x 304

916.541.4558 cell
mcastrejon@calcharters.org

The public is increasingly supportive of charter schools as evidenced by a record 158,000 students on [charter public school waiting lists](#) in California in 2015. This growth in support occurred during a period when charter schools strengthened their performance, especially with historically underserved students.

Patrick Gavin

From: Steven Werlein <swerlein@connectionseducation.com>
Sent: Thursday, September 10, 2015 2:35 PM
To: Patrick Gavin
Cc: Laura Granier
Subject: RE: Be a Part of AAPF 2015 in San Diego this November

Thanks...I am going to attend.

SW

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, September 10, 2015 1:24 PM
To: Steven Werlein <swerlein@connectionseducation.com>
Cc: Laura Granier <Laura.granier@dgsnv.com>
Subject: Fwd: Be a Part of AAPF 2015 in San Diego this November

This is the conference I mentioned a few weeks ago.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
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Begin forwarded message:

From: Alternative Accountability Policy Forum 2015 <info@rapasa.org>
Date: September 10, 2015 at 1:21:37 PM PDT
To: Patrick Gavin <pgavin@spsca.nv.gov>
Subject: Be a Part of AAPF 2015 in San Diego this November
Reply-To: "info@rapasa.org" <info@rapasa.org>



A Meeting of the Minds

What Do America's Promise Alliance, Rutger's University, the California Legislative Analyst's Office, Jobs For the Future, the UC Santa Barbara Dropout Research Project and many more opportunity youth researchers have in common?

They will all be at the **2015 Alternative Accountability Policy Forum**.

Join us in sharing practices and learning about improving outcomes for critically at-risk students - those we call "At-Promise" students.

Hear from nationally recognized experts and from colleagues in schools across the country who focus on authentic life changing education and career development for students who are at-risk of dropping out or have previously dropped out. Join the forum that provides cutting edge research, extensive opportunities for collaboration, and opportunities to build advocacy networks across the country for serving at-promise students.

Register Today

Building Momentum

Our Fourth Annual Alternative Accountability Policy Forum promises to build on a deep foundation of policies and practices to make sure that students and schools are provided relevant measures of success.

Past years have included introduction of ground changing research and policy papers including:

- National Association of Charter School Authorizers, **Anecdotes Aren't Enough: An Evidence-Based Approach to Accountability for Alternative Charter Schools**
- America's Promise Alliance, **Don't Call Them Dropouts: Understanding the Experiences of Young People Who Leave High School Before Graduation**
- WestEd, **2014 Policy Forum Proceedings**

This year will expand on the integration of workforce development initiatives to support opportunity youth and outline how schools can partner with career technical education providers under the

new WIOA regulations.

Join colleagues from New York to California, Florida to Washington, Ohio to Arkansas. Learn something new. Share something important.

November 15-17, San Diego, California

[Join Us - Register Now!](#)

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For more information about the Policy Forum, contact Ernie Silva at 916.449.8919 or ernie.silva@siatech.org.

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REACHING AT-PROMISE STUDENTS ASSOCIATION | 2611 Temple Heights Drive | Ste. A | Oceanside | CA | 92056

Patrick Gavin

From: Alternative Accountability Policy Forum 2015 <info@rapso.org>
Sent: Thursday, September 10, 2015 1:22 PM
To: Patrick Gavin
Subject: Be a Part of AAPF 2015 in San Diego this November



A Meeting of the Minds

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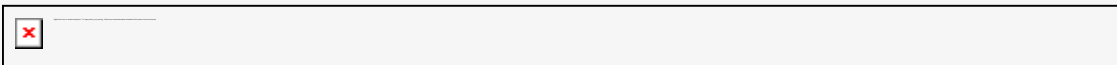
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REACHING AT-PROMISE STUDENTS ASSOCIATION | 2611 Temple Heights Drive | Ste. A | Oceanside | CA | 92056

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Thursday, September 10, 2015 11:16 AM
To: Danny Peltier; Patrick Gavin
Subject: RE: Elissa Wahl Conference Call

We had Marc and Elissa scheduled for tomorrow at 11am. That works for Marc – would that work for Elissa?



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

[2015 NACSA Leadership Conference](#)
COLORADO | October 19-22, 2015 | [Register Today!](#)

From: Danny Peltier [mailto:dpeltier@spsca.nv.gov]
Sent: Thursday, September 10, 2015 1:15 PM
To: Patrick Gavin; Elisa Westapher
Subject: Elissa Wahl Conference Call

She wasn't able to attend the 10am call. She is hoping to reschedule, either today or tomorrow. Would you like to reach out to her Patrick?

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Thursday, September 10, 2015 9:24 AM
To: Patrick Gavin
Subject: Re: Due diligence on Academica

Thanks Patrick. Would you have any time next Wed, 9/16?

ml

Sent from my iPhone

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Thanks and hope to chat with you soon,
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Margaret Lin
720.891.5734

Patrick Gavin

From: Erin Reddy <erinr@qualitycharters.org>
Sent: Thursday, September 10, 2015 7:20 AM
To: Patrick Gavin
Cc: Nelson Smith
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Patrick,

Thanks for checking in. Yes, we'd still like you to participate in Nelson's session below in addition to Margaret's session. I'll ensure there is no double booking on the scheduling side.

Nelson should be reaching out to you soon to schedule a planning call.

Cheers,
Erin

Erin Reddy
MANAGER OF AUTHORIZER DEVELOPMENT
Direct: (312) 376-2334 | www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, September 10, 2015 4:39 AM
To: Erin Reddy <erinr@qualitycharters.org>
Cc: Nelson Smith <nelsons@qualitycharters.org>
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Erin—I wanted to confirm if I'm still on for this session. Margaret emailed me regarding another one and I don't want to double-book.

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From: Erin Reddy [<mailto:erinr@qualitycharters.org>]
Sent: Thursday, August 20, 2015 2:28 PM
To: Patrick Gavin
Cc: Nelson Smith; Danny Peltier
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Patrick,

That's terrific news. We look forward to working with you on content! Regarding your schedule, your session is currently scheduled on Tuesday, October 20, so there would be no conflict there.

Thanks for your registration question. I've sent your inquiry to our membership manager, Courtney Beisel, who will circle back with you directly with clarification on that front.

Thanks,
Erin



Erin Reddy
Manager of Authorizer Development
National Association of Charter School Authorizers
Direct: 312-376-2334 | www.qualitycharters.org

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COLORADO | October 19–22, 2015 | [Register Today!](#)

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, August 19, 2015 4:36 PM
To: Erin Reddy <erinr@qualitycharters.org>
Cc: Nelson Smith <nelsons@qualitycharters.org>; Danny Peltier <dpeltier@spsca.nv.gov>
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Erin,

Thanks. I am happy to participate. The only known block of time when I may not be available is between 10 am and 1 pm on the 21st. We have an interim legislative committee which will be reviewing and hopefully approving some changes to our federal programs budget and I need to monitor the video feed and be on-call to address any issues that may come up if they pull our requests off of the consent agenda.

One logistical question—if I recall correctly, our membership tier gives us a free admission to the conference. I think we've operated on the assumption that that was reserved for the head of office. Is that discount or the discount referenced below transferrable to another staff or board member?

Patrick

Patrick J. Gavin
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From: Erin Reddy [<mailto:erinr@qualitycharters.org>]
Sent: Wednesday, August 19, 2015 2:24 PM

To: Patrick Gavin
Cc: Nelson Smith
Subject: [NACSA CONFERENCE] Speaker Invitation

Hi Patrick,

We look forward to having you join us for the 2015 NACSA Leadership Conference, hosted October 19-22 in Colorado. We hope you plan to join your colleagues from across the country at this premier event and will consider taking an active role in the delivery of high quality content which is the hallmark of NACSA's conference.

Specifically, we are interested in having you participate in one of our policy-related breakout sessions, which is detailed below with a working description:

- **“Management Organizations: Using Policy Tools to Get Mr. Right (and Discourage Mr. Wrong)”** Come hear from experienced authorizers and advocates on how management organizations have affected authorizing policy—from the drive to recruit the best, to addressing complex issues of transparency and oversight. Learn what unique components need to be addressed if your state is growing their networks and how to respond to desire of growth from the field.

You were identified to participate in this breakout session in recognition of your leadership, expertise, and experience in the topic addressed by this session. We hope that you will accept this invitation by **Friday, August 21. To do so, please simply respond to this email to confirm your interest. Please indicate any dates between October 19 and 22 that you are not available.**

If you accept this invitation, the NACSA Manager for this session, Nelson Smith, will be scheduling an initial planning call with you and the other participants in the next couple of weeks. You will also receive more information about the speaker role, timeline, etc., prior to the planning call.

Please note that invited speakers must book and pay for their own registration, flight, and hotel room. We recommend making hotel reservations ASAP. If you are not a NACSA member, we are pleased to offer you a discount on registration. The promotional code for non-member speakers is SPEAKER; the code will provide \$100 off the conference non-member rate. For additional travel information on this year's conference, please visit <http://www.qualitycharters.org/events/hotel-ground-travel-information.html>

Each year, NACSA's conference attracts more than 450 authorizers, policymakers, charter school advocates, researchers, and other education leaders to learn, share, and network around the critical issues facing the authorizing and charter school sector at large. NACSA's 2015 Conference promises to be an exciting event, with thought-provoking plenary and super sessions, relevant, action-oriented breakout sessions, and terrific networking events – all set in the backdrop of Colorado.

NACSA's conference is a must-attend event for authorizers and other professionals focused on growing a high-quality charter school sector. And that is because we are able to tap the experience and expertise of leaders in the field like you who push for excellence in charter schooling. We thank you for your consideration and look forward to working with you.

Best,

Erin



Erin Reddy

Manager of Authorizer Development
National Association of Charter School Authorizers
Direct: 312-376-2334 | www.qualitycharters.org

[2015 NACSA Leadership Conference](#)
[COLORADO](#) | [October 19–22, 2015](#) | [Register Today!](#)

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 09, 2015 1:21 PM
To: Patrick Gavin; Victoria Ng
Cc: Carly Bolger
Subject: RE: Self-Evaluation - It would be great if you could complete!

I think we are good. See you tomorrow at 8:30 at your offices!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

[2015 NACSA Leadership Conference](#)
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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, September 09, 2015 3:19 PM
To: Victoria Ng
Cc: Elisa Westapher; Carly Bolger
Subject: Re: Self-Evaluation - It would be great if you could complete!

My flight is about to take off. Can you let me know if there's anything else you need from me?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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On Sep 9, 2015, at 1:16 PM, Victoria Ng <victorian@qualitycharters.org> wrote:

Sorry Patrick- I just noticed that. My bad!

Victoria

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, September 09, 2015 3:16 PM
To: Elisa Westapher <elisaw@qualitycharters.org>

Cc: Victoria Ng <victorian@qualitycharters.org>; Carly Bolger <carlyb@qualitycharters.org>

Subject: Re: Self-Evaluation - It would be great if you could complete!

I did it yesterday!

Patrick J. Gavin
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On Wed, Sep 9, 2015 at 1:15 PM -0700, "Elisa Westapher" <elisaw@qualitycharters.org> wrote:

<http://www.surveygizmo.com/s3/2289412/Nevada-State-Public-Charter-School-Authority-Evaluation-Self-Evaluation-Survey>



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 09, 2015 1:19 PM
To: Patrick Gavin; Victoria Ng
Cc: Carly Bolger
Subject: RE: Self-Evaluation - It would be great if you could complete!

Thank you! That's good feedback.



Elisa Westapher, Director of Authorizer Development
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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, September 09, 2015 3:18 PM
To: Victoria Ng
Cc: Elisa Westapher; Carly Bolger
Subject: Re: Self-Evaluation - It would be great if you could complete!

No worries. It was tough to complete--any random mouse move and it moved onto the next question. Took me a bit to figure out how to navigate.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Sep 9, 2015, at 1:16 PM, Victoria Ng <victorian@qualitycharters.org> wrote:

Sorry Patrick- I just noticed that. My bad!

Victoria

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Sent: Wednesday, September 09, 2015 3:16 PM

To: Elisa Westapher <elisaw@qualitycharters.org>

Cc: Victoria Ng <victorian@qualitycharters.org>; Carly Bolger <carlyb@qualitycharters.org>

Subject: Re: Self-Evaluation - It would be great if you could complete!

I did it yesterday!

Patrick J. Gavin

Director

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On Wed, Sep 9, 2015 at 1:15 PM -0700, "Elisa Westapher" <elisaw@qualitycharters.org> wrote:

<http://www.surveygizmo.com/s3/2289412/Nevada-State-Public-Charter-School-Authority-Evaluation-Self-Evaluation-Survey>

<image001.png>

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Patrick Gavin

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Sent: Wednesday, September 09, 2015 1:17 PM
To: Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Self-Evaluation - It would be great if you could complete!

Ok, thank you! Sorry for the confusion.

Elisa



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To: Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: Self-Evaluation - It would be great if you could complete!

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Patrick Gavin

From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Wednesday, September 09, 2015 12:06 PM
To: Patrick Gavin
Cc: Erin Reddy
Subject: Invitation to speak at NACSA Conference - please respond by Friday, Sept 11

Importance: High

Hi Patrick,

We look forward to having you join us for the 2015 NACSA Leadership Conference, October 19-22 in Colorado. We hope you plan to join your colleagues from across the country at this premier event and will consider taking an active role in the delivery of high-quality content which is the hallmark of NACSA's conference.

Specifically, we would like to invite you to participate in presenting the following breakout session:

Putting the "Public" in Public Charter Schools: Organizational Frameworks/Contracting

Working Description:

This session will guide authorizers in establishing and implementing accountability for charter school organizational performance, particularly in matters of equitable access and student rights such as enrollment and discipline. The session will discuss the role of the charter contract and various ways for authorizers to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

NACSA is inviting you to participate in this breakout session in recognition of your leadership, expertise, and experience in the topic at hand. Other invited panelists for this session are Katie Poulos of the New Mexico Public Education Department and Ruth Hersh of the Massachusetts Department of Education.

We hope that you will accept this invitation by **Friday, September 11**. **To do so, please simply respond to this email to confirm your interest. In addition, please indicate any dates between October 19 and 22 that you are not available for the session to be scheduled.**

If you accept this invitation, I will follow up soon to schedule an initial planning call with you and the other participants in the next couple of weeks. You will also receive more information about the speaker role, timeline, etc., before the planning call.

Please note that invited speakers must book and pay for their own registration, flight, and hotel room. We recommend making hotel reservations ASAP. For additional travel information on this year's conference, please visit <http://www.qualitycharters.org/events/hotel-ground-travel-information.html>

Each year, NACSA's conference attracts more than 450 authorizers, policymakers, charter school advocates, researchers, and other education leaders to learn, share, and network around the critical issues facing the authorizing and charter school sector at large. NACSA's 2015 Conference promises to be an exciting event, with thought-provoking plenary and super sessions, relevant, action-oriented breakout sessions, and terrific networking events – all set in the backdrop of Colorado.

NACSA's conference is a must-attend event for authorizers and other professionals focused on growing a high-quality charter school sector. That's because we are able to tap the experience and expertise of leaders in the field like you who push for excellence in charter schooling. We thank you for your consideration and hope you will work with us on this session.

Best,
Margaret

Margaret Lin
720.891.5734

Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 09, 2015 12:02 PM
To: Patrick Gavin; Danny Peltier
Cc: Carly Bolger
Subject: RE: School Leader Meetings During Site Visit

Got it! Will do.



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Wednesday, September 09, 2015 2:01 PM
To: Danny Peltier
Cc: Elisa Westapher; Carly Bolger
Subject: Re: School Leader Meetings During Site Visit

Just as a heads up--our state phones are not the best at picking up more than a few voices in a conference room. We typically discourage a lot of mixed participation--including at board meetings--to avoid the inevitable "I can't hear" or "too many people are talking" that occurs when we have more than a handful of in person participants versus the vast majority of schools that cannot travel to Vegas or get away from their students. You may want to set some ground rules at the beginning to ensure that the in-person participants do not overpower the people on the phone.

Patrick J. Gavin
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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Sep 9, 2015, at 10:08 AM, Danny Peltier <dpeltier@spsca.nv.gov> wrote:

Yes, that is the line they will use. I am sorry for any extra work I might have caused you!

Danny Peltier

Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, September 09, 2015 10:08 AM
To: Danny Peltier; Patrick Gavin
Cc: Carly Bolger
Subject: RE: School Leader Meetings During Site Visit

Great, you are using the conference line I provided, correct?



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National Association of Charter School Authorizers
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From: Danny Peltier [<mailto:dpeltier@spsca.nv.gov>]
Sent: Wednesday, September 09, 2015 12:04 PM
To: Elisa Westapher; Patrick Gavin
Cc: Carly Bolger
Subject: RE: School Leader Meetings During Site Visit

I will resend the information. I have been very clear about the conference line and ties, but I will send another one ou to ensure all of the school leaders know what is going on.

Danny Peltier
Administrative Assistant III
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dpeltier@spsca.nv.gov
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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]

Sent: Wednesday, September 09, 2015 10:02 AM

To: Danny Peltier; Patrick Gavin

Cc: Carly Bolger

Subject: School Leader Meetings During Site Visit

Importance: High

Danny and Patrick,

I fielded a call from a board chair that was not happy that the school leader group interview was not going to be conducted in person.

I provided an explanation, and he seemed generally satisfied, but he said he had not received clear information about the times of the call and the call-in information.

Given that school leaders generally are wary of participating via conference line, could you please make sure that all school leaders have the call-in information and know that they can participate in person if they are in Vegas.

Thank you and see you tomorrow!

Elisa



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Cc: 'Carly Bolger'
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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Wednesday, September 09, 2015 7:49 AM
To: Patrick Gavin; Danny Peltier
Cc: Carly Bolger; Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

Patrick,

We are scheduled to meet with you at 8:30am prior to the first board member meeting. We will just plan to meet you at the department offices then.

Carly and I will be leaving for the airport around 3:30pm today. You have my cell if anything comes up!

Elisa



Elisa Westapher, Director of Authorizer Development
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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, September 08, 2015 6:19 PM
To: Danny Peltier; Elisa Westapher
Cc: Carly Bolger; Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

There is a Starbucks in the same strip mall where the Department of Education's offices are. If people want to meet there at 8:00 I'm happy to grab coffee and start the conversation then.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
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On Tue, Sep 8, 2015 at 4:16 PM -0700, "Danny Peltier" <dpeltier@spsca.nv.gov> wrote:

Patrick may have a place to meet prior to the official visit beginning, but I will let him chime in on that.

Nevada Department of Education

Las Vegas (MAP)

9890 S Maryland Pkwy, 2nd Floor

Las Vegas, Nevada 89183

Phone: 702.486.6458 (8am-5pm)

Fax: 702.486.6450

Danny Peltier

Administrative Assistant III

State Public Charter School Authority

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Tuesday, September 08, 2015 4:08 PM
To: Danny Peltier; Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Site Visit Schedule: Comments and Questions

Yes, where should we report on day 1?



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [<mailto:dpeltier@spsca.nv.gov>]
Sent: Tuesday, September 08, 2015 6:07 PM
To: Elisa Westapher; Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Site Visit Schedule: Comments and Questions

Thanks Elisa,

This looks good to me. Please let me know if you need anything else.

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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Also, please let us know the specific address we should report to on Day 1.

Thank you!

Elisa



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Sent: Tuesday, September 08, 2015 3:39 PM
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Cc: Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

Hi Elisa and Victoria,

Please see the answers to your questions below:

Board Member Meetings. Per the proposed schedule, we are supposed to meet with board members on both days from 9am-12pm. Those are large portions of the day. Are you planning for each to meet with a total of 6 members for one hour each? If possible, we can meet with the board chair individually for one hour and the remaining members we could do in small groups of 2 or 3 if possible. Please also provide us a list of names and the corresponding interview times. **The chair is out of town and will be unable to attend the meetings. I am finalizing the final times for the board members but currently we will have two meetings:**

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 - Application Review Team – is this all staff members? Who participates on this team? – **Staff members already are being interviewed above**
 - Anyone else I missed? – **No**

Please let me know if you have additional questions.

Danny Peltier
Administrative Assistant III
State Public Charter School Authority

dpeltier@spsca.nv.gov

775-687-9174

775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]

Sent: Monday, September 07, 2015 3:17 PM

To: Patrick Gavin

Cc: Danny Peltier; Victoria Ng

Subject: RE: Site Visit Schedule: Comments and Questions

Thanks Patrick!

And if you need our conference line, you can use:

1-800-750-4065

Participant Code: 938083# (one to share with school leaders)

Moderator Code: 373233#

Call me tomorrow if you have any questions!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Monday, September 07, 2015 4:49 PM

To: Elisa Westapher

Cc: Danny Peltier; Victoria Ng

Subject: Re: Site Visit Schedule: Comments and Questions

Importance: High

Elisa,

Thanks for the feedback. Per our chat, we'll work through these issues tomorrow.

Thanks,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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On Sep 7, 2015, at 1:49 PM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

Patrick,

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 - Application Review Team – is this all staff members? Who participates on this team?

- Anyone else I missed?

Here's where we are with the site visit, please update based on the information above.

SITE VISIT SCHEDULE

Day 1, Thursday, September 10th

- 8:30-9:00am: Introductory Meeting with Patrick
- 9:00am – 12:00pm: Board Member Interviews
- 12:00pm – 1:00pm: Lunch
- 1:00pm – 3:00pm: Staff Interviews??
- 3:00pm – 4:30pm: School Leader Group Interview

Day 2, Friday, September 11th

- 9:00am – 12:00pm: Board Member Interviews [per above, do we need all this time or can some of the board members be interviewed together to free up more time for staff interviews.]
- Staff Interviews??
- 4pm – 5pm: School Leader Group Interview [see comments above re school leader group interview, hoping we can do one school leader group interview on Thursday. We need to be finished with all interviews by approximately 4:15pm or whatever time we need to leave to make a 6:20pm flight.]
- 3:45pm – 4:15pm: Delivery of Preliminary Findings with Patrick

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Danny Peltier
Sent: Tuesday, September 08, 2015 4:16 PM
To: 'Elisa Westapher'; Patrick Gavin
Cc: 'Victoria Ng'; 'Carly Bolger'
Subject: RE: Site Visit Schedule: Comments and Questions

Patrick may have a place to meet prior to the official visit beginning, but I will let him chime in on that.

Nevada Department of Education
Las Vegas (MAP)
9890 S Maryland Pkwy, 2nd Floor
Las Vegas, Nevada 89183
Phone: 702.486.6458 (8am-5pm)
Fax: 702.486.6450

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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To: Danny Peltier; Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Site Visit Schedule: Comments and Questions

Yes, where should we report on day 1?



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Sent: Tuesday, September 08, 2015 6:07 PM

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Administrative Assistant III
State Public Charter School Authority
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775-687-9113 (fax)

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Thanks Patrick!

And if you need our conference line, you can use:

1-800-750-4065
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Moderator Code: 373233#

Call me tomorrow if you have any questions!

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Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, September 07, 2015 4:49 PM
To: Elisa Westapher
Cc: Danny Peltier; Victoria Ng
Subject: Re: Site Visit Schedule: Comments and Questions
Importance: High

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Thanks for the feedback. Per our chat, we'll work through these issues tomorrow.

Thanks,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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<image001.png>

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Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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Sent: Monday, September 07, 2015 3:17 PM
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Cc: Danny Peltier; Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

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Patrick Gavin

From: Danny Peltier
Sent: Tuesday, September 08, 2015 4:07 PM
To: 'Elisa Westapher'; Patrick Gavin
Cc: 'Victoria Ng'; 'Carly Bolger'
Subject: RE: Site Visit Schedule: Comments and Questions

Thanks Elisa,

This looks good to me. Please let me know if you need anything else.

Danny Peltier
Administrative Assistant III
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dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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Sent: Tuesday, September 08, 2015 4:03 PM
To: Danny Peltier; Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Site Visit Schedule: Comments and Questions

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Also, please let us know the specific address we should report to on Day 1.

Thank you!

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To: Elisa Westapher; Patrick Gavin
Cc: Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

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Cc: Victoria Ng; Carly Bolger
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Attachments: NSPCSA Site Visit Schedule.docx

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail176.atl101.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Tuesday, September 08, 2015 3:00 PM
To: Patrick Gavin
Subject: Support Washington State's Charter School Students

Support Washington State's Charter School Students
Tuesday, September 8, 2015

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Over the past three years, Washington State's public officials have worked carefully to implement the state's new charter school law. It is because of their work that more than 1,200 children throughout the state are enrolled in a public charter school this fall.

The education of these children is now jeopardized by the Washington Supreme Court's decision to invalidate the state's charter school law. Numerous other states have faced the same local control and funding issues and no other state Supreme Court has ruled the way the Washington court did. Washington's ruling is unique and extreme.

The National Association of Charter School Authorizers ([NACSA](#)) has worked closely with the Washington State Board of Education, the Washington State Charter Schools Commission, and the Spokane Public Schools to implement charter schools in a high-quality manner.

We are asking you to [call on Governor Jay Inslee to hold a special session](#) to save Washington's charter schools.

Washington's children, parents, and communities deserve a reasonable solution that respects both the will of the people and the state constitution.

Together, we can support Washington's students, parents, authorizers, and policymakers.



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

National Association of Charter School Authorizers
105 West Adams Street
Suite 1900
Chicago, IL 60603

[Add us to your address book](#)

Ph: 312.376.2300

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Patrick Gavin

From: Danny Peltier
Sent: Tuesday, September 08, 2015 1:39 PM
To: 'Elisa Westapher'; Patrick Gavin
Cc: 'Victoria Ng'
Subject: RE: Site Visit Schedule: Comments and Questions

Hi Elisa and Victoria,

Please see the answers to your questions below:

Board Member Meetings. Per the proposed schedule, we are supposed to meet with board members on both days from 9am-12pm. Those are large portions of the day. Are you planning for each to meet with a total of 6 members for one hour each? If possible, we can meet with the board chair individually for one hour and the remaining members we could do in small groups of 2 or 3 if possible. Please also provide us a list of names and the corresponding interview times. **The chair is out of town and will be unable to attend the meetings. I am finalizing the final times for the board members but currently we will have two meetings:**

9/10/2015 – 9am

Bob McCord

Adam Jones

Nora Luna

9/10/2015 – 11am

Elissa Wahl

Marc Abelman

School Leader Meetings. The proposed schedule has a school leader meeting both Thursday and Friday. Is there a reason two different times are needed? The one on Friday is scheduled for 4pm, which won't work with our 6:20pm flight out, especially because we will need 30 minutes at the end of Day 2 to tie things up and deliver our preliminary findings. Also, will these be in-person meetings with the school leaders? We got an email from a school leader saying that they the meeting will be via conference line. She was NOT happy about this. Is that correct? Is there a reason that the Las Vegas school representatives can't join in person? **The reason for the two times is to best accommodate different school schedules. The meeting is scheduled for 3pm each day. If a school member would like to be in the conference room with you during the meeting, I am sure we could accommodate. The reason it was a conference line is the room you will be in in LV will not be able to house all participants during ythe call. I apologize to the school leader who was upset.**

- **Staff Interviews.** We need to map out the staff interviews. Per the information available on the website and the job descriptions in the dropbox, we would like to interview the following: **Our office doesn't break the EPPs out by application, but I have set up interviews that group our EPPs as best as I could.**
 - Patrick – aside from the Day 1 introductory meeting, please make sure that we have 1.5 hours with you on Day 1 and then 30 minutes with you at the end of Day 2.
 - ASO II – 45 minutes – **Jessica Hoban, 9/11 @ 2pm**
 - EPP (applications) – 45 minutes – **Nya Berry and Joan Jurgensen, 9/10 @ 1pm**
 - EPP for Oversight and Evaluation – 45 minutes – **Angela Blair and Kathy Robson 9/11 @ 1pm**
 - EPP (technical assistance) – 45 minutes
 - **OUR EPPs HANDLE ALL THREE OF THESE ACTIVITIES**
 - Management Analyst II and Business Analyst II – 45 minutes – **Allyson Kellogg and Traci House 9/10 @ 2:30 pm**

- Administrative Analyst III and Management Analyst I – 30 minutes – **Danny Peltier and Katie Higday 9/10 @ 2pm**
- General Counsel – if possible or I believe you said this individual might be traveling – **(Conference Call) – Greg Ott 9/10 @ 11am**
- Application Review Team – is this all staff members? Who participates on this team? – **Staff members already are being interviewed above**
- Anyone else I missed? – **No**

Please let me know if you have additional questions.

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Monday, September 07, 2015 3:17 PM
To: Patrick Gavin
Cc: Danny Peltier; Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

Thanks Patrick!

And if you need our conference line, you can use:

1-800-750-4065
Participant Code: 938083# (one to share with school leaders)
Moderator Code: 373233#

Call me tomorrow if you have any questions!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, September 07, 2015 4:49 PM
To: Elisa Westapher
Cc: Danny Peltier; Victoria Ng
Subject: Re: Site Visit Schedule: Comments and Questions
Importance: High

Elisa,

Thanks for the feedback. Per our chat, we'll work through these issues tomorrow.

Thanks,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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On Sep 7, 2015, at 1:49 PM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

Patrick,

I reviewed the information Danny provided regarding the site visit schedule and wanted to check-in with you on a few items and fill in the remaining holes.

- **Board Member Meetings.** Per the proposed schedule, we are supposed to meet with board members on both days from 9am-12pm. Those are large portions of the day. Are you planning for each to meet with a total of 6 members for one hour each? If possible, we can meet with the board chair individually for one hour and the remaining members we could do in small groups of 2 or 3 if possible. Please also provide us a list of names and the corresponding interview times.
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Here's where we are with the site visit, please update based on the information above.

SITE VISIT SCHEDULE

Day 1, Thursday, September 10th

- 8:30-9:00am: Introductory Meeting with Patrick
- 9:00am – 12:00pm: Board Member Interviews
- 12:00pm – 1:00pm: Lunch
- 1:00pm – 3:00pm: Staff Interviews??
- 3:00pm – 4:30pm: School Leader Group Interview

Day 2, Friday, September 11th

- 9:00am – 12:00pm: Board Member Interviews [per above, do we need all this time or can some of the board members be interviewed together to free up more time for staff interviews.]
- Staff Interviews??
- 4pm – 5pm: School Leader Group Interview [see comments above re school leader group interview, hoping we can do one school leader group interview on Thursday. We need to be finished with all interviews by approximately 4:15pm or whatever time we need to leave to make a 6:20pm flight.]
- 3:45pm – 4:15pm: Delivery of Preliminary Findings with Patrick

<image001.png>

Elisa Westapher, Director of Authorizer Development
 National Association of Charter School Authorizers
 Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

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Cc: Danny Peltier; Victoria Ng
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Importance: High

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Patrick J. Gavin
Director
State Public Charter School Authority
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Carson City, NV 89706
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Direct: 775-687-9160
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<image001.png>

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National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Monday, September 07, 2015 1:50 PM
To: Patrick Gavin
Cc: Danny Peltier; Victoria Ng
Subject: Site Visit Schedule: Comments and Questions

Importance: High

Patrick,

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Patrick Gavin

From: Danny Peltier
Sent: Friday, September 04, 2015 1:15 PM
To: Patrick Gavin
Subject: FW: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

FYI,

They will still take anything we might have missed on Tuesday

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Friday, September 04, 2015 1:14 PM
To: Danny Peltier; Victoria Ng
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Danny,

Thank you for all your hard working in assembling the documents and I am so sorry you have been so sick!

I will have a chance to review them over the weekend and will let you know on Tuesday if we are missing anything or have further questions.

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [<mailto:dpeltier@spsca.nv.gov>]
Sent: Friday, September 04, 2015 3:13 PM
To: Victoria Ng
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Hi Victoria,

I wanted to check in again with you to see if I could be of more assistance As you may be aware, I was pretty sick this week and still haven't gotten fully better. I wanted to make sure you didn't need more documents that I could possible provide. If not, I am going back home to bed LOL

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
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From: Victoria Ng [<mailto:victorian@qualitycharters.org>]
Sent: Friday, September 04, 2015 12:05 PM
To: Danny Peltier
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Hi Danny,

Upon review of the documents I kindly ask that you provide the following:

1. Do you have any renewal documents other than the contract template and the three school renewal contracts? Anything from reviewer guidelines to renewal policies If so, please do upload those to the Performance based accountability folder
2. Do you have any site visit reports? If so, please upload those to the "Site Visit" sub folder in the Performance Based Accountability folder
3. Do you have any academic performance data other than the frameworks?

Thank you!
Victoria

From: Danny Peltier [<mailto:dpeltier@spsca.nv.gov>]
Sent: Friday, September 04, 2015 12:48 PM
To: Victoria Ng; Patrick Gavin
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Hi Victoria,

I have uploaded the documents you requested in the DropBox folder.

I have setup the interview times with our board and school leaders. He times are below:

9/10 – 9am, 10am, and 11am (our board)

9/10 – 3pm (school leaders)

9/11 – 9am, 10am, and 11am (our board)

9/11 – 4pm (school leaders)

Please let me know if you need anything else.

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
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From: Victoria Ng [<mailto:victorian@qualitycharters.org>]
Sent: Friday, September 04, 2015 10:41 AM
To: Patrick Gavin; Danny Peltier
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Excellent! Thank you!

Daniel- Please send me an email verifying when you're done so I can prepare the documents to send to the evaluators. Thank you!

Best,
Victoria

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, September 04, 2015 12:38 PM
To: Victoria Ng
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Mostly if not entirely. I think he is working on the schedule now.

Patrick J. Gavin

Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
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From: Victoria Ng [<mailto:victorian@qualitycharters.org>]
Sent: Friday, September 04, 2015 10:32 AM
To: Patrick Gavin
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

My apologies- because they were the same name when I clicked the link it first sent me to the NACSA folder and now when I have that already open it opened yours.

It looks like you have a lot of documents in there already- are you done?

Thank you,
Victoria

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, September 04, 2015 12:29 PM
To: Victoria Ng
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

That is what we did—this is a dropbox in my account as yours wasn't working.

Patrick J. Gavin
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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: Victoria Ng [<mailto:victorian@qualitycharters.org>]
Sent: Friday, September 04, 2015 10:26 AM
To: Patrick Gavin
Cc: Elisa Westapher
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Hi Patrick,

Both Elisa and I are unable to view any of the documents you've uploaded. Can you move those into a Dropbox folder on your system and then share that with us? Or maybe you can send them via email in zip folders? Maybe your system has blocked you from sharing any contents with us via our folder.

Thank you,
Victoria

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, September 04, 2015 12:21 PM
To: Victoria Ng
Subject: RE: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Yes. We've been filling it.

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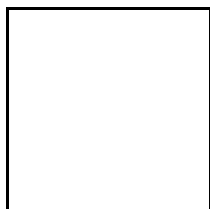
From: Victoria Ng [<mailto:victorian@qualitycharters.org>]
Sent: Friday, September 04, 2015 10:21 AM
To: Patrick Gavin
Cc: Elisa Westapher
Subject: FW: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you

Hi Patrick,

I don't see any documents in the folder- is there an error?

Thank you,
Victoria

From: Patrick via Dropbox [<mailto:no-reply@dropbox.com>]
Sent: Friday, September 04, 2015 12:19 PM
To: Victoria Ng
Subject: Patrick Gavin wants to share "NSPCSA_Evaluation_External" with you



Hi Victoria,

Patrick (pgavin@spsca.nv.gov) invited you to a Dropbox shared folder called "NSPCSA_Evaluation_External."

[View folder](#)

Enjoy!
- The Dropbox Team

© 2015 Dropbox

■

Patrick Gavin

From: Victoria Ng <victorian@qualitycharters.org>
Sent: Thursday, September 03, 2015 8:04 AM
To: Patrick Gavin
Cc: Elisa Westapher
Subject: Site Visit Schedule- urgent
Attachments: AE_NSPPSA_DRAFT Formative Intro Ltr and Guide_8.20.15.docx

Hi Patrick,

Thank you for sending the school leaders another heads up email. I have resent the link email.

Relative to my comment over the phone yesterday that the site visit is coming soon and Monday is a holiday, we hope that you are able to **provide us a draft site visit schedule by COB tomorrow**. Please use page 2 of the draft intro letter attached as a template and the sample schedule below as guidance:

Your site visit schedule should include the following components:

- **Introductory meeting** (day 1) with you – to get brief introduction to your office and to go over any logistics.
- **Interviews with you and other key staff members** (that work with charter schools even if not in your division): the meetings should be individual interviews unless it makes sense to group a few people together. Each interview should be a minimum of 30 minutes. Key staff members should be 45 minutes or an hour.
- **Board member interviews**: We would like to meet with the chair of the board individually for 45-60 minutes and then can meet with other board members in a group or individually (doesn't matter). If it's easier for the evaluators to meet board members at an outside location or for certain ones to call-in, that's fine.
- **Charter school leader group interview**. Please invite the charter school leaders to meet with the evaluators. We generally allocate 60-90 minutes for this meeting (90 if scheduled over lunch). This is a group meeting and is an informal discussion.
- **Opportunity to observe a staff or board meeting**. We ask that you provide the evaluators with an opportunity to observe a staff or board meeting. I don't believe there is a board meeting during these dates, but an internal staff meeting re charter schools would be great.
- **End of day 2** – the evaluators will end the site visit by meeting with you and sharing their preliminary thoughts.

Please let me know if you have any questions!

Best,
Victoria

Victoria M. Ng
DIVISION COORDINATOR



105 W. Adams Street, Suite 1900 | Chicago, IL 60603

Direct: (312) 376-2365 | www.qualitycharters.org

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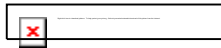


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail205.atl171.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, February 10, 2016 1:00 PM
To: Patrick Gavin
Subject: Identify Academic Performance Priorities

Quality Charters Weekly
Wednesday, February 10, 2015

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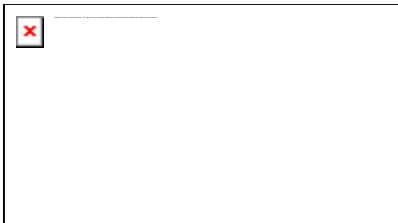
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STORY SUITE WITH TOM HUTTON

In our Story Suite, conversations focus less on the WHAT of authorizing and more on the WHY of authorizing: why we do this work, and why we believe it is making a difference.

What follows are edited transcript excerpts of our conversation with one dedicated leader in authorizing: Tom Hutton, Executive Director of the Hawaii State Public Charter School Commission.



OPPORTUNITIES

[Emerging CMO Fund](#)

Charter School Growth Fund

National

IN THE NEWS

[Assistant Director of Charter School Authorizing /
Authorizing Specialist](#)

Audubon Center of the North Woods
Minneapolis, MN

[2016-2017 Senior Teachers](#)

Foundations College Prep
Chicago, IL

[More Charter Schools in Ohio? 'Probably'](#)
Cincinnati.com

[Birmingham City Schools Approved as
Charter School Authorizer](#)
WTVM-Columbus, GA

[Gov. Brian Sandoval Names Steve Canavero
State Superintendent of Education](#)
Nevada Appeal



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Patrick Gavin

From: Karega Rausch, Vice President of Research & Evaluation at NACSA
<KaregaR=qualitycharters.org@mail4.suw13.rsgsv.net> on behalf of Karega Rausch,
Vice President of Research & Evaluation at NACSA <KaregaR@qualitycharters.org>
Sent: Wednesday, February 10, 2016 8:00 AM
To: Patrick Gavin
Subject: Tell Us How NACSA Can Improve Authorizing in the Years to Come

Strategic Planning Survey
Wednesday, February 10, 2016

[View this email in your browser](#)



Good Morning Patrick Gavin,

As part of NACSA's process for creating its next strategic plan, we are asking a select group of key stakeholders to give their feedback on the context in which NACSA operates. You are among that select group of stakeholders we are hoping to hear from. Your thinking on key opportunities and threats will shape how NACSA works to improve authorizing in the years to come. As NACSA members it's also very important to us that we understand NACSA's strengths and weaknesses from your perspective, as well as how satisfied you are with your membership.

Please complete a brief 20-minute survey:

[Take the Survey](#)

We know your time is valuable and can't thank you enough for taking the time to share your valuable thinking. We would appreciate you completing the survey as soon as you can, and not later than February 23, 2015.

Don't hesitate to send me any questions you may have. Thanks in advance for your help.

Sincerely,

M. Karega Rausch, Ph.D.

Vice President of Research & Evaluation



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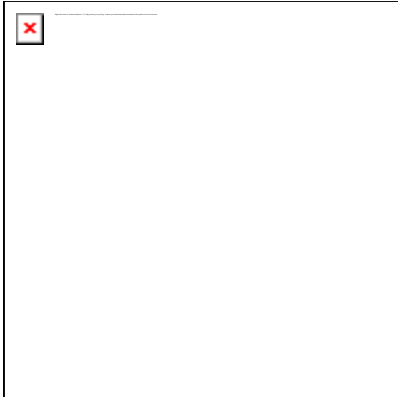
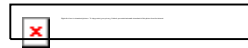


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail3.suw13.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, February 03, 2016 1:01 PM
To: Patrick Gavin
Subject: Apply New Understanding of ESSA to Your Work

Quality Charters Weekly
Wednesday, February 3, 2016

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GRAPPLING WITH CLOSURE COSTS

As NACSA's State and Federal Policy Analyst, Christina Ricordati works with states across the country to create better charter school laws and policies.

States across the country are grappling with how to handle expenses associated with charter school closings. Two states, Florida and Indiana, have introduced legislation addressing this topic.



OPPORTUNITIES

[Emerging CMO Fund](#)
Charter School Growth Fund
National

[State Public Charter School Commission – Educational Specialist](#)

State Public Charter School Commission
Honolulu, HI

[2016-2017 Senior Teachers](#)

Foundations College Prep
Chicago, IL

[2016-2017 Teachers](#)

Foundations College Prep
Chicago, IL

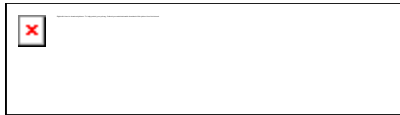
IN THE NEWS

[Turnaround Case Study: Cornerstone Prep](#)
National Charter School Resource Center

[50-State Comparison: Charter School Policies](#)
Education Commission of the States

[Charter School Focuses on Students With Autism](#)
Fox 10 News – Arizona News

[Oklahoma Education Board Approves New Standards for Students](#)
Education Week



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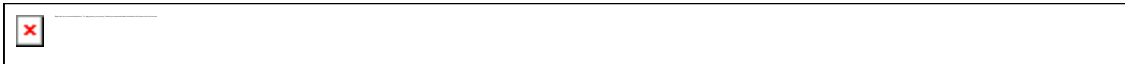


Patrick Gavin

From: Amanda Fenton, Director of Federal Policy at NACSA
<afenton@qualitycharters.org@mail41.wdc01.mcdlv.net> on behalf of Amanda Fenton,
Director of Federal Policy at NACSA <afenton@qualitycharters.org>
Sent: Thursday, January 28, 2016 1:00 PM
To: Patrick Gavin
Subject: ESSA For Authorizers: Resources and Updates from NACSA

ESSA Transition Series
Thursday, January 28, 2016

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The passage of the Every Student Succeeds Act (ESSA) is a big deal for authorizers. NACSA wants to help make sure your office is prepared to manage the implementation while balancing your responsibilities as an authorizer.

This message is the first in a series aimed at supporting your work during this transition over the next 18 months. We'll be sending you alerts when we have new resources available and when something happens that you should know about.

Everything will be available on our new [ESSA for Authorizers](#) page—make it your new go-to site for updates and resources aimed at supporting your work.

Information Alert: US Department of Education Issues Transition Guidance that Impacts Data Availability

On December 18, 2015 the US Department of Education issued a "[Dear Colleague Letter On the Transition to ESSA](#)". The letter provides initial guidance to States on the transition to the new federal education law, including several immediate impacts on state accountability systems and the associated reporting of annual district, school, and student performance data.

What You Need to Know

- You may not have access to some academic performance data for the 14/15 and 15/16 school years.
- The Priority and Focus School Lists in your state—which identify the bottom five percent and 10 percent of schools—will be impacted by decisions your state must make by January 29, 2016.

What You Can Do Now

- Ask your office-or-state data officer which state report card measures will be impacted. Which state report card pieces make reference to the state’s Annual Measurable Objectives (AMO)? That is the official metric being impacted, which is often part of a state growth goal or a sub-group goal. Even though the state is not required to report on the AMO metric specifically, will the state report on or otherwise release the impacted state report card metric anyway? Identifying those impacted metrics, and getting a jump on what your State is planning to do about it, will help you plan for any data gaps.
 - Start thinking about how you will adapt. You don’t need an answer today or this month, or possibly even this school year, but start thinking about the decisions you will have to make in the next two years that may be effected by this data change. Identifying the impact will help us all come up with solutions. NACSA will be here to help every step of the way.
- Ask yourself: Does the identification of a charter school on the Priority or Focus list trigger any actions for me or the school, such as the consideration of a school for closure or probation? Is that action mandatory (i.e., required by law) or discretionary (i.e., an internal or voluntary policy)?
 - If it has a significant impact on a mandatory action, consider speaking with your SEA or your office Government Affairs liaison to notify them of this effect. This will notify the State of the impact this decision could have on charter school oversight and will help the State better plan for this change.

Want to know more details about what, specifically, is happening? Check out our commentary post on the [Why and What of the 12-18-15 Dear Colleague Letter](#).

NACSA will be keeping you updated on these developments as they happen and rolling out new and refurbished tools to help your through this landmark transition. Stay tuned.

Best,

Amanda Fenton
Director, Federal and State Policy



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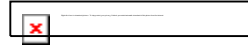
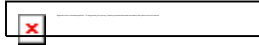
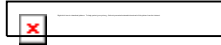


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail93.atl91.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, January 27, 2016 1:01 PM
To: Patrick Gavin
Subject: School Choice Week: Remember the Basics

Quality Charters Weekly
Wednesday, January 27, 2016

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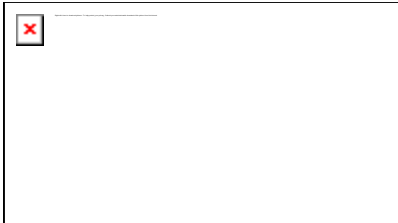
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STORY SUITE WITH SHENITA JOHNSON

In our Story Suite, conversations focus less on the WHAT of authorizing and more on the WHY of authorizing: why we do this work, and why we believe it is making a difference.

In celebration of National School Choice Week, what follows are edited, transcript excerpts of our conversation with one dedicated leader in authorizing: Shenita Johnson.

Shenita Johnson serves as the Deputy Director of Illinois State Charter Schools Commission, and formerly served as NACSA's deputy director of the central region in 2006-07.



OPPORTUNITIES

[2016-2017 Senior Teachers](#)

Foundations College Prep
Chicago, IL

[2016-2017 Teachers](#)

Foundations College Prep
Chicago, IL

[Executive Director](#)

Colorado Charter School Institute
Denver, CO

[Teacher Job Fair](#)

Illinois Network of Charter Schools
Chicago, IL

IN THE NEWS

[Quality In Adversity Report](#)

Thomas B. Fordham Institute

[As Interest in School Choice Grows, so Does](#)

[National School Choice Week](#)

Illinois Watchdog

[Proposed Florida Constitutional Amendment](#)

[Would Give State Ability to Authorize New](#)

[Charter Schools](#)

Bradenton Herald

[RI House Lawmakers to Vote on Charter](#)

[School Legislation](#)

Associated Press



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Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, January 27, 2016 6:31 AM
To: Patrick Gavin
Subject: Hotel Information for NACSA Leadership Summit
Attachments: Heads of Authorizing Office -- 2016 Summit Agenda_FINAL.pdf

Good morning, Patrick,

Thank you for RSVPing for the Heads of Authorizing Offices Community's Leadership Summit, hosted March 10-11 in Washington, D.C. We are looking forward to a great event and are so happy you can join us!

Below you will find information on the room block for this event. I had hoped to provide you with a link for online reservations; however, due to the recent winter storm and closures in the area, we have not yet received the link. I will share it as soon as I receive it. Please note there are a limited number of rooms available for Wednesday evening.

I have also provided our current agenda to assist you in making your travel arrangements. If you have any questions, please don't hesitate to reach out to me.

Warmest regards,
Courtney

2016 Leadership Summit – Lodging Information

[Washington Plaza Hotel](#)
10 Thomas Cir. NW
Washington, D.C. 20005

Cut-Off Date
February 9, 2016

Room Reservation
Reference: National Association of Charter School Authorizers
(202) 842-1300
(800) 424-1140

NACSA Rate
\$205 per night plus applicable taxes

Courtney Leigh Beisel
DIRECTOR OF AUTHORIZER ENGAGEMENT



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Direct: (724) 719-2554 | www.qualitycharters.org

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Patrick Gavin

From: Karega Rausch, Vice President of Research & Evaluation
<karegar=qualitycharters.org@mail89.atl71.mcdlv.net> on behalf of Karega Rausch,
Vice President of Research & Evaluation <karegar@qualitycharters.org>
Sent: Tuesday, January 26, 2016 9:00 AM
To: Patrick Gavin
Subject: Great Work! Your Authorizing Office Scored 11 on NACSA's Index of Essential Practices

2015 Index of Essential Practices
Tuesday, January 26, 2016

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Hi Patrick Gavin,

We are pleased to share that Nevada State Public Charter School Authority scored 11 of 12 points on this year's *Index of Essential Practices*. For a breakdown of your score, as well as how you compare to other authorizers in Nevada, click on the button below.

Each year, NACSA releases the *Index*, our analysis of how well authorizers across the nation are implementing the [12 practices](#) that are critical to fulfilling the responsibilities of being an authorizer.

We all know that decisions in authorizing aren't black or white, but these fundamentals establish a foundation of practice that paves the way for great educational options for our children.

Share your experiences in adopting these practices with your peers through one of NACSA's Communities or by volunteering to present at the 2016 NACSA Leadership Conference in Atlanta. Consider ways you can continue to strengthen your practices by exploring NACSA's tools and resources for authorizers.

[Breakdown My Score](#)

The complete *Index of Essential Practices*, along with authorizers' scores from around the country, is now available on our website. Also look for our *State of Charter School Authorizing*

report, an analysis of trends in authorizing that will be released mid-February.

Thank you for participating in our annual survey and keep up the great work.

Sincerely,
M. Karega Rausch, Ph.D.



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Patrick Gavin

From: membership@qualitycharters.org
Sent: Friday, January 22, 2016 9:12 AM
To: Patrick Gavin
Subject: National Association of Charter School Authorizers - Thank you for your order

National Association of Charter School Authorizers

Dear Patrick Gavin,

Confirmation for the order placed on 1/22/2016

[Click here](#) for a printable view of the order.

The following is a description of the order:

Order Number is: 151072905

Ordered 1 products (see below):

Product Number: O2X9S8
Product: 2016 Leadership Summit
Quantity: 1
Price Each: \$0.00
Total Price: \$0.00

Total: \$0.00

Thank you!

National Association of Charter School Authorizers

This is an automated email sent from the National Association of Charter School Authorizers. Please do not reply to this email. It has been sent from an email account that is not monitored. If you feel you have received this message in error, or would like to reach NACSA's membership office, please contact membership@qualitycharters.org or 724.719.2554.

Patrick Gavin

From: nacsas@qualitycharters.org
Sent: Friday, January 22, 2016 9:11 AM
To: Patrick Gavin
Subject: Thank you for registering for the event

National Association of Charter School Authorizers

Dear Patrick,

Thank you for registering for: Heads of Authorizing Office Community 2016 Leadership Summit

Your Registration ID: 5928075

For more information regarding this event please go to:
<http://qualitycharters.site-ym.com/events/EventDetails.aspx?id=764637>

Thanks!
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From: membership@qualitycharters.org
Sent: Friday, January 22, 2016 9:08 AM
To: Patrick Gavin
Subject: National Association of Charter School Authorizers: Password Reset Request

A request to **reset the password for Patrick Gavin** has been submitted from:

National Association of Charter School Authorizers
<https://qualitycharters.site-ym.com>

Please click on the link below to be taken back to the site to reset your password:

[Reset My Password Now!](#)

Please Note: For security purposes, this link expires in 24 hours.

If you are having trouble clicking on the link above, please copy and paste the following link in your web browser:

https://qualitycharters.site-ym.com/general/reset_pass.asp?token=7T79n23L

If prompted for reset code, please enter: **7T79N23L**

What if I did not request my password be reset?

This email was sent from the website on the "forgot your password" page by providing an email address or username and pressing submit. The reset password link was then sent to this email address as it is the email address we have on file associated with this profile. If you did not submit this request, it is possible an individual mistyped their own information. Your personal information has not been sent to anyone as a result of this request, nor has your password been updated/changed. You may ignore this email if you did not submit this request. [Please contact us](#) if you have any additional questions.

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Friday, January 22, 2016 6:31 AM
To: Patrick Gavin
Subject: RE: The Leader as a Storyteller: A Workshop for Heads of Authorizing Offices

My apologies, Patrick! The link in the text works, but not the button at the end of the copy. I have flagged this for our communications team. Here is the link to register:

<http://qualitycharters.site-ym.com/events/register.aspx?id=764637>

We look forward to seeing you in DC!

Best,
Courtney

Courtney Leigh Beisel
DIRECTOR OF AUTHORIZER ENGAGEMENT



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Direct: (724) 719-2554 | www.qualitycharters.org

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, January 21, 2016 5:56 PM
To: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Subject: Re: The Leader as a Storyteller: A Workshop for Heads of Authorizing Offices

Link doesn't seem to work...at least on my phone.

Patrick J. Gavin
Executive Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Follow us on Twitter: @NevadaCharters
Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, January 21, 2016 11:29 AM
Subject: The Leader as a Storyteller: A Workshop for Heads of Authorizing Offices
To: Patrick Gavin <pgavin@spsca.nv.gov>

Heads of Authorizing Offices
January 21, 2016

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Who are you as a leader? What is your vision for success? How will you tell the world your story to drive change?

Storytelling is an important leadership tool to advance your mission and vision for ensuring every child in your community has access to a great public education. It is a skill that needs to be developed, cultivated, and practiced to ensure your words have power, meaning, and influence. The NACSA Heads of Authorizing Office Community is pleased to offer you a complimentary workshop aimed at developing this important communication skill.

Please join your fellow authorizing leaders for the 2016 Leadership Summit hosted March 10-11 at the office of the D.C. Public Charter School Board.

There is no registration fee, but to attend you [must RSVP](#) by February 29. The event will begin at 9:30 a.m. on Thursday, March 10 and conclude at 1:00 p.m. on Friday, March 11.

In addition to our story telling workshop, this event will also feature a discussion of the book, *Focus: The Hidden Driver of Excellence*, by Daniel Goleman.

Attendees are expected to cover their own transportation and lodging for this event. Breakfast and lunch will be provided as part of each day's activities. NACSA reserves the right to cancel this event if a minimum of 15 attendees is not reached. NACSA is working to contract a hotel in the D.C. area at the GSA rate of \$226 per night. Details will be communicated as soon as the contract is finalized.

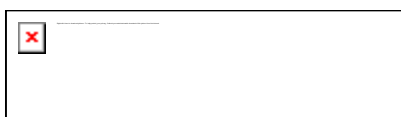
[Register to Attend](#)

What did last year's attendees have to say about this event?

"The discussions and insight of more seasoned authorizers helped me think through strategies when it comes to interacting with my board."

"The roles and workload of head of authorizing offices is HUGE. It was good to share stories and experiences as there are few that truly understand our jobs."

"I really enjoyed the open-ended aspect of much of this summit. It gave us a chance to really connect on some key issues specific to each one of us."



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Heads of Authorizing Offices
January 21, 2016

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"The roles and workload of head of authorizing offices is HUGE. It was good to share stories and experiences as there are few that truly understand our jobs."

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Patrick Gavin

From: Sherry Tracewski <sherryt@qualitycharters.org>
Sent: Thursday, January 21, 2016 12:00 PM
To: Patrick Gavin
Subject: RE: Policy Case Study - Member Check
Attachments: NACSA-SPA Case Studies NV 1-15-16 DRAFT.docx

Importance: High

Hi Patrick,

Attached please find the full draft of the NV case study. Please provide me with any feedback by COB Monday. If you need additional time, please let me know.

Thanks!
Sherry

From: Sherry Tracewski
Sent: Monday, November 09, 2015 12:16 PM
To: 'Patrick Gavin' <pgavin@spsca.nv.gov>
Subject: FW: Policy Case Study - Member Check

Hi Patrick,

Thanks again for taking the time to meet with me. I just wanted to send a quick follow up to make sure you didn't have any changes.

Best,
Sherry

From: Sherry Tracewski
Sent: Monday, November 02, 2015 9:50 AM
To: 'Patrick Gavin' <pgavin@spsca.nv.gov>
Subject: Policy Case Study - Member Check

Hi Patrick,

Great meeting you at the NACSA Leadership Conference!

Thanks again for taking the time to talk with me back in August. Our Policy and Communications teams have put together a "mini" case study for Nevada. I'd like to get your feedback on it to ensure there are no inaccuracies and nothing has been misrepresented in any way.

This mini case study is the culmination of several interviews that I conducted. There will be a longer and more thorough case study that NACSA will release after the new year. Once we have a draft of that, I will send to you for feedback.

I'd like to get any thoughts you may have by Thursday if possible.

Thanks so much!
Sherry

Sherry Tracewski
SENIOR RESEARCH ANALYST



105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (570) 815-5470 | www.qualitycharters.org

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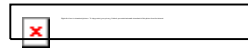
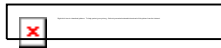


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail54.us4.mcsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, January 20, 2016 1:01 PM
To: Patrick Gavin
Subject: Manage Challenges Like A Pro

Quality Charters Weekly
Wednesday, January 20, 2016

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STORY SUITE WITH GREGG STEVENS

At our 2015 NACSA Leadership Conference in Denver, NACSA invited leaders to talk one-on-one with us about their vocation. In our Story Suite, these conversations focused less on the WHAT of authorizing and more on the WHY of authorizing: why we do this work, and why we believe it is making a difference.

Gregg Stevens, Deputy Director and General Counsel, State Charter Schools Commission of Georgia, is one such leader. Now on video, Gregg discusses charter schools in prisons, what it's like to be just a number, and reaching at-risk youth.



OPPORTUNITIES

IN THE NEWS

[National School Choice Week Kickoff: The Importance of High Quality Charter Schools](#)

U.S. Chamber of Commerce Foundation
Live Virtual Event

[2016-2017 Senior Teachers](#)

Foundations College Prep
Chicago, IL

[2016-2017 Teachers](#)

Foundations College Prep
Chicago, IL

[Executive Director](#)

Colorado Charter School Institute
Denver, CO

[Legislative Battle Begins to Save Washington State Charters — Who Will Prevail?](#)

The Seventy-Four

[ESSA Loosens Reins on Teacher Evaluations, Qualifications](#)

Education Week

[Acting education secretary on importance of charter schools](#)

CBS News

[Charter School Oversight Is An Increasingly Contentious Issue](#)

Civil Beat



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Suite 1900
Chicago, IL 60603

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Ph: 312.376.2300

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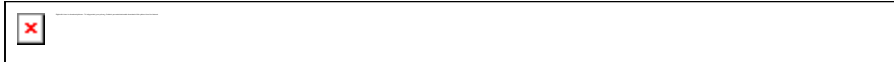


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail97.atl71.mcdlv.net> on behalf of National Association
of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, January 21, 2016 11:29 AM
To: Patrick Gavin
Subject: The Leader as a Storyteller: A Workshop for Heads of Authorizing Offices

Heads of Authorizing Offices
January 21, 2016

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Who are you as a leader? What is your vision for success? How will you tell the world your story to drive change?

Storytelling is an important leadership tool to advance your mission and vision for ensuring every child in your community has access to a great public education. It is a skill that needs to be developed, cultivated, and practiced to ensure your words have power, meaning, and influence. The NACSA Heads of Authorizing Office Community is pleased to offer you a complimentary workshop aimed at developing this important communication skill.

Please join your fellow authorizing leaders for the 2016 Leadership Summit hosted March 10-11 at the office of the D.C. Public Charter School Board.

There is no registration fee, but to attend you [must RSVP](#) by February 29. The event will begin at 9:30 a.m. on Thursday, March 10 and conclude at 1:00 p.m. on Friday, March 11.

In addition to our story telling workshop, this event will also feature a discussion of the book, *Focus: The Hidden Driver of Excellence*, by Daniel Goleman.

Attendees are expected to cover their own transportation and lodging for this event. Breakfast and lunch will be provided as part of each day's activities. NACSA reserves the right to cancel this event if a minimum of 15 attendees is not reached. NACSA is working to contract a hotel in the D.C. area at the GSA rate of \$226 per night. Details will be communicated as soon as the contract is finalized.

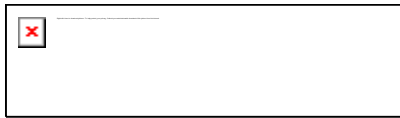
[Register to Attend](#)

What did last year's attendees have to say about this event?

"The discussions and insight of more seasoned authorizers helped me think through strategies when it comes to interacting with my board."

"The roles and workload of head of authorizing offices is HUGE. It was good to share stories and experiences as there are few that truly understand our jobs."

"I really enjoyed the open-ended aspect of much of this summit. It gave us a chance to really connect on some key issues specific to each one of us."



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Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, January 20, 2016 7:58 AM
To: Patrick Gavin
Subject: Automatic reply: Save the Date and Other Community News

Thank you for contacting NACSA! I am out of the office on Wednesday, January 20. I will respond to your message when I return tomorrow.

Best,

Courtney Leigh Beisel
Director of Authorizer Engagement
National Association of Charter School Authorizers
724.719.2554 direct
courtneyb@qualitycharters.org

Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Wednesday, January 20, 2016 8:07 AM
To: Patrick Gavin
Subject: RE: Save the Date and Other Community News
Attachments: Heads of Authorizing Office -- 2016 Summit Agenda_DRAFT_v2.docx

Yes! The Planning Committee just finalized the agenda. We are sending out a communication to the group this week. I have attached the agenda for your reference. We are in the final stages of securing a room block at the Washington Plaza Hotel for \$205 per night plus applicable taxes. Details on booking the hotel will be provided as soon as the contract is signed.

I hope this helps!

Courtney Leigh Beisel
DIRECTOR OF AUTHORIZER ENGAGEMENT

105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (724) 719-2554 | www.qualitycharters.org

ALL CHILDREN DESERVE A QUALITY EDUCATION.

-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Wednesday, January 20, 2016 10:58 AM
To: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Subject: Re: Save the Date and Other Community News

Any update on this?

> On Jan 4, 2016, at 8:22 AM, Courtney Leigh Beisel <courtneyb@qualitycharters.org> wrote:

>

> Hi Patrick,

>

> I hope you had a great holiday! I'm glad to hear you are interested in joining us for this event. We initially did not plan on offering a room block because there were a number of options comparable to the GSA rate; however, since we selected the dates, rates have more than doubled (darn Cherry Blossoms). I'm going to check with our meeting planner and see if we can work out something this week. I will get back to you as soon as possible.

>

> Thank you for your patience!

> -Courtney

>

> Courtney Leigh Beisel

> DIRECTOR OF AUTHORIZER ENGAGEMENT

>
>
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> Direct: (724) 719-2554 | www.qualitycharters.org
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>
>
> -----Original Message-----
> From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
> Sent: Friday, January 01, 2016 7:51 PM
> To: Nacsa Membership <membership@qualitycharters.org>
> Subject: RE: Save the Date and Other Community News
>
> I'm very interested in attending the Heads of Office summit.
>
> Do you anticipate recommending a particular hotel or reserving a block of rooms? We need to get going now on out-of-state travel approvals.
>
>
>
>
> Patrick J. Gavin
> Executive Director
> State Public Charter School Authority
> 1749 North Stewart Street, Suite 40
> Carson City, NV 89706
> pgavin@spsca.nv.gov
> Direct: 775-687-9160
> Office: 775-687-9174
> Fax: 775-687-9113
>
> _____
> From: National Association of Charter School Authorizers [nacsa=qualitycharters.org@mail204.atl21.rsgsv.net] On
Behalf Of National Association of Charter School Authorizers [nacsa@qualitycharters.org]
> Sent: Friday, December 11, 2015 7:31 AM
> To: Patrick Gavin
> Subject: Save the Date and Other Community News
>
> Heads of Authorizing Offices
> December 11, 2015
> View this email in your browser<[http://us11.campaign-
archive2.com/?u=c37a88a579180c8e589014f3f&id=103a6297c5&e=ee5b471c65](http://us11.campaign-archive2.com/?u=c37a88a579180c8e589014f3f&id=103a6297c5&e=ee5b471c65)>
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> [<https://gallery.mailchimp.com/c37a88a579180c8e589014f3f/images/108e7f83-1ca8-4702-88aa-0ed88d6b18e8.png>]
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> Save the Date! 2016 Heads of Authorizing Office Community Leadership Summit Back by popular demand, the Heads of Authorizing Office Community will host its 2016 Leadership Summit on March 10-11 in Washington, D.C. The event will include a full day of programming on Thursday and a half-day on Friday. If you are interested in joining us for this event, please RSVP to membership@qualitycharters.org<mailto:membership@qualitycharters.org>.

>

> Additional details will be shared in the new year. There is no registration fee associated with this event. Attendees should expect to pay for their travel and accommodations, as well as evening meals.

>

>

>

> Share Topics of Interest

> Is there a particular challenge you are grappling with or a leadership topic that interests you? We want to hear from you at membership@qualitycharters.org<mailto:membership@qualitycharters.org> with your ideas and thoughts on subjects to include in upcoming Community offerings.

>

>

>

> Be the Leader You Were Meant to Be

> NACSA is now accepting applications for the next cohort of its Leaders Program<<http://qualitycharters.us11.list-manage.com/track/click?u=c37a88a579180c8e589014f3f&id=a6f813fc4f&e=ee5b471c65>>. Reach your leadership potential and effectively drive improvement within your organization through this unique leadership development program. But, don't wait! The application period closes January 11, 2016.

>

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>

> Wanted: Talented Leaders to Advance the Sector Looking to make a career change in 2016? There are a number of authorizers across the country looking for talent just like you to advance their missions.

>

> * The Engler Center for Charter Schools at Central Michigan University seeks a Deputy

Director<<http://qualitycharters.us11.list-manage.com/track/click?u=c37a88a579180c8e589014f3f&id=90ae803f2a&e=ee5b471c65>>.

> * The Santa Clara County Office of Education seeks a Director III of Charter Schools<<http://qualitycharters.us11.list-manage.com/track/click?u=c37a88a579180c8e589014f3f&id=af30e26c41&e=ee5b471c65>>.

> * DeKalb County School District seeks a Director of Charter Schools<<http://qualitycharters.us11.list-manage.com/track/click?u=c37a88a579180c8e589014f3f&id=b3b0cb9641&e=ee5b471c65>>.

> * The New York State Education Department seeks a Director of Charter Schools<<http://qualitycharters.us11.list-manage1.com/track/click?u=c37a88a579180c8e589014f3f&id=3f0f9cf264&e=ee5b471c65>>.

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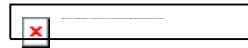
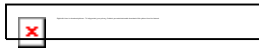
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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail77.atl111.rsgsv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, January 13, 2016 1:05 PM
To: Patrick Gavin
Subject: Inspire A Vision For Quality Schools

Quality Charters Weekly
Wednesday, January 13, 2016

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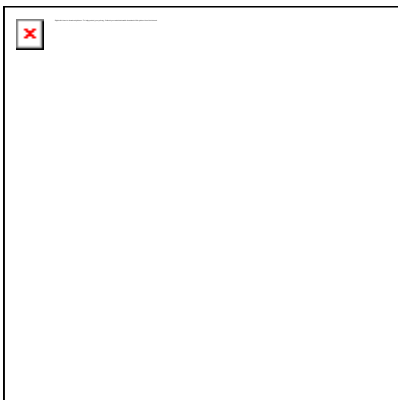
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ASK YOURSELF IF YOU BELIEVE IT

Opponents of charter schools argue that the growth of the charter school sector shares characteristics with the growth of the housing bubble. Is it worth your time to consider the argument behind a new article that contrasts school choice with the subprime mortgage bubble?

We believe it is important to understand the argument and the ideology behind it, since authorizing is such a critical element of accountability in the sector.



OPPORTUNITIES

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Colorado Charter School Institute
Denver, CO

[Education Consultant/Associate Education Consultant](#)

Connecticut Department of Education
Hartford, CT

[Deputy Director](#)

Engler Center for Charter Schools at Central
Michigan University
Lansing, MI

[Policy Manager, Choice & Quality](#)

MinnCAN
Minneapolis, MN

IN THE NEWS

[What That "Charter School Bubble" Article Gets Wrong About Authorizing](#)
NACSA Commentary

[A Practical Approach to Closing For-Profit Charter Schools](#)
Education Post

[Charter Schools Working to Earn Public's Confidence](#)
Sun Sentinel

[Ohio Finally Has a Plan to Fix Its Charter School Data-Rigging, but There Are a Few Complications](#)
Cleveland.com



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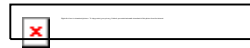
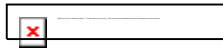


Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail77.wdc01.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, January 06, 2016 1:01 PM
To: Patrick Gavin
Subject: Be The Leader You Were Meant To Be

Quality Charters Weekly
Wednesday, January 6, 2016

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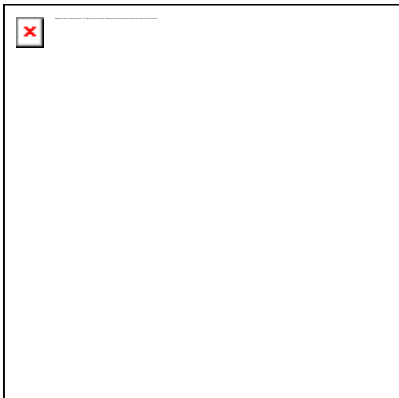
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HOW STATES SHOULD NAVIGATE NEW OPPORTUNITIES UNDER ESSA

Education Next has invited eight experts to contribute to a special forum on how states should approach the post-NCLB era. Contributors were asked what advice they would offer to states. In particular they were invited to consider what states should include alongside test scores in their accountability systems, how states should set accountability targets and revamp their accountability systems, whether states should continue the teacher evaluation systems adopted as a condition for ESEA waivers, and how states should design interventions for schools flagged as low-performing.

In part one of the forum, NACSA CEO Greg Richmond provides his thoughts, alongside Nina Rees, Aimee Rogstad Guidera, and Mike Magee.



OPPORTUNITIES

[2016 NACSA Leaders Program](#)

National Association of Charter School
Authorizers
National

[Education Consultant / Associate Education Consultant](#)

Connecticut Department of Education
Hartford, CT

[Deputy Director](#)

Engler Center for Charter Schools at Central
Michigan University
Lansing, MI

IN THE NEWS

[Charter Schools at Age 25: Three Strengths and Three Weaknesses](#)

Education Post

[Oklahoma State Rep: An Education Ranking That's Worth Celebrating](#)

News Oklahoma

[Plan, Don't Plea, for Charter School Peace](#)

Education Week

[Washington Senator Introduces Charter School Proposal](#)

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Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Monday, January 04, 2016 8:23 AM
To: Patrick Gavin
Subject: RE: Save the Date and Other Community News

Hi Patrick,

I hope you had a great holiday! I'm glad to hear you are interested in joining us for this event. We initially did not plan on offering a room block because there were a number of options comparable to the GSA rate; however, since we selected the dates, rates have more than doubled (darn Cherry Blossoms). I'm going to check with our meeting planner and see if we can work out something this week. I will get back to you as soon as possible.

Thank you for your patience!
-Courtney

Courtney Leigh Beisel
DIRECTOR OF AUTHORIZER ENGAGEMENT

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Direct: (724) 719-2554 | www.qualitycharters.org

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-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Friday, January 01, 2016 7:51 PM
To: Nacsa Membership <membership@qualitycharters.org>
Subject: RE: Save the Date and Other Community News

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Do you anticipate recommending a particular hotel or reserving a block of rooms? We need to get going now on out-of-state travel approvals.

Patrick J. Gavin
Executive Director
State Public Charter School Authority
1749 North Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160

Office: 775-687-9174

Fax: 775-687-9113

From: National Association of Charter School Authorizers [nacsa=qualitycharters.org@mail204.atl21.rsgsv.net] On Behalf Of National Association of Charter School Authorizers [nacsa@qualitycharters.org]
Sent: Friday, December 11, 2015 7:31 AM
To: Patrick Gavin
Subject: Save the Date and Other Community News

Heads of Authorizing Offices

December 11, 2015

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- * The New York State Education Department seeks a Director of Charter Schools<<http://qualitycharters.us11.list-manage1.com/track/click?u=c37a88a579180c8e589014f3f&id=3f0f9cf264&e=ee5b471c65>>.

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[<http://cdn-images.mailchimp.com/icons/social-block-v2/outline-gray-twitter-48.png>]<http://qualitycharters.us11.list-manage1.com/track/click?u=c37a88a579180c8e589014f3f&id=599c2fd549&e=ee5b471c65>>

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Patrick Gavin

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Sent: Friday, January 01, 2016 4:54 PM
To: Patrick Gavin
Subject: Automatic reply: Save the Date and Other Community News

Thank you for contacting NACSA! Our offices are closed for Winter Break and will re-open on Monday, January 4. I will respond to your message at that time.

Happy holidays!

Best,

Courtney Leigh Beisel
Director of Authorizer Engagement
National Association of Charter School Authorizers
724.719.2554 direct
courtneyb@qualitycharters.org

Patrick Gavin

From: membership@qualitycharters.org
Sent: Saturday, December 26, 2015 12:22 AM
To: Patrick Gavin
Subject: National Association of Charter School Authorizers: Password Reset Request

A request to **reset the password for Patrick Gavin** has been submitted from:

National Association of Charter School Authorizers
<https://qualitycharters.site-ym.com>

Please click on the link below to be taken back to the site to reset your password:

[Reset My Password Now!](#)

Please Note: For security purposes, this link expires in 24 hours.

If you are having trouble clicking on the link above, please copy and paste the following link in your web browser:

https://qualitycharters.site-ym.com/general/reset_pass.asp?token=zx1tCKpi

If prompted for reset code, please enter: **ZX1TCKPI**

What if I did not request my password be reset?

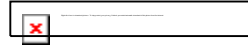
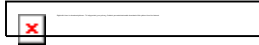
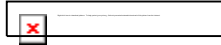
This email was sent from the website on the "forgot your password" page by providing an email address or username and pressing submit. The reset password link was then sent to this email address as it is the email address we have on file associated with this profile. If you did not submit this request, it is possible an individual mistyped their own information. Your personal information has not been sent to anyone as a result of this request, nor has your password been updated/changed. You may ignore this email if you did not submit this request. [Please contact us](#) if you have any additional questions.

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail206.atl171.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Wednesday, December 23, 2015 1:01 PM
To: Patrick Gavin
Subject: Wishing you a Restful & Joyous Season

Quality Charters Weekly
Wednesday, December 23, 2015

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Quality Charters Weekly is on holiday break this week and next.

Your regular weekly coverage of what's new and now in charter school authorizing will resume on **January 6**.



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

National Association of Charter School Authorizers
105 West Adams Street

Suite 1900
Chicago, IL 60603

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Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail225.atl101.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Monday, December 21, 2015 9:00 AM
To: Patrick Gavin
Subject: Time is running out

NACSA Leader's Program
December 18, 2015

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Don't delay, your future is waiting.

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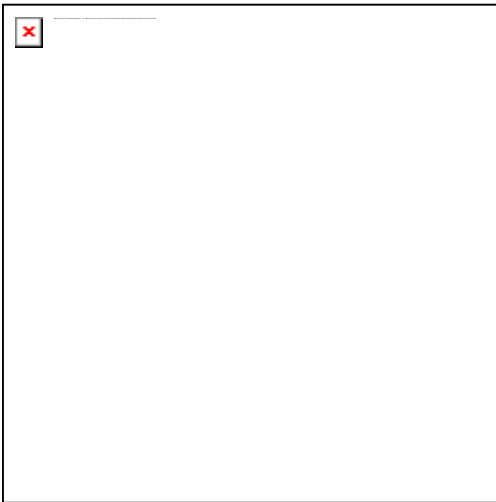
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Patrick Gavin

From: Nelson Smith <nelsons@qualitycharters.org>
Sent: Friday, December 18, 2015 8:00 AM
To: Patrick Gavin
Subject: Re: Phone Screen and Face-to-Face Interview Questions/Rubrics for Senior Staff

Patrick -- Colleagues are mulling, but here's a slightly off-the-wall response from me. You know the "Corner Office" feature in the Sunday Times? The quality of the interviews varies, but they always ask "what do you ask in an interview" - and you might mine some ideas: <http://www.nytimes.com/column/corner-office?action=click&contentCollection=business&module=NextInCollection®ion=Footer&pgtype=article&rref=collection%2Fcolumn%2Fcorner-office>

Cheers..
N



Corner Office

www.nytimes.com

A collection of "Corner Office" columns by Adam Bryant that offers highlights from conversations with executives about leadership and management.

Nelson Smith
Senior Advisor
National Association of Charter School Authorizers (NACSA)
nelsons@qualitycharters.org
Direct: 304-876-1177



From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Friday, December 11, 2015 11:59 PM
Subject: Phone Screen and Face-to-Face Interview Questions/Rubrics for Senior Staff

I'm writing to the smartest authorizing talent I know looking to see who has some senior staff screening/interview tools they're willing to send my way. This is the first time we're running a recruitment outside of the sclerotic state personnel system—our first unclassified position besides my role. Thanks to decent marketing and networking, we've got a number of interesting candidates and the number of applicants continues to grow. It occurred to me that you might

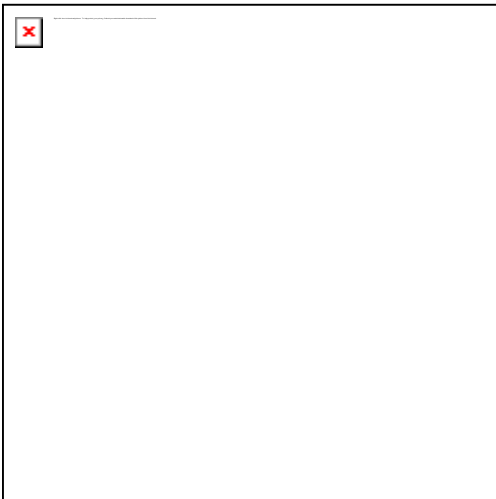
have some tools you've used in screening and interviewing for deputy and other senior level staff that will ensure a thorough review by my 3 board task force members and my staff so they can provide strong recommendations to me.

People who send me materials get a drink in DC at the heads of office meeting or the next time I see you after that.

PJG

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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The latest Tweets from Nevada SPCSA (@NevadaCharters):
"#charterstarters: if the lender for your #charterschoolfacility
isn't consulting with your authorizer, ask why ...

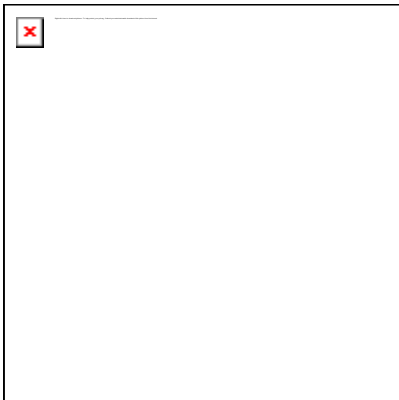
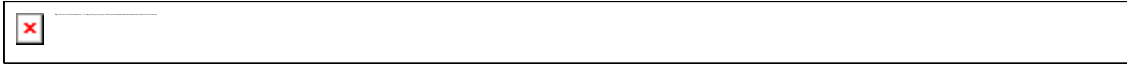
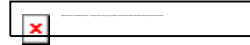
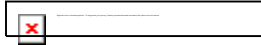
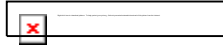
Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

Patrick Gavin

From: National Association of Charter School Authorizers
<nacsa=qualitycharters.org@mail251.suw14.mcdlv.net> on behalf of National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, December 17, 2015 7:09 AM
To: Patrick Gavin
Subject: New Federal Law, Policy Tools, Save the Date

Quality Charters Weekly
Wednesday, December 16, 2015

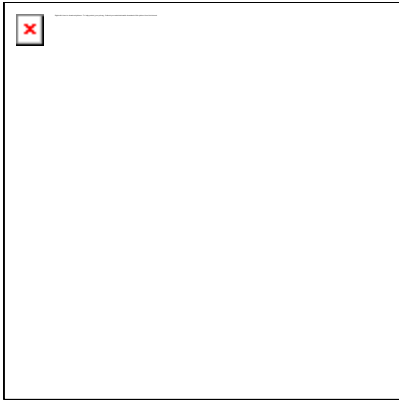
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NEW TOOLS TO MEET YOUR STATE'S POLICY CHALLENGES

While many common problems in the world of charter school authorizing can be solved by strengthening practices, some require authorizers and other stakeholders to generate policy solutions. This year's State Policy Analysis provides new tools to help.





WHAT DOES ESSA MEAN FOR AUTHORIZING?

President Obama has signed the bi-partisan Every Student Succeeds Act. For the first time, there will be specific federal resources to support quality authorizing. While sweeping changes to federal programs will require a new vernacular and changes in our work, the law's transition timeline gives us a chance to make a smooth transition.



OPPORTUNITIES

[Be the Leader You Were Meant to Be](#)

Apply for the NACSA Leaders Program today!

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Connecticut Department of Education

[Deputy Director](#)

Engler Center for Charter Schools at Central Michigan University

[Policy Manager, Choice and Quality](#)

MinnCAN

[Director I, Director III](#)

Santa Clara County Office of Education

IN THE NEWS

["Opinion: Even as ESSA Backpedals on Federal Accountability, Charters Set Tougher Standards,"](#) The Seventy-Four, December 14, 2015

["Study: Louisiana charter school policies strong,"](#) *The Advertiser*, December 14, 2015

["LTE: New study shows Connecticut made major gains in national charter law rankings,"](#) *New Haven Register*, December 12, 2015

["Two National Reports Laud Indiana Charter Schools,"](#) WBBA.org (Indiana NPR Affiliate), December 11, 2015



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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, January 07, 2015 12:30 PM
To: 'Patrick Gavin'
Subject: FW: The NACSA Leaders Program Application Is Now Open!
Attachments: 150106 Gavin.Patrick.Resume.pages; ATT00001..htm

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Patrick Gavin
Sent: Tuesday, January 06, 2015 9:48 PM
To: Cory Thames
Subject: Re: The NACSA Leaders Program Application Is Now Open!

Sure! I must have missed that portion of the directions—my apologies. I had to add my current position, so that took me a little time. This is the first document I've edited on my new Mac using the Pages app—hoping it looks good on your computer as well.

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, December 04, 2014 8:48 AM
To: Alex Medler
Cc: Christina Ricordati; Amanda Fenton
Subject: Re: New Report for Immediate Release - State Charter School Policy

Thanks! A change to the pdf would be great. I think the content is great--I just want to make sure my legislature doesn't discount any tweaks to improve our environment due to an inadvertent error. Plus I'm sure my board chair will be calling me today!

Happy to connect next week.

Thanks again,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Dec 4, 2014, at 8:43 AM, Alex Medler <alexmedler@qualitycharters.org> wrote:

The naming of the authorizer is something we can probably fix in the next week or so in the PDF as posted. Glad to discuss the details of the other provisions.

Some of the issue is how we use generic phrases to capture a few different types of entities, and making sure we use the right level of precision at some page, but a level of aggregating types of actors in other sections – if that makes sense.

Let's set up a call next week with Christina (who handles the dataset) and go over coding and specific references to the names.

Thanks again for your careful reading and your work in general,
Alex

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, December 04, 2014 9:03 AM
To: Alex Medler
Subject: Re: New Report for Immediate Release - State Charter School Policy

Sorry! The text calls us the NV Charter School Commission (or something similar--I'm on my phone and it's taking a while to get to page 100 again). The legal name of the agency is the State Public Charter School Authority. I think everything else is right (while I thought there was some language about SBOE authority and authorizer accountability in the autoclosure law, that may not be enough to qualify for credit on that front).

Nitpicking aside--thank you for the positive language about implementing autoclosure over time; it may give us more of a leg to stand on when it comes to our CSP application as closure of underperforming schools is a key point in the draft criteria.

Patrick J. Gavin
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State Public Charter School Authority
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[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Dec 4, 2014, at 7:25 AM, Alex Medler <alexmed@qualitycharters.org> wrote:

Can you say more?

Alex

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, December 04, 2014 8:20 AM
To: Alex Medler
Subject: Re: New Report for Immediate Release - State Charter School Policy

Nevada Charter Commission? I think that was the draft name in an old version of the bill.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
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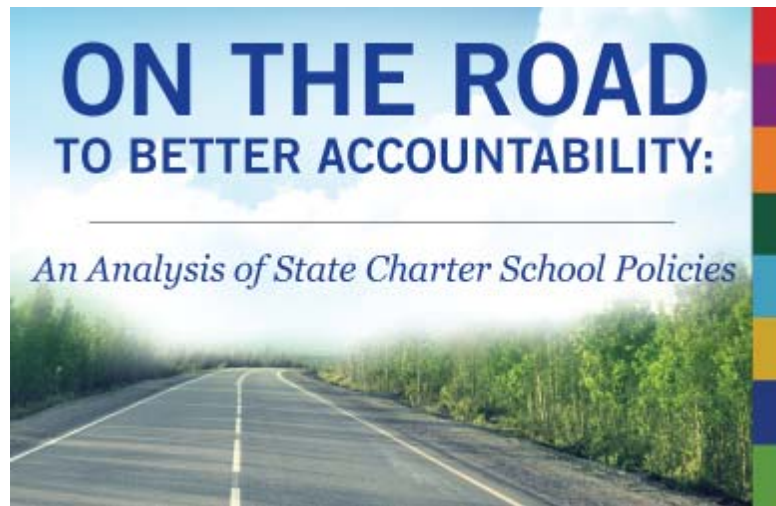
On Dec 4, 2014, at 3:57 AM, "jobic@qualitycharters.org" <jobic@qualitycharters.org> wrote:

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No Silver Bullets, Just Smart Tools

On the Road to Better Accountability: An Analysis of State Charter School Policies

December 4, 2014 -- Today NACSA released [On the Road to Better Accountability: An Analysis of State Charter School Policies](#), a first-of-its-kind review of state laws affecting both charter schools and the entities that authorize them.

"We anticipate that state legislatures will use this report to strengthen their charter school laws, especially concerning accountability," said Greg Richmond, President and CEO of NACSA. "Fully implemented, NACSA's recommended state policies will help parents and public officials understand the quality of their community's charter schools. Whether they have great charters that should grow, or chronically poor-performing charters that ought to be closed, these policies will give people what they need to take constructive action over time."

Most state charter school laws do not provide parents and public officials with enough information, tools, or authority to hold schools accountable. Out of 43 states with charter school laws, 25 have fewer than half of the quality and accountability measures that NACSA recommends.

The report is a snapshot of this moment in time. Most states with charter schools started with few or none of the policies NACSA recommends, but in recent years, many states, including Texas, South Carolina, and Nevada, have taken bold action to address problems in their charter schools. We can and should learn from their progress. Others with high performing charter school communities, such as Massachusetts and New York, have high quality authorizers that employ strong practices. But these states have not established state policies that would ensure these practices would be sustained if current leadership

was replaced by others less interested in high standards or the fair treatment of the charter schools they oversee.

On the Road describes, state by state, how laws can be improved to promote and protect quality in public charter schools. "In Ohio, as in many other states, the discussion and debate around how best to ensure charter school quality is ongoing," said Dr. Darlene Chambers, President and CEO of the Ohio Alliance for Public Charter Schools. "Several of NACSA's observations and recommendations will enhance the conversation as we seek to achieve a perfect balance between accountability and autonomy. It's important, too, that we reflect on what we're doing right, including recent changes in Ohio law to increase sponsor (authorizer) accountability."

Every charter school has an authorizer given the responsibility by law to approve new schools, monitor them, and close those that do not perform. More than 1,000 charter school authorizing agencies work under a wide range of laws and policies in 43 states. Yet in most states, the laws that govern authorizers are weak or vague about school quality and accountability.

Based on NACSA's scoring system, South Carolina, Indiana, and Washington earned the highest ranking for their state policies on charter schools and authorizers, in their respective three groups of states that share similar authorizing characteristics. The lowest ranking states in each of the three groups of states, according to NACSA's rubric, are Kansas, Michigan, and Connecticut.

A number of states, including California, are currently working with NACSA to improve their state policy environment, and NACSA welcomes additional partnerships in these improvement efforts. "NACSA's timely report provides the first comprehensive survey of the national landscape of charter school authorizing structures and laws," said Jed Wallace, CEO of the California Charter Schools Association (CCSA). "The report underscores the important role authorizers play in supporting the emergence of vibrant charter school sectors offering high quality educational choices to all students."

"CCSA shares NACSA's concerns about charter school authorizing in California and recognizes that many elements of our state's current authorizing structure actually undermine a high quality charter sector and strong results for students," Wallace explained. "We look forward to engaging with NACSA further on these issues to improve charter school authorizing in California."

"This report shares proposals that can be adjusted to fit a state's particular history and its current challenges," said Alex Medler, Vice President of Policy at NACSA and the lead author of the report. "**On the Road** could have a real impact on hundreds of thousands of lives. If state legislatures take action this year in even a handful of the states in this report, we could change the equation for children and parents seeking the best public education possible in their community."

[Release Landing Page Here](#)

[Report Only Here](#)

[Executive Summary Only Here](#)

Contact:

- Jobi Cates, NACSA VP Communications, 312 376 2328 office, 773 318 0026 mobile
- Greg Richmond, NACSA President and CEO, 312 376 2311 office
- Alex Medler, NACSA VP of Policy, 303 494 1820 office, 720 635 8329 mobile
- Amanda Fenton, NACSA Director of Federal and State Policy, 510 612 3244 mobile
- Jed Wallace, CEO, California Charter Schools Association, 916 448 0995 ext. 301 office
- Darlene Chambers, Ph.D., SPHR, President and CEO, Ohio Alliance of Public Charter Schools, 614 744 2266, Ext. 202 office

The National Association of Charter School Authorizers (NACSA) is committed to advancing excellence and accountability in the charter school sector and to increasing the number of high-quality charter schools across the nation. To accomplish this mission,

NACSA works to improve the policies and practices of authorizers—the organizations designated to approve, monitor, renew, and, if necessary, close charter schools. NACSA provides training, consulting, and policy guidance to authorizers. It also advocates for laws and policies that raise the bar for excellence among authorizers and the schools they charter.

Visit <http://www.qualitycharters.org>

###

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Patrick Gavin

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Sent: Thursday, December 04, 2014 8:03 AM
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Subject: Re: New Report for Immediate Release - State Charter School Policy

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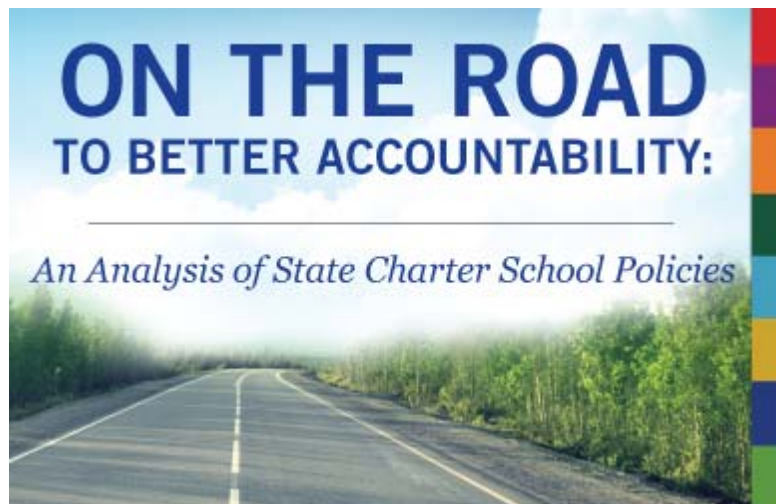
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"This report shares proposals that can be adjusted to fit a state's particular history and its current challenges," said Alex Medler, Vice President of Policy at NACSA and the lead author of the report. "**On the Road** could have a real impact on hundreds of thousands of lives. If state legislatures take action this year in even a handful of the states in this report, we could change the equation for children and parents seeking the best public education possible in their community."

[Release Landing Page Here](#)
[Report Only Here](#)
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Contact:

- Jobi Cates, NACSA VP Communications, 312 376 2328 office, 773 318 0026 mobile
- Greg Richmond, NACSA President and CEO, 312 376 2311 office
- Alex Medler, NACSA VP of Policy, 303 494 1820 office, 720 635 8329 mobile
- Amanda Fenton, NACSA Director of Federal and State Policy, 510 612 3244 mobile
- Jed Wallace, CEO, California Charter Schools Association, 916 448 0995 ext. 301

office

· Darlene Chambers, Ph.D., SPHR, President and CEO, Ohio Alliance of Public Charter Schools, 614 744 2266, Ext. 202 office

The National Association of Charter School Authorizers (NACSA) is committed to advancing excellence and accountability in the charter school sector and to increasing the number of high-quality charter schools across the nation. To accomplish this mission, NACSA works to improve the policies and practices of authorizers—the organizations designated to approve, monitor, renew, and, if necessary, close charter schools. NACSA provides training, consulting, and policy guidance to authorizers. It also advocates for laws and policies that raise the bar for excellence among authorizers and the schools they charter.

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Suite 3500 | Chicago, IL 60603-6253

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Patrick Gavin

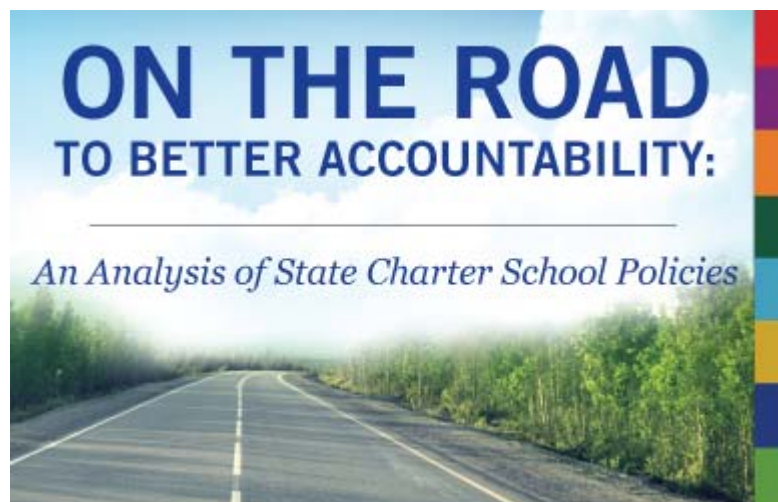
From: Patrick Gavin
Sent: Thursday, December 04, 2014 7:20 AM
To: alexm@qualitycharters.org
Subject: Re: New Report for Immediate Release - State Charter School Policy

Nevada Charter Commission? I think that was the draft name in an old version of the bill.

Patrick J. Gavin
Director
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[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Dec 4, 2014, at 3:57 AM, "jobic@qualitycharters.org" <jobic@qualitycharters.org> wrote:

View the online version or mobile version [here](#).



[For Immediate Release](#)

No Silver Bullets, Just Smart Tools
On the Road to Better Accountability: An Analysis of State Charter School Policies

December 4, 2014 -- Today NACSA released [On the Road to Better Accountability: An Analysis of State Charter School Policies](#), a first-of-its-kind review of state laws affecting both charter schools and the entities that authorize them.

"We anticipate that state legislatures will use this report to strengthen their charter school laws, especially concerning accountability," said Greg Richmond, President and CEO of NACSA. "Fully implemented, NACSA's recommended state policies will help parents and public officials understand the quality of their community's charter schools. Whether they have great charters that should grow, or chronically poor-performing charters that ought to be closed, these policies will give people what they need to take constructive action over time."

Most state charter school laws do not provide parents and public officials with enough information, tools, or authority to hold schools accountable. Out of 43 states with charter school laws, 25 have fewer than half of the quality and accountability measures that NACSA recommends.

The report is a snapshot of this moment in time. Most states with charter schools started with few or none of the policies NACSA recommends, but in recent years, many states, including Texas, South Carolina, and Nevada, have taken bold action to address problems in their charter schools. We can and should learn from their progress. Others with high performing charter school communities, such as Massachusetts and New York, have high quality authorizers that employ strong practices. But these states have not established state policies that would ensure these practices would be sustained if current leadership was replaced by others less interested in high standards or the fair treatment of the charter schools they oversee.

On the Road describes, state by state, how laws can be improved to promote and protect quality in public charter schools. "In Ohio, as in many other states, the discussion and debate around how best to ensure charter school quality is ongoing," said Dr. Darlene Chambers, President and CEO of the Ohio Alliance for Public Charter Schools. "Several of NACSA's observations and recommendations will enhance the conversation as we seek to achieve a perfect balance between accountability and autonomy. It's important, too, that we reflect on what we're doing right, including recent changes in Ohio law to increase sponsor (authorizer) accountability."

Every charter school has an authorizer given the responsibility by law to approve new schools, monitor them, and close those that do not perform. More than 1,000 charter school authorizing agencies work under a wide range of laws and policies in 43 states. Yet in most states, the laws that govern authorizers are weak or vague about school quality and accountability.

Based on NACSA's scoring system, South Carolina, Indiana, and Washington earned the highest ranking for their state policies on charter schools and authorizers, in their respective three groups of states that share similar authorizing characteristics. The lowest ranking states in each of the three groups of states, according to NACSA's rubric, are Kansas, Michigan, and Connecticut.

A number of states, including California, are currently working with NACSA to improve their state policy environment, and NACSA welcomes additional partnerships in these improvement efforts. "NACSA's timely report provides the first comprehensive survey of the national landscape of charter school authorizing structures and laws," said Jed Wallace, CEO of the California Charter Schools Association (CCSA). "The report underscores the important role authorizers play in supporting the emergence of vibrant charter school sectors offering high quality educational choices to all students."

"CCSA shares NACSA's concerns about charter school authorizing in California and recognizes that many elements of our state's current authorizing structure actually undermine a high quality charter sector and strong results for students," Wallace explained. "We look forward to engaging with NACSA further on these issues to improve charter school authorizing in California."

"This report shares proposals that can be adjusted to fit a state's particular history and its current challenges," said Alex Medler, Vice President of Policy at NACSA and the lead author of the report. "**On the Road** could have a real impact on hundreds of thousands of lives. If state legislatures take action this year in even a handful of the states in this report, we could change the equation for children and parents seeking the best public education possible in their community."

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###

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[Click here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, October 01, 2014 4:23 PM
To: Anya Ciccone
Subject: Re: Org. Accountability Measures call 2

Most of that day is good for me--anytime 9:30-5 pm PST.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Oct 1, 2014, at 6:30 AM, Anya Ciccone <anyac@qualitycharters.org> wrote:

Patrick,

I am scheduling the second call with Elisa Westapher on Organizational Accountability Measures, and would like to know your availabilities for 10/6 for a one-hour meeting. Elisa is free all day aside from 12-1 CST, so please let me know if there are any times that work for you.

Anya

<image001.jpg>

Anya Ciccone Division Coordinator, Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2352 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Monday, September 22, 2014 7:20 AM
To: Anya Ciccone
Subject: Re: Organizational Accountability Measures Planning Meeting - tomorrow

Yes that works fine. Can you send me the dial-in information when you get a moment?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Sep 22, 2014, at 7:18 AM, Anya Ciccone <anyac@qualitycharters.org> wrote:

Patrick,

The meeting would be one hour. Would this work for you?

Anya

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, September 22, 2014 9:17 AM
To: Anya Ciccone
Subject: Re: Organizational Accountability Measures Planning Meeting - tomorrow

I can do 12:30 PST today. Would this be a half hour or an hour?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Sep 22, 2014, at 7:15 AM, Anya Ciccone <anyac@qualitycharters.org> wrote:

Patrick,

No, I'm sorry – all times are CST. 11:30 CST would be 9:30 PST tomorrow.

If tomorrow does not work for you, there are certain times available later today, mainly from 2:30-4 CST (12:30-2 PST)

Anya

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Monday, September 22, 2014 9:12 AM

To: Anya Ciccone

Subject: Re: Organizational Accountability Measures Planning Meeting - tomorrow

Would this be PST? We have applicant interviews this week and next--11:30 PST is one of the few windows I've got open tomorrow.

Patrick J. Gavin
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Fax: [775-687-9113](tel:775-687-9113)

On Sep 22, 2014, at 7:02 AM, Anya Ciccone <anyac@qualitycharters.org> wrote:

Hello Patrick,

Would you be available for this one-hour call at 11:30 am or 3:00 pm tomorrow, Tuesday 9/23?

Anya

<[image001.jpg](#)>

Anya Ciccone Division Coordinator, Authorizer Development
National Association of Charter School Authorizers
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312.376.2352 direct
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<image001.jpg>

Anya Ciccone Division Coordinator, Authorizer Development
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<image001.jpg>

Anya Ciccone Division Coordinator, Authorizer Development
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312.376.2352 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, January 06, 2015 9:48 PM
To: Cory Thames
Subject: Re: The NACSA Leaders Program Application Is Now Open!
Attachments: 150106 Gavin.Patrick.Resume.pages; ATT00001..htm

Sure! I must have missed that portion of the directions—my apologies. I had to add my current position, so that took me a little time. This is the first document I've edited on my new Mac using the Pages app—hoping it looks good on your computer as well.

Patrick Gavin

From: Patrick Gavin
Sent: Friday, December 12, 2014 11:47 AM
To: Cory Thames
Subject: Re: NACSA Leaders Program Applications December Launch

Thanks! What is the turnaround? Just want to make sure stuff gets done between impending holidays and upcoming legislative session.

Patrick J. Gavin
Director
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Fax: [775-687-9113](tel:775-687-9113)

On Dec 12, 2014, at 11:09 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Mark your calendars, everyone! ☺

The next application for the NACSA Leaders Program opens next Monday, December 15, 2014. If you're receiving this email, that means we have connected at some point regarding your interest in applying to our fourth cohort. We are so excited that you are interested in participating in our truly one of a kind program and can't wait to receive your applications!

I will make sure that you receive your applications on December 15th.

Have a great week and Happy Holidays!
Cory

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, October 15, 2014 10:44 PM
To: Cory Thames
Subject: Re: NACSA Leaders Program

Cory,

Thanks for your note. I look forward to connecting in Miami!

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Oct 14, 2014, at 10:37 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Hi Patrick,

I hope this email finds you well and you're fully transitioned into your new role!

We spoke earlier this summer after being connected through Steve Canavero regarding the NACSA Leaders Program. As we gear up to launch our application in December, I just wanted to make sure that I checked in with you to keep you posted since you were a highly recommended candidate. I would love the opportunity to meet you in person during the conference next week in Miami. I'll have a NACSA Leaders Program table with signage that you can't miss 😊 so feel free to stop by and say hello.

I will definitely keep you posted as we get closer and closer to the application launch date.

See you in Miami!

-Cory

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, August 06, 2014 6:43 PM
To: Courtney Leigh Beisel
Subject: Re: Welcome to NACSA!

Courtney,


Thanks for the warm welcome!

Best,

Patrick

Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Aug 6, 2014, at 4:43 PM, "Courtney Leigh Beisel" <courtneyb@qualitycharters.org> wrote:



Welcome to NACSA!

Good afternoon, Patrick,

It is my pleasure to welcome you to the [National Association of Charter School Authorizers](#)! You are now part of a growing community of more than 1,200 professionals committed to advancing the charter sector through high-quality authorizing.

You have been added to our member mailing list. Stay tuned to your inbox for NACSA's weekly member newsletter, [Member Notes](#), as well as other announcements related to new member resources.

We have also created an account for you on NACSA's [Knowledge Core](#), our newest member benefit. The Knowledge Core is an exciting resource with content exclusively developed for NACSA members. Log in today to download resources that will help you in your day-to-day authorizing duties, including customizable templates, online tutorials, and the latest publications on prominent issues in charter school authorizing.

You can access the link to NACSA Knowledge Core with the username and password provided below. Once you log in with the username and password, you can change the password by clicking on My Preferences > My Info > Edit.

URL: <http://nacsa.mycrowdwisdom.com/diweb/start>

Username: pgavin@spcsa.nv.gov

Password: nacsa1234

If you have any questions regarding your NACSA membership, please let me know. On behalf of everyone at NACSA, thank you for being a member.

Warmest regards,

Courtney Leigh Beisel
Senior Manager, Membership
courtneyb@qualitycharters.org | 724.719.2554

Patrick Gavin

From: Patrick Gavin
Sent: Friday, November 14, 2014 12:44 AM
To: 'Courtney Leigh Beisel'
Subject: Another NV SPCSA Job Posting
Attachments: NV SPCSA Special Education EPP.pdf

Courtney,

Can you post the attached role on the job board?

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

-----Original Message-----

From: Courtney Leigh Beisel [mailto:courtneyb@qualitycharters.org]
Sent: Monday, October 06, 2014 6:53 AM
To: Patrick Gavin
Subject: RE: NV SPCSA Job Posting

Absolutely, Patrick. I'll get this posted right away.

Best,
Courtney

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct NEW!
312.376.2400 fax
www.qualitycharters.org
courtneyb@qualitycharters.org

-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Saturday, October 04, 2014 4:28 PM
To: Courtney Leigh Beisel

Subject: NV SPCSA Job Posting

Courtney,

Can you add this posting to the job board?

Patrick

Patrick Gavin

From: Patrick Gavin
Sent: Monday, November 17, 2014 10:55 AM
To: 'Elisa Westapher'
Subject: RE: Athlos

Can I call you in at 1:30 your time (35 mins from now)? Also had a question about some performance issues that are cropping up at schools in the portfolio.

Patrick J. Gavin
Director
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Fax: 775-687-9113

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Friday, November 14, 2014 7:07 AM
To: Patrick Gavin
Subject: Athlos

Patrick,

Since you asked, a couple other authorizers have asked about Athlos and I've now reviewed their management agreement and a lease in one instance.

If you would like to chat – let me know. Definitely some things to be aware of.

Hope you are doing well,

Elisa



Elisa Westapher
Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
312.376.0000 fax
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, October 16, 2014 12:23 PM
To: 'Elisa Westapher'
Subject: RE: NACSA Conf/Power point slides

Yikes! Please delete 15—I must have duplicated it by accident.

As for the scenario, here it is:

During a routine review, you learn that less than 25 percent of the special education teachers at one of your highest achieving schools hold appropriate licenses—this is contrary to the certification provisions of your state’s charter law. Consider your role as an LEA, SEA, ICB, or University Authorizer and discuss the following questions:

- 1) Is this a material violation of the school’s charter?
- 2) What, if any, sanctions does this merit?
- 3) What steps do you take to address the situation?
- 4) What risks do you face based on potential actions/inactions?
- 5) What is your federal/state legal exposure?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
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Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Thursday, October 16, 2014 8:43 AM
To: Patrick Gavin
Subject: RE: NACSA Conf/Power point slides

Patrick,

Thank you. Quick question – slides 15 and 17 are very similar – looks like one additional bullet point on slide 17. Do you want to include both of these slides?

Just wanted to confirm.

Also – you are still planning on developing a scenario for our group activity, correct?

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, October 15, 2014 5:07 PM
To: Elisa Westapher
Subject: RE: NACSA Conf/Power point slides

Here you go!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, October 15, 2014 8:29 AM
To: Patrick Gavin
Subject: NACSA Conf/Power point slides

Just a reminder to send your slides to me today!

Thank you,

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, October 15, 2014 3:07 PM
To: 'Elisa Westapher'
Subject: RE: NACSA Conf/Power point slides
Attachments: Org Acct draft slides pjg.pptx

Here you go!

Patrick J. Gavin
Director
State Public Charter School Authority
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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Wednesday, October 15, 2014 8:29 AM
To: Patrick Gavin
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Just a reminder to send your slides to me today!

Thank you,

Elisa



Elisa Westapher
Associate Director of Authorizer Development
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312.376.2363 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 10, 2014 1:25 PM
To: 'Elisa Westapher'
Subject: RE: NACSA Conference: SPEAKER INVITATION

Elisa,

I realized that we may have had a missed connection re. our call. Feel free to give me a ring when you're free.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Monday, September 08, 2014 3:40 PM
To: Patrick Gavin
Subject: RE: NACSA Conference: SPEAKER INVITATION

Patrick,

Thank you for the quick reply. Wednesday at 1pm PST/3pm CST works for me. I will send you a calendar invitation and will plan to call you at your office.

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
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312.376.2363 direct
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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Monday, September 08, 2014 5:37 PM
To: Elisa Westapher
Subject: RE: NACSA Conference: SPEAKER INVITATION

Elisa,

Thanks for your note. I'm happy to discuss. Would 1 pm on Wednesday work for you?

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Monday, September 08, 2014 3:19 PM
To: Patrick Gavin
Subject: FW: NACSA Conference: SPEAKER INVITATION

Patrick,

I reached out to your colleague Allison Kellogg about participating in one of NACSA's breakout sessions at our annual leadership conference in October. We just spoke on the phone and she mentioned that she's not able to make it this year, but that you are planning on coming and just joined the authority as the new director a couple months ago. Congratulations on the new position and we are excited that you are planning to join us in Miami! I am in charge of a breakout session on organizational accountability (please see email below for full description). Allison also mentioned that you previously worked at a CMO, so might be a good fit for this session in particular.

Would you have a few minutes to discuss tomorrow or Wednesday?

We are doing our best to finalize session speakers this week, so we can host planning calls the following week.

Thank you,

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
312.376.0000 fax
www.qualitycharters.org

From: Elisa Westapher
Sent: Friday, August 29, 2014 11:53 AM
To: 'akellogg@doe.nv.gov'
Subject: NACSA Conference: SPEAKER INVITATION

Dear Allison,

We are in the last stages of planning for the 2014 NACSA Annual Leadership Conference, which will take place on October 20-23 in Miami, Florida. We hope you plan to join your authorizing colleagues from across the country at this premier event and will consider taking an active role in the delivering the high quality content which is the hallmark of NACSA's conference.

Specifically, we are interested in having you participate in a breakout session focused on organizational accountability. The following is the working description of this session:

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You were identified to participate in this breakout session in recognition of your leadership, expertise, and experience in the topic addressed by this session. We hope that you will accept this invitation by **September 5th. To do so, please simply respond to this email to confirm your interest.**

I will be leading the development of this session, so if you accept this invitation I will be scheduling an initial planning call with you and the other participants in the next couple of weeks. You will also receive more information about the speaker role, timeline, etc. prior to the planning call.

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Thank you and have a wonderful weekend.

Elisa



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312.376.2363 direct
312.376.0000 fax
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Monday, September 08, 2014 3:44 PM
To: 'Elisa Westapher'
Subject: RE: NACSA Conference: SPEAKER INVITATION

Perfect! And thanks for reading my mind re. time zones.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Monday, September 08, 2014 3:40 PM
To: Patrick Gavin
Subject: RE: NACSA Conference: SPEAKER INVITATION

Patrick,

Thank you for the quick reply. Wednesday at 1pm PST/3pm CST works for me. I will send you a calendar invitation and will plan to call you at your office.

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
312.376.0000 fax
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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
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Subject: RE: NACSA Conference: SPEAKER INVITATION

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312.376.2363 direct
312.376.0000 fax
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, October 16, 2014 5:50 PM
To: 'Elisa Westapher'; Marra, Robert
Subject: RE: Org. Acct. Quiz

This looks good to me!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Thursday, October 16, 2014 3:01 PM
To: Patrick Gavin; Marra, Robert
Subject: Org. Acct. Quiz

Here's the proposed quiz to start the session off.

Let me know if you have any questions or revisions.

Thank you,

Elisa



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2363 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, September 11, 2014 2:08 PM
To: 'Elisa Westapher'; ramarra@bsu.edu
Subject: RE: NACSA Org. Accountability Breakout Session (Confirming no Scheduling Conflicts)

Yes, this time is fine with me.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Thursday, September 11, 2014 10:00 AM
To: Patrick Gavin; ramarra@bsu.edu
Subject: NACSA Org. Accountability Breakout Session (Confirming no Scheduling Conflicts)

Patrick and Bob,

Thank you for agreeing to serve as presenters for the Organizational Accountability Measures breakout session at NACSA's conference. The session is currently scheduled for **Tuesday, October 21st from 3:15-4:30pm.**

I just wanted to confirm that this works with your schedule (i.e., you are planning to be there on the first day and do not have any other conflicts).

Elisa
(Session Leader)



Elisa Westapher
Associate Director of Authorizer Development
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.0000 direct
312.376.0000 fax
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Sunday, March 15, 2015 10:02 PM
To: 'alexm@quaitycharters.org'
Subject: FW: Legislative Affairs Presentation
Attachments: State Public Charter School Authority_Overview of Legislative Priorities.pptx; 386 markup 2.0.docx

Alex,

Would love your feedback on this language—I'm doing a thematic presentation to my board tomorrow and will likely send something quite similar to this to the Senate Education Committee tomorrow night but we've got some time to clean up and amend if you've got insight/feedback.

Thanks in advance,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Patrick Gavin
Sent: Sunday, March 15, 2015 9:53 PM
Cc: Danny Peltier
Subject: Legislative Affairs Presentation

SPCSA Board,

Copies of this document will also be available for your review tomorrow.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

Patrick Gavin

From: Patrick Gavin
Sent: Sunday, March 15, 2015 10:20 PM
To: 'alex@qualitycharters.org'
Subject: FW: Legislative Affairs Presentation
Attachments: State Public Charter School Authority_Overview of Legislative Priorities.pptx; 386 markup 2.0.docx

Facepalm! Trying this again.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
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Fax: 775-687-9113

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, June 10, 2015 5:49 PM
To: Allsopp, Drew
Cc: Amanda Fenton; Gail Greely (ggreely@acoe.org); Alex Medler
Subject: Re: Schedule, Materials: DC Visit with NACSA: June 11th

I'm just wrapping up this NV reception in near SE. Do people want to meet at the hotel for a nightcap?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Jun 10, 2015, at 6:29 AM, Allsopp, Drew <Drew.Allsopp@ride.ri.gov> wrote:

Thanks for the prep materials and looking forward to seeing you all tonight/tomorrow.

Amanda, I have a full day here in RI and won't be arriving in BWI until 8PM. It might be tough to join you for a reasonable-hour nightcap tonight, but I'm happy to meet you in the morning (while we let West Coasters sleep in) for a coffee in advance of the 9AM rendezvous. Would that work?

Alternatively, I could try to catch you guys for a few minutes as soon as I roll in tonight.

Best,

Drew

Drew Allsopp
Charter School Coordinator
Office of Transformation
Rhode Island Department of Elementary & Secondary Education
255 Westminster Street
Providence, RI 02903

401.222.8255
drew.allsopp@ride.ri.gov
www.ride.ri.gov

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Tuesday, June 09, 2015 5:54 PM
To: Gail Greely (ggreely@aco.org); Patrick Gavin; Allsopp, Drew
Cc: Alex Medler
Subject: Schedule, Materials: DC Visit with NACSA: June 11th

Gail, Patrick and Drew-

I am looking forward to seeing everyone for our Hill day on Thursday.

Attached is a meeting schedule for the 11th. I've also included two pieces of background materials: a basic overview of the ESEA proposals (attached powerpoint) and a list of likely topics that we can address in our meetings (in the word document, following the meeting schedule).

We will plan to rendezvous in the lobby of the Marriott Wardman Park at 9:00 am on Thursday morning. Apologies to the West Coasters!

In addition, I'd love to meet up with folks for dinner or a nightcap depending on everyone's plans to do a run through of the day and answer any questions. Let me know if you are available and what time might work. I'd propose 7:30 for dinner, perhaps 8:30 or 9 for a nightcap or coffee. Otherwise we can do a quick run through in the morning over coffee or in the cab.

My cell is 510-612-3244 if anything comes up.

Thank you again for your time for what looks to be a great day!

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
510.612.3244 direct

amandaf@qualitycharters.org
www.qualitycharters.org

From: Amanda Fenton
Sent: Monday, June 01, 2015 5:29 PM
To: Gail Greely (ggreely@aco.org); 'Patrick Gavin'; 'Allsopp, Drew'
Cc: Alex Medler
Subject: DC Visit with NACSA: June 11th

Gail, Patrick, and Drew-

Thank you all for your interest in coming to DC for a day of meetings on June 11th! We are officially a go for June 11th!

I am very excited to have such a great group of authorizers to come and talk to Congressional offices about the role authorizers play in a high quality charter school sector. As I mentioned in my email, this is a great opportunity to give federal offices a chance to talk to practitioners about the work of charter school authorizing. In my experience topics have varied wildly and may include things like: practices/policies to support strong authorizing, coping with the testing/standards transition, methods to hold charter schools accountable, charter school growth and replication, the merits of different federal Charter School Program grants, and the role of authorizers in special education and ELL oversight.

Throughout the next week you'll be receiving from me an agenda for the day as well as any necessary background materials for our meetings. I'll also be reaching out to each of you individually to confirm travel logistics and make the necessary reservations.

Thank you all again! I'm very excited to welcome you all to DC!

Best-

Amanda

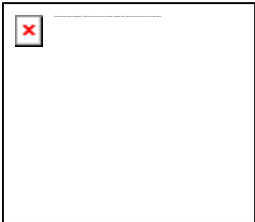
Amanda Fenton

Director of State and Federal Policy

National Association of Charter School Authorizers

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Mobile: 510.612.3244 | www.qualitycharters.org



[2015 NACSA Leadership Conference](#)

COLORADO | October 19-22, 2015

Join 400 authorizer and education professionals just outside of Denver as we share ideas about how we can shape brighter futures for children in our communities.

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, June 17, 2015 9:28 AM
To: Amanda Fenton
Cc: Danny Peltier
Subject: FW: Travel Reimbursement Form
Attachments: P Gavin- 6-11-15 Federal Trip- NACSAEmployeeTravelReimbursementForm.xlsx

Amanda, thanks for this. Danny will likely help with this as I just dropped an envelope of such receipts on his desk yesterday—not that he needs any more to do! Though now that I think I might have left out a cab or an Uber—I'll have to pull up my Amex statement and send him a PDF.

Danny—please make sure to break out my parking from last week between State business on Friday and NACSA business earlier in the week. I think that's the only overlapping cost.

Looking forward to connecting again in NOLA next week!

Patrick J. Gavin
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Direct: 775-687-9160
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From: Amanda Fenton [mailto:amandaf@qualitycharters.org]
Sent: Wednesday, June 17, 2015 9:06 AM
To: Patrick Gavin
Subject: Travel Reimbursement Form

Patrick-

It was wonderful having you in DC last week—thank you so much for your time! I'll be sending out a policy update on CSP, appropriations, and ESEA later today, but right now I want to take care of the last bit of logistics on the trip.

Attached is a travel reimbursement form to cover your food and any other costs you incurred for the trip. We reimburse for all expenses:

- Food: We use a per diem calculation, so no need to attach any food or beverage receipts. The rate is \$71 a day for DC and I've filed in the meal blocks I believe you incurred on NACSA business (Travel on Tuesday/Wednesday morning, Wednesday dinner, and all day Thursday)
- Transportation- ground: Any taxis, metro, or train. Pop in the total costs for that day and attach the receipt.
- Parking and Tolls: Any airport parking. Put in the total costs for that day and attach the receipt
- Mileage: Any mileage incurred to get to or from the airport. The reimbursement will automatically calculate once the mileage is entered.

Once filled in, please sign it and send in the form along with the receipts. You can email everything over to me (along with pictures of receipts) or you can send physical copies of the form and receipts to us in Chicago. If mailing, please send to:

Katie Fishel
NACSA
105 W. Adams Street, Suite 1900
Chicago, IL
60603

Thanks again and let me know if you have any questions!

-Amanda

Amanda Fenton
Director of State and Federal Policy
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, Illinois 60603
Mobile: 510.612.3244 | www.qualitycharters.org



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Patrick Gavin

From: Patrick Gavin
Sent: Thursday, June 11, 2015 10:52 PM
To: Amanda Fenton
Cc: Alex Medler; Gail Greely (ggreely@acoe.org); Allsopp, Drew
Subject: Re: Schedule, Materials: DC Visit with NACSA: June 11th

I neglected to write down the difference between the House and Senate bills on SEA vs. CMO allocations that we heard about today. Can someone remind me so I can see about having the Gov's staff mention that priority to the members of the delegation?

Patrick J. Gavin
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Fax: [775-687-9113](tel:775-687-9113)

On Wed, Jun 10, 2015 at 6:11 PM -0700, "Patrick Gavin" <pgavin@spsca.nv.gov> wrote:

If you guys can stay until 10 I will definitely be able to connect. I have to grab my luggage from the Hotel George and then I'll be there ASAP.

Patrick J. Gavin
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On Jun 10, 2015, at 9:05 PM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Alex, Gail and I are in the hotel bar for a bit- probably till 9:30 or so.

Sent from my iPhone

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Drew Allsopp
Charter School Coordinator
Office of Transformation
Rhode Island Department of Elementary & Secondary Education
255 Westminster Street
Providence, RI 02903
401.222.8255
drew.allsopp@ride.ri.gov
www.ride.ri.gov

From: Amanda Fenton <amandaf@qualitycharters.org>
Sent: Tuesday, June 09, 2015 5:54 PM
To: Gail Greely (ggreely@aco.org); Patrick Gavin; Allsopp, Drew
Cc: Alex Medler
Subject: Schedule, Materials: DC Visit with NACSA: June 11th

Gail, Patrick and Drew-

I am looking forward to seeing everyone for our Hill day on Thursday.

Attached is a meeting schedule for the 11th. I've also included two pieces of background materials: a basic overview of the ESEA proposals (attached powerpoint) and a list of likely topics that we can address in our meetings (in the word document, following the meeting schedule).

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My cell is 510-612-3244 if anything comes up.

Thank you again for your time for what looks to be a great day!

Best-

Amanda

Amanda Fenton
Director of State and Federal Policy
510.612.3244 direct

amandaf@qualitycharters.org
www.qualitycharters.org

From: Amanda Fenton
Sent: Monday, June 01, 2015 5:29 PM
To: Gail Greely (ggreely@aco.org); 'Patrick Gavin'; 'Allsopp, Drew'
Cc: Alex Medler
Subject: DC Visit with NACSA: June 11th

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Amanda

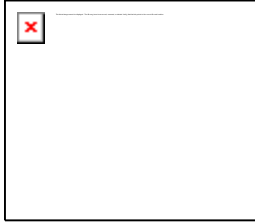
Amanda Fenton

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National Association of Charter School Authorizers

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Join 400 authorizer and education professionals just outside of Denver as we share ideas about how we can shape brighter futures for children in our communities.

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, June 10, 2015 6:11 PM
To: Amanda Fenton
Cc: Allsopp, Drew; Gail Greely (ggreely@acoe.org); Alex Medler
Subject: Re: Schedule, Materials: DC Visit with NACSA: June 11th

If you guys can stay until 10 I will definitely be able to connect. I have to grab my luggage from the Hotel George and then I'll be there ASAP.

Patrick J. Gavin
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Fax: [775-687-9113](tel:775-687-9113)

On Jun 10, 2015, at 9:05 PM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Alex, Gail and I are in the hotel bar for a bit- probably till 9:30 or so.

Sent from my iPhone

On Jun 10, 2015, at 8:49 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

I'm just wrapping up this NV reception in near SE. Do people want to meet at the hotel for a nightcap?

Patrick J. Gavin
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Fax: [775-687-9113](tel:775-687-9113)

On Jun 10, 2015, at 6:29 AM, Allsopp, Drew <Drew.Allsopp@ride.ri.gov> wrote:

Thanks for the prep materials and looking forward to seeing you all tonight/tomorrow.

Amanda, I have a full day here in RI and won't be arriving in BWI until 8PM. It might be tough to join you for a reasonable-hour nightcap tonight, but I'm happy to meet you in the

morning (while we let West Coasters sleep in) for a coffee in advance of the 9AM rendezvous. Would that work?

Alternatively, I could try to catch you guys for a few minutes as soon as I roll in tonight.

Best,

Drew

Drew Allsopp
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401.222.8255
drew.allsopp@ride.ri.gov
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Sent: Tuesday, June 09, 2015 5:54 PM
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To: Gail Greely (ggreely@aco.org); 'Patrick Gavin'; 'Allsopp, Drew'
Cc: Alex Medler
Subject: DC Visit with NACSA: June 11th

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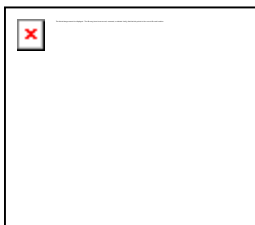
Amanda Fenton

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Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, June 09, 2015 4:50 PM
To: Amanda Fenton
Cc: Alex Medler
Subject: Re: Schedule, Materials: DC Visit with NACSA: June 11th

Schedule looks perfect! I am on a Denver layover right now and get in late tonight. I am going to meet with some of the governor's Washington staff tomorrow. Additionally, my board chair introduced me with a staff member in Senator Reid's office who also did TFA. I'm going to connect with him as well and will keep the NACSA points in mind. I want more than 7% to support quality authorizing! :-)

As for dinner--supposed to hit a Nevada reception at Hawk & Dove at 6 but can either swing by later or join for nightcap depending on the will of the group.

Patrick J. Gavin
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Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Jun 9, 2015, at 3:54 PM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

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Sent: Monday, June 01, 2015 5:29 PM

To: Gail Greely (ggreely@aco.org); 'Patrick Gavin'; 'Allsopp, Drew'

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<Fed ESEA- NACSA Overview- 6-15.pptx>

<NACSA- DC Schedule and Background- June 11.docx>

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, June 04, 2015 6:17 AM
To: Amanda Fenton
Subject: Re: DC- Travel Options

LAS--my board meeting is Vegas at 8:30 on Friday 6/12.

Patrick J. Gavin
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pgavin@spsca.nv.gov
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Fax: [775-687-9113](tel:775-687-9113)

On Jun 4, 2015, at 5:24 AM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Patrick-

Will do! Do you want to fly back to Reno or to Las Vegas on the 11th?

-Amanda

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, June 4, 2015 12:44 AM
To: Amanda Fenton
Subject: Re: DC- Travel Options

Amanda,

I just found out the we've been asked to answer some questions on a contract by our board of examiners Tuesday at 10 AM. If you haven't booked the flight yet, could we do this flight into IAD? I can still fly out via DCA.

746		1 stop	
1071	Reno, NV (RNO)	02:25 PM	Change Planes in Washington, D.C. (IAD) 11:45 PM DEN

I'll hop on Amtrak from BWI to DCA.

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pgavin@spsca.nv.gov

On Jun 3, 2015, at 7:47 AM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Patrick-

Let me know which flight works for you and I'll book it. I'll need your full name, birthday, and (if you have one) known traveler ID for pre-check.

Generally I recommend flying in and out of Reagan, with Dulles as the back up option. But Southwest has a number of non-stop flights out of BWI. Factor in about an hour of taxi time and that can absolutely be an option.

For direct, perhaps this combo in and out of BWI:

June 9 th :	9:20 AM	4:55 PM	3062	Nonstop	4h 35m
June 11 th :	8:35 PM	10:40 PM	658	Nonstop	5h 05m

For flying out to DCA from Las Vegas on June 9th and returning late on June 11th I have these options:

June 9 th :	8:35 AM	5:55 PM	2252	1 stop, No Plane Change	6h 20m
June 11 th :	6:50 PM	10:30 PM	2341, 257:	1 stop, Change Planes DAL	6h 40m

Let me know if either of these flights work or if you'd like different flights—just send me the flight numbers. I'll be following up with hotel information shortly.

Best-

Amanda

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<image001.png>

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communities.

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, June 03, 2015 9:44 PM
To: Amanda Fenton
Subject: Re: DC- Travel Options

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<image001.png>

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, June 03, 2015 9:00 PM
To: Amanda Fenton
Subject: Re: DC- Travel Options

Here is KTN: TT11387KG

Patrick J. Gavin
Director
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[1749 N. Stewart Street, Suite 40](#)
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On Jun 3, 2015, at 12:26 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

In and out via DCA is fine.

Patrick John Gavin
7/17/75

I don't have my KTN handy but I think it's connected to my rapid rewards number. That is 111971403.

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Patrick Gavin

From: Patrick Gavin
Sent: Monday, June 01, 2015 1:48 PM
To: Amanda Fenton
Cc: Alex Medler
Subject: Re: Federal Policy Opportunity: DC Trip June 11th

I'm in. Would it be possible for you to fly me in on 6/9--I'd cover hotel. Trying to dovetail a few other things if I'll be in town.

My board meeting is in Vegas on Friday 6/12 and it looks like there's a Southwest flight on Thurs night that will get me there by 11 pm--that would be ideal for me.

Also--is there an agenda or talking points you're looking to emphasize? I assume making Authorizers eligible for CSP is a potential priority but wondered if there are others.

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Fax: [775-687-9113](tel:775-687-9113)

On May 28, 2015, at 11:38 AM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Patrick-

My apologies in advance for sending this during the last week of session! I just want to get an opportunity on your radar for later in June.

As you know we are continuing to work in several federal policy areas and one strategy we'd like to ramp up this summer is bringing a small group of authorizers to DC to talk with federal offices about authorizing.

Are you interested in coming to DC on June 11th to spend a day talking with various federal offices about charter school authorizing?

We anticipate doing one day of meetings from approximately 10am to 4pm. It would be a two day total commitment--we'd fly you in on the 10th and get you out of DC the evening of the 11th. The meeting day would be structured as a series of scheduled office visits that would include you, a NACSA representative (me or Alex), and two or three other authorizers from across the country. Mostly this is a chance for these federal offices to ask us all sorts of questions about authorizing on the ground and, in my experience, topics vary pretty wildly. Given the ESEA reauthorization efforts, I'd anticipate questions about practices/policies to support strong authorizing, coping with the testing/standards transition, methods to hold charter schools accountable, charter school growth and replication, the merits of different federal Charter School Program grants, and the role of authorizers in special education and ELL oversight.

NACSA can cover all travel expenses and handle travel logistics. What we need is that most valuable resource—your time. We'd also make sure you had a full itinerary for the day and any helpful background information prior to the trip.

Are you interested and available during that time in June? If those date prove difficult, my hope is to make this a regular occurrence with a few opportunities each year, so I can certainly keep you on the roster for a future visit if interested.

Please let me know if you might be able to join us.

Thank you for your time and good luck this week!

Best-

Amanda

<image001.jpg>

Amanda Fenton
Director of State and Federal Policy
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312.376.2400 fax
amandaf@qualitycharters.org
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Friday, March 06, 2015 11:55 AM
To: Cory Thames
Subject: Re: NACSA Leaders Program

I assume this was intended for me versus Nick?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
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Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 11:51 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Dear Nick,

Thank you for submitting an application to be considered for the upcoming NACSA Leaders Program cohort. This was by far our most competitive application cycle as of yet. As a result of the robust interest and the selectivity of our application process, unfortunately we cannot offer you a spot in the program at this time. However, we **strongly** urge you to consider applying to our 2016 cohort as we feel that you would be a strong candidate.

We truly appreciate your taking the time to complete and submit your application. We wish you a very successful year and hope that you will consider reapplying to the next cohort.

Thank you again for your interest in the NACSA Leaders Program.

Sincerely,

Cory L. Thames

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Friday, February 06, 2015 8:48 AM
To: Cory Thames
Subject: Re: Resume

That's perfect!

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Feb 6, 2015, at 8:29 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Hi Patrick,

I'm on a conference call that may run a bit over. Can I just plan on calling you when I wrap up? Is the 775-687-9160 the best number to reach you?

Thanks,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, February 06, 2015 10:08 AM
To: Cory Thames
Subject: RE: Resume

I'm so sorry! We've had statewide issues with email and external recipients and senders in the last few weeks. I should have sent it from my gmail as well.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Cory Thames [<mailto:coryt@qualitycharters.org>]
Sent: Friday, February 06, 2015 7:26 AM
To: Patrick Gavin
Subject: Resume

Hi Patrick,

At quick glance I realized that we never get your resume for the Leaders Program. Can you submit that to me ASAP as we'll be discussing applicants internally today?

Thanks,
Cory

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
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312.376.2366 direct
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Patrick Gavin

From: Patrick Gavin
Sent: Friday, February 06, 2015 8:08 AM
To: Cory Thames
Subject: RE: Resume
Attachments: 150107 Gavin.Patrick.Resume.doc

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, January 30, 2015 8:28 PM
To: Cory Thames
Subject: Re: The NACSA Leaders Program Application Is Now Open!

Cory-

I've finally hired a lead finance person and am working with her to see if we can get budget authority to pay the tuition instead of hoping for a scholarship. This, of course, is predicated on admission into the program in March. If I hold off that long there may be additional roadblocks to go through as we'll be approaching the end of the fiscal year.

Is there some backup documentation I can send to our Department of Administration with the tuition quote? (Basically a price sheet?) If I recall correctly, travel is included in the cost--correct? If we go through the right channels that *may* make it easier to get approval without legislative action as there is no direct payment for out of state travel.

Thanks-

Patrick

Patrick J. Gavin
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Fax: [775-687-9113](tel:775-687-9113)

On Jan 9, 2015, at 7:37 AM, Cory Thames <coryt@qualitycharters.org> wrote:

No worries, Patrick! I'm glad you asked 😊!

Please let me know if any other questions arise!

-Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, January 09, 2015 9:34 AM
To: Cory Thames
Subject: Re: The NACSA Leaders Program Application Is Now Open!

Thanks. I'm certainly not assuming anything--just trying to be proactive about blocking out travel and meeting time as we'll (hopefully!) be wrapping up the legislative session in late June.

Patrick J. Gavin
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On Jan 9, 2015, at 6:13 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Hi Patrick,

I believe the you're referring to the National Alliance's conference in June. The Leaders sessions, however, will still take place here in Chicago while the final session takes place in conjunction with NACSA's annual conference in October. If accepted, and you're planning on attending the Alliance conference, I'm sure we can cover your flight from New Orleans to Chicago and back to Nevada, pending the ticket prices are comparable (which I'm pretty sure they will be). Please let me know if you have any other questions.

Thanks,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, January 08, 2015 7:40 PM
To: Cory Thames
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Given the 3rd session butts up against the national charter conference, would I be correct in assuming that meeting will be in NOLA?

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From: Cory Thames [<mailto:coryt@qualitycharters.org>]
Sent: Monday, January 05, 2015 6:19 AM
To: Patrick Gavin
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Thanks so much for submitting your application, Patrick! It is now under review.

I apologize for the delay in response as I was out on vacation with minimal access to email. I've included the dates of the in-person sessions for your review:

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Fifth In-Person Session	October 18-19, 2015

Please let me know if you have any other questions.

I'll be in contact soon!

Best,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, January 01, 2015 6:01 PM
To: Cory Thames
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Cory—application is submitted.

Can you send me the calendar of training dates? I've got to finalize my annual board calendar this coming week and I want to make sure that there are no conflicts in the event that I am accepted into the program.

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From: Cory Thames [<mailto:coryt@qualitycharters.org>]
Sent: Monday, December 15, 2014 9:54 AM
Subject: The NACSA Leaders Program Application Is Now Open!

Happy Monday Everyone!

I hope that you had a great weekend and are gearing up for an awesome week to lead into the holiday season!

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<https://www.surveymonkey.com/s/2015LeadersApplication>

The priority deadline for the application is Monday, January 12, 2015. The final application deadline is Monday, January 26, 2015.

I wish you all the best of luck and we are so excited to begin the next round of the Leaders Program!

Happy Holidays!
Cory

<image001.jpg>

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From: Cory Thames [<mailto:coryt@qualitycharters.org>]
Sent: Monday, January 05, 2015 6:19 AM
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Subject: RE: The NACSA Leaders Program Application Is Now Open!

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Happy Holidays!
Cory

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Patrick Gavin

From: Patrick Gavin
Sent: Monday, January 05, 2015 7:06 AM
To: Cory Thames
Subject: Re: The NACSA Leaders Program Application Is Now Open!

Thanks, Cory!

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](http://1749.N.Stewart.Street.Suite.40)
[Carson City, NV 89706](http://Carson.City.NV.89706)
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On Jan 5, 2015, at 6:19 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Thanks so much for submitting your application, Patrick! It is now under review.

I apologize for the delay in response as I was out on vacation with minimal access to email. I've included the dates of the in-person sessions for your review:

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Please let me know if you have any other questions.

I'll be in contact soon!

Best,
Cory

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To: Cory Thames
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Office: 775-687-9174
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From: Cory Thames [<mailto:coryt@qualitycharters.org>]
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I wish you all the best of luck and we are so excited to begin the next round of the Leaders Program!

Happy Holidays!
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<image001.jpg>

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, January 28, 2015 8:52 PM
To: 'Cory Thames'
Subject: RE: NACSA Leaders Program Second Round

Cory,

Here are the slots that work for me.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
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Direct: 775-687-9160
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Fax: 775-687-9113

From: Cory Thames [mailto:coryt@qualitycharters.org]
Sent: Wednesday, January 28, 2015 3:18 PM
To: Patrick Gavin
Subject: NACSA Leaders Program Second Round

Happy Wednesday Patrick!

I hope that this email finds you well! After reviewing your application for the NACSA Leaders Program, we would like to invite you to participate in the second stage of the application process! This process involves a phone interview with NACSA staff to further discuss your suitability for the program as well as provide us the opportunity to get to know you better.

The phone interviews will take approximately 1 hour. Below I have included some available time slots for the week of February 2nd. If you could please send me your availability by simply placing an X (in the available column) next to the one hour timeslots that would work for you **by noon (CST), Monday, February 2, 2015**, I will make sure I get them on everyone's calendar. *Time slots will be filled on a first-come, first-serve basis. Therefore, if you could provide me several time slots that would work for you, that would be great!*

Date	Time (CST)	Available
Thursday, February 5, 2015	9am	
Thursday, February 5, 2015	10am	
Thursday, February 5, 2015	11am	X
Friday, February 6, 2015	10am	X
Friday, February 6, 2015	11am	X
Friday, February 6, 2015	2pm	X
Monday, February 9, 2015	9am	
Monday, February 9, 2015	10am	
Monday, February 9, 2015	2pm	X

Thanks so much! We're looking forward to speaking with you!

Have a great day,
Cory



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Best,
Cory

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To: Cory Thames
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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, January 07, 2015 12:54 PM
To: 'Cory Thames'
Subject: RE: The NACSA Leaders Program Application Is Now Open!
Attachments: 1450107 Gavin.Patrick.Resume.doc

Sure. Here is a Word version. Sorry about that!

Patrick J. Gavin
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Fax: 775-687-9113

From: Cory Thames [mailto:coryt@qualitycharters.org]
Sent: Wednesday, January 07, 2015 10:05 AM
To: Patrick Gavin
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Hi Patrick,

For some reason, my computer won't allow me to access your resume. I'm not sure if it's due to it being done through an app, but it keeps giving me an error message when I try to download it to your file. Would you mind shooting me a pdf or word version of it?

Thanks,
Cory

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, January 06, 2015 11:48 PM
To: Cory Thames
Subject: Re: The NACSA Leaders Program Application Is Now Open!

Sure! I must have missed that portion of the directions—my apologies. I had to add my current position, so that took me a little time. This is the first document I've edited on my new Mac using the Pages app—hoping it looks good on your computer as well.

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, January 01, 2015 4:01 PM
To: 'Cory Thames'
Subject: RE: The NACSA Leaders Program Application Is Now Open!

Cory—application is submitted.

Can you send me the calendar of training dates? I've got to finalize my annual board calendar this coming week and I want to make sure that there are no conflicts in the event that I am accepted into the program.

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312.376.2366 direct

Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, February 17, 2015 8:59 AM
To: Courtney Leigh Beisel
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Looks like we can make the money work. Let me know when/if you get to 10+ RSVPs and I'll book it.

Patrick J. Gavin
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On Feb 17, 2015, at 8:09 AM, Courtney Leigh Beisel <courtneyb@qualitycharters.org> wrote:

Thank you, Patrick! I've added you to the RSVP list and will share additional details soon. If I may be of further assistance in the meantime, please let me know.

Best,
Courtney

<image001.jpg>

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**
312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, February 16, 2015 4:15 PM
To: Nacsa Membership
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

I'd love to join--let me see what I can do in terms of out-of-state travel approval. If you identify a hotel early, let me know--I may be able to use hotel points to pay for that component and I'll see if I've got enough SW points for the flight to Phoenix.

Patrick J. Gavin
Director
State Public Charter School Authority

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On Feb 16, 2015, at 1:51 PM, NACSA Communities <membership@qualitycharters.org> wrote:

View the online version or mobile version [here](#).



Dear Patrick,

Many of you indicated you were interested in meeting face-to-face with your counterparts at authorizing offices across the country. We set out to make this happen. It is our pleasure to invite you to participate in the first summit hosted by NACSA's Heads of Authorizing Office Community.

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We look forward to seeing you soon in Phoenix!

Warmest regards,

Susie Miller Barker
Community Co-Chair
Executive Director
SUNY Charter Schools Institute

Ethan Hemming
Community Co-Chair
Executive Director
Colorado Charter School Institute



Click [here](#) to unsubscribe.



105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, February 26, 2015 11:10 AM
To: Kasey Miller
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

The other wrinkle is that my budget hearing is the 18th--might have to fly the morning of even if I'm a bit late.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Feb 26, 2015, at 11:04 AM, Kasey Miller <kaseym@qualitycharters.org> wrote:

Thanks – that helps. I'm trying to figure out how many people might need rooms for Wednesday night as well as Thursday night.

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, February 26, 2015 1:00 PM
To: Kasey Miller
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Yes-most likely Thurs AM. Though since its not a direct flight on SW we'll have to double check agenda start versus earliest possible arrival time.

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Fax: [775-687-9113](tel:775-687-9113)

On Feb 26, 2015, at 10:56 AM, Kasey Miller <kaseym@qualitycharters.org> wrote:

Hi, Patrick.

Yes – we are a go for the Phoenix meeting. We will be sending out hotel information soon. I'm assuming you'll be flying in Thursday morning. Is that correct?

Thanks!

Kasey

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, February 26, 2015 12:49 PM
To: Kasey Miller
Subject: Fwd: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Are we a go on the Phoenix meeting? Wanted to book travel if it's confirmed.

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Begin forwarded message:

From: Patrick Gavin <pgavin@spsca.nv.gov>
Date: February 17, 2015 at 8:59:25 AM PST
To: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

Looks like we can make the money work. Let me know when/if you get to 10+ RSVPs and I'll book it.

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On Feb 17, 2015, at 8:09 AM, Courtney Leigh Beisel <courtneyb@qualitycharters.org> wrote:

Thank you, Patrick! I've added you to the RSVP list and will share additional details soon. If I may be of further assistance in the meantime, please let me know.

Best,
Courtney

<[image001.jpg](#)>

Courtney Leigh Beisel
Membership Senior Manager
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
724.719.2554 direct **NEW!**

312.376.2400 fax
courtneyb@qualitycharters.org
www.qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, February 16, 2015 4:15 PM
To: Nacsa Membership
Subject: Re: Invitation to Join Authorizing Leaders in Phoenix March 19-20

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On Feb 16, 2015, at 1:51 PM, NACSA Communities <membership@qualitycharters.org> wrote:

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105 West Adams Street, Suite 1900, Chicago, IL 60603-6253

Patrick Gavin

From: Patrick Gavin
Sent: Friday, March 06, 2015 11:01 PM
To: Lynn-Marie Lucas
Subject: Re: Phoenix Authorizing Leaders' Summit: Logistics Information

Thanks!

Patrick J. Gavin
Director
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On Mar 6, 2015, at 11:05 AM, Lynn-Marie Lucas <lynn-mariel@qualitycharters.org> wrote:

My apologies. You have a reservation checking in on Wednesday, March 18th and checking out on Friday, March 20th.

Again my apologies and have an awesome weekend.

Lynn-Marie

Lynn-Marie Lucas
Executive Assistant to the President
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2322 direct
312.376.2400 fax
www.qualitycharters.org
lynn-mariel@qualitycharters.org

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, March 06, 2015 1:00 PM
To: Lynn-Marie Lucas
Subject: Re: Phoenix Authorizing Leaders' Summit: Logistics Information

Sorry to be a Nuage but can you confirm that the reservation is for Wednesday evening through Friday morning versus Thursday through Friday?

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On Mar 6, 2015, at 9:49 AM, Lynn-Marie Lucas <lynn-mariel@qualitycharters.org> wrote:

Meeting date correction noted below.

Lynn-Marie Lucas
Executive Assistant to the President
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2322 direct
312.376.2400 fax
www.qualitycharters.org
lynn-mariel@qualitycharters.org

From: Lynn-Marie Lucas
Sent: Friday, March 06, 2015 11:21 AM
To: 'pgavin@spsca.nv.gov'
Subject: Phoenix Authorizing Leaders' Summit: Logistics Information

Good Morning,

We're looking forward to seeing you in Phoenix! I thought I'd provide you with a few small travel details before the weekend.

Meeting Location

March 19th & 20th

Arizona State Board for Charter Schools Office
1616 West Adams Street, Suite 170
Phoenix, AZ 85007

Lodging

Palomar Phoenix
2 E. Jefferson Street
Phoenix, AZ 85004
(602) 253-6633
<http://www.hotelpalomar-phoenix.com/>

Confirmation#: **19400192442 – Patrick Gavin**
Arrival: Thursday, March 18th
Departure: Friday, March 20th

When checking in you'll need to present your government ID and personal credit card to cover room rate, taxes and incidentals.

Ground Transportation

Phoenix Arrival - The distance between Phoenix Sky Harbor and Palomar Phoenix is approximately 4.7 miles. Cab fare on average is approximately \$18.00

Getting to the meeting in groups – The distance between Palomar Phoenix and the Arizona State Board of Charter Schools Office is approximately 1.6 miles. Cab fare on average is approximately \$8.20.

Please let me know if you have any questions.

Best,
Lynn-Marie

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lynn-mariel@qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, March 03, 2015 9:08 AM
To: Lynn-Marie Lucas
Subject: Re: NACSA Heads of Authorizing Office Community

I arrive the evening of the 18th and will switch hotels on the 20th.

Patrick J. Gavin
Director
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On Mar 3, 2015, at 8:26 AM, Lynn-Marie Lucas <lynn-mariel@qualitycharters.org> wrote:

Good morning!

Thank you again for your interest in joining us in Phoenix for the first-ever summit hosted by the NACSA Heads of Authorizing Office Community.

We are pleased to report we have been able to secure a room block for the group at the Palomar Phoenix Cityscape. The negotiated rate is \$269 plus applicable taxes. This is a significant reduction in the going room rate in Phoenix (Spring Training Season!) and we sincerely hope this fits within everyone's budget.

Rooms are limited, therefore we'd like to place rooms on hold for you. Please forward your arrival/departure dates so that I can secure a room for you.

If you are unable to join us, please give us a heads up so we may adjust meal orders accordingly. We do intend on holding future meetings of this nature; there will be plenty of opportunities to participate in a similar manner throughout the next year.

Warmest Regards,
Lynn-Marie

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<NACSA Authorizing Leaders Summit - Tentative Agenda.pdf>

Patrick Gavin

From: Patrick Gavin
Sent: Friday, March 06, 2015 1:06 PM
To: Nelson Smith
Subject: Re: NACSA Leaders Program

Thanks! I'll definitely take you up on that.

Patrick J. Gavin
Director
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On Mar 6, 2015, at 1:02 PM, Nelson Smith <nelsons@qualitycharters.org> wrote:

Ouch. And ouch for Nick too, whoever he is.

Don't know what to tell you - -the tea leaves are all in Chicago and I don't have a hand in the decision.

So kick ass in NV an apply next year. (And I'm always available for informal "mentoring" which I do for the program, if that's helpful.)

Cheers.

N

Nelson Smith

Senior Advisor

National Association of Charter School Authorizers

304-876-1177

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Friday, March 6, 2015 3:32 PM
To: Nelson Smith
Subject: Re: NACSA Leaders Program

Slightly perplexed but will survive...

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 11:57 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Hey Patrick,

So sorry for the mix-up – I was sending these at the same time. This message was intended for you. Again, I strongly urge you to apply to next year's cohort as I feel that you would be a very strong candidate.

All the Best,
Cory

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, March 06, 2015 1:55 PM
To: Cory Thames
Subject: Re: NACSA Leaders Program

I assume this was intended for me versus Nick?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

On Mar 6, 2015, at 11:51 AM, Cory Thames <coryt@qualitycharters.org> wrote:

Dear Nick,

Thank you for submitting an application to be considered for the upcoming NACSA Leaders Program cohort. This was by far our most competitive application cycle as of yet. As a result of the robust interest and the selectivity of our application process, unfortunately we cannot offer you a spot in the program at this time. However, we **strongly** urge you to consider applying to our 2016 cohort as we feel that you would be a strong candidate.

We truly appreciate your taking the time to complete and submit your application. We wish you a very successful year and hope that you will consider reapplying to the next cohort.

Thank you again for your interest in the NACSA Leaders Program.

Sincerely,

Cory L. Thames

<image001.jpg>

Cory L. Thames
Director of Talent & Engagement
National Association of Charter School Authorizers
105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

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Sent: Friday, March 06, 2015 12:32 PM
To: Nelson Smith
Subject: Re: NACSA Leaders Program

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Sincerely,

Cory L. Thames

<image001.jpg>

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105 W. Adams Street, Suite 1900 | Chicago, IL 60603-6253
312.376.2366 direct
www.qualitycharters.org

Patrick Gavin

From: Patrick Gavin
Sent: Friday, February 20, 2015 12:54 PM
To: spearson@dcpcsb.org
Subject: Fwd: Tentative Agenda for NACSA Heads of Authorizing Office Summit
Attachments: ATT00001..htm; NACSA Authorizing Leaders Summit - Tentative Agenda.pdf; ATT00002..htm

FYI. Though the RSVP request sent out earlier leaves me uncertain if people backing out lowered us below the minimum count or if this is merely a strategy to get enough RSVPs to get a room block.

Patrick J. Gavin
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Begin forwarded message:

From: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Date: February 18, 2015 at 2:07:28 PM EST
To: Courtney Leigh Beisel <courtneyb@qualitycharters.org>
Cc: "Barker, Susan Miller (Susanmiller.Barker@suny.edu)" <Susanmiller.Barker@suny.edu>, "ethanhemming@csi.state.co.us" <ethanhemming@csi.state.co.us>
Subject: Tentative Agenda for NACSA Heads of Authorizing Office Summit

Good afternoon,

Thank you for your interest in attending the first-ever NACSA Heads of Authorizing Office's Authorizing Leaders' Summit, to be hosted March 19-20 in Phoenix. I'm pleased to report we have reached our RSVP minimum and will proceed with hosting this event as planned. A tentative agenda is attached. Please note this is subject to change. We welcome your feedback and thoughts on the planned content so that we may make this event as valuable to you as possible. We hope to secure a room block for attendees and will communicate this information if we are able to do so. If you are no longer able to join us, let us know so we may adjust accordingly.

If you have any questions or thoughts to share on the agenda, please feel free to send them our way for consideration. We will be in touch soon with additional details.

We look forward to welcoming you to Phoenix next month!

Best,
Courtney

Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, June 09, 2015 6:59 PM
To: williamh@qualitycharters.org
Subject: Fwd: Charter Application Budget Template
Attachments: Copy of Attachment 19 - Financial Plan Workbook.xlsx; Copy of Attachment 19 - Financial Plan Workbook.xlsx

This is the budget template I want to use--still trying to get the authorizer's staff to email/call me back to get password! :-((. My staff are working on making something similar but that will likely take until some time next week versus borrowing something and making minor modifications so we can go live Friday. Any idea who besides Anna and Margo might have the password--guessing they're super busy reviewing applications. Or know of a similar budget we can build off of?

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Fax: [775-687-9113](tel:775-687-9113)

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Monday, June 8, 2015 10:47 PM
Subject: Charter Application Budget Template
To: Jessica L. Hoban <jlhoban@spsca.nv.gov>

I really want to use this template but a lot of it is locked down. I've reached out to the creator of this document and a few other contacts but haven't heard back about an unlocked version. I was wondering how long it would take Katie, with your oversight, to recreate this with our DSA numbers instead of TN's? It doesn't seem crazy complicated—it just requires some attention to detail and a bit of time.

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, December 11, 2015 3:23 AM
Subject: Reg Language
Attachments: Applications, Amendments, and Renewals.docx; Accountability Reg Workshop.docx; Loan and Proven Provider Status.docx

Please see attached draft language for discussion at Monday's workshop.

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

Patrick Gavin

From: Patrick Gavin
Sent: Monday, December 07, 2015 5:15 PM
To: Amanda Fenton
Subject: Re: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

Ok! I wanted to doublecheck that it was actually supposed to be at midnight and not noon tomorrow

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On Dec 7, 2015, at 5:10 PM, Amanda Fenton <amandaf@qualitycharters.org> wrote:

Midnight central time, so 10pm pacific. 5 hours to go...

Sent from my iPhone

On Dec 7, 2015, at 5:24 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Can you clarify what time this is being released tomorrow? I have a reporter who is going to be interested to see it as soon as it's public so I want to make sure that I sent to him ASAP.

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On Dec 7, 2015, at 11:59 AM, National Association of Charter School Authorizers
<johnh@qualitycharters.org> wrote:

Reminder: Annual State Policy Analysis
Monday, December 7, 2015

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ON THE ROAD TO BETTER ACCESSIBILITY, AUTONOMY, & ACCOUNTABILITY:
STATE POLICY ANALYSIS
2015

Hello Patrick,

Thank you again for your input over the last several months as we compiled data for NACSA's annual state policy analysis, *On the Road to Better Accessibility, Autonomy and Accountability*. We are pleased to inform you that because of your help, the report will be published tomorrow, December 8. An [embargoed copy of the report is available here](#). We thank you in advance for your help honoring the embargo until tomorrow.

Since we first published this analysis last year, 14 states have strengthened their public charter school oversight laws, regulations, and policies. Our experience has shown states with our eight recommended policies in place are better positioned to create and sustain great public schools—ultimately improving children's lives for the better.

Of course, there is more that goes into a successful charter school environment in a state, including adequate school financing for both traditional and charter schools, an outstanding pipeline of school leaders and teachers, engaged parents and communities, and effective support organizations. Over time, a successful charter school system requires a combination of smart policy, committed people, and strong practice.

Please help us spread the word tomorrow on social media using #OTR2Gr8. A few recommended tweets are below.

Smart authorizing policy can help ensure quality both tomorrow and for years to come, and we appreciate your support.

Regards,

John Hedstrom
Vice President of Policy and Advocacy

Sample Tweets (click a tweet to post):

- [Did you know that #charterschool oversight policies continue to get smarter? #OTR2Gr8 Stay tuned: ow.ly/VzJXd](#)
 - [Tune to #OTR2Gr8 tomorrow to learn more about #StateLaws that determine #charterschool accessibility: ow.ly/VzJXd](#)
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-



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Ph: 312.376.2300

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Sent: Monday, December 07, 2015 3:24 PM
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Subject: Re: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

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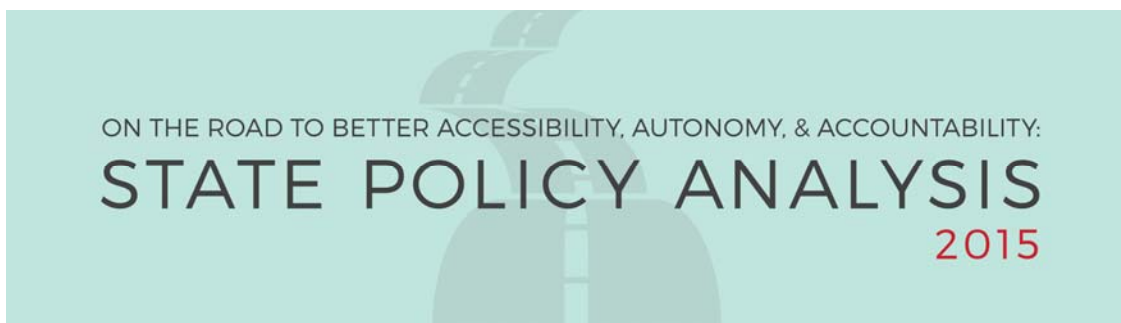
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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 23, 2015 6:18 AM
To: Carly Bolger
Subject: Re: NV charter law

No, it does not.

Patrick J. Gavin
Director
State Public Charter School Authority
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On Wed, Sep 23, 2015 at 6:11 AM -0700, "Carly Bolger" <carlybolger@gmail.com> wrote:

Good morning Patrick!

Quick question - could you tell me if the new NV law allows authorizers to preference either geography or school type in the RFP?

Figured you were a much quicker source than me digging through the statute!

Thanks!

Carly

Patrick Gavin

From: Patrick Gavin
Sent: Monday, December 07, 2015 7:46 PM
To: Corrie Leech
Cc: Amanda Fenton
Subject: RE: Reminder: NACSA's Annual State Policy Analysis (Embargoed until December 8th, 2015 at 12:00:00AM/CST)

Send to Neal Morton: nmorton@reviewjournal.com

Not sure about where Riley landed...

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On Mon, Dec 7, 2015 at 7:15 PM -0800, "Corrie Leech" <corriel@qualitycharters.org> wrote:

Patrick –

Attached is the final press release and yes, goes live in 3 hours or so. I was planning on sending it to the below – am I missing anyone?

- Adam Trumble, Editor at the Nevada Appeal
- Ian Whitaker, Education Reporter at the Las Vegas Sun
- Trevon Milliard, Education Reporter at the Reno Gazette-Journal
- I know you mentioned Riley Snyder, formerly AP—do you know where he is now?

Corrie Leech
Direct Line: 312.376.2327 | Mobile: 312.513.3533

From: Amanda Fenton
Sent: Monday, December 07, 2015 7:11 PM

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, September 11, 2015 11:27 AM
To: Danny Peltier; 'Elisa Westapher'
Subject: RE: List of follow-up documents
Attachments: 150630 NSHS Renewal Letter.pdf

Here it is.

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From: Danny Peltier
Sent: Friday, September 11, 2015 11:26 AM
To: 'Elisa Westapher'
Cc: Patrick Gavin
Subject: RE: List of follow-up documents

I am unable to find the letter to Nevada State H.S. Patrick may know where that one is. I know they are looking to do an early renewal, so I am not sure the exact process of that since they would be the first ones.

Patrick, anything you can add, or point me to, I would be happy to upload into DropBox

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Friday, September 11, 2015 11:03 AM

To: Danny Peltier
Cc: Patrick Gavin
Subject: List of follow-up documents

Danny,

Could you please provide copies of the following:

- List of questions typically asked during the capacity interview;
- Copy of letter that went to school re renewal (both last year and for Nevada State HS);
- Copy of renewal recommendations from Patrick to board

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

[2015 NACSA Leadership Conference](#)
COLORADO | October 19-22, 2015 | [Register Today!](#)

Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, September 08, 2015 4:19 PM
To: Danny Peltier; 'Elisa Westapher'
Cc: 'Carly Bolger'; 'Victoria Ng'
Subject: RE: Site Visit Schedule: Comments and Questions

There is a Starbucks in the same strip mall where the Department of Education's offices are. If people want to meet there at 8:00 I'm happy to grab coffee and start the conversation then.

Patrick J. Gavin
Director
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On Tue, Sep 8, 2015 at 4:16 PM -0700, "Danny Peltier" <dpeltier@spsca.nv.gov> wrote:

Patrick may have a place to meet prior to the official visit beginning, but I will let him chime in on that.

Nevada Department of Education
Las Vegas ([MAP](#))
9890 S Maryland Pkwy, 2nd Floor
Las Vegas, Nevada 89183
Phone: 702.486.6458 (8am-5pm)
Fax: 702.486.6450

Danny Peltier
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775-687-9174
775-687-9113 (fax)

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information is strictly prohibited. Violations may result in administrative, civil, or criminal penalties. If you have received this communication in error, please notify sender immediately by e-mail, and delete the message. The Nevada Department of Education will not accept any liability in respect of such communication that violates our e-mail policy.

From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Tuesday, September 08, 2015 4:08 PM
To: Danny Peltier; Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Site Visit Schedule: Comments and Questions

Yes, where should we report on day 1?



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [mailto:dpeltier@spsca.nv.gov]
Sent: Tuesday, September 08, 2015 6:07 PM
To: Elisa Westapher; Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Site Visit Schedule: Comments and Questions

Thanks Elisa,

This looks good to me. Please let me know if you need anything else.

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Tuesday, September 08, 2015 4:03 PM
To: Danny Peltier; Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: RE: Site Visit Schedule: Comments and Questions

Danny,

Thank you for the information. Attached is the proposed final site visit schedule. You will see that I re-arranged the timing of some of the staff interviews as we need additional interview time with Patrick. Please let me know if any of the changes are problematic.

Also, please let us know the specific address we should report to on Day 1.

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [<mailto:dpeltier@spsca.nv.gov>]
Sent: Tuesday, September 08, 2015 3:39 PM
To: Elisa Westapher; Patrick Gavin
Cc: Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

Hi Elisa and Victoria,

Please see the answers to your questions below:

Board Member Meetings. Per the proposed schedule, we are supposed to meet with board members on both days from 9am-12pm. Those are large portions of the day. Are you planning for each to meet with a total of 6 members for one hour each? If possible, we can meet with the board chair individually for one hour and the remaining members we could do in small groups of 2 or 3 if possible. Please also provide us a list of names and the corresponding interview times. **The chair is out of town and will be unable to attend the meetings. I am finalizing the final times for the board members but currently we will have two meetings:**

9/10/2015 – 9am

Bob McCord

Adam Jones

Nora Luna

9/10/2015 – 11am

Elissa Wahl

Marc Abelman

School Leader Meetings. The proposed schedule has a school leader meeting both Thursday and Friday. Is there a reason two different times are needed? The one on Friday is scheduled for 4pm, which won't work with our 6:20pm flight out, especially because we will need 30 minutes at the end of Day 2 to tie things up and deliver our preliminary findings. Also, will these be in-person meetings with the school leaders? We got an email from a school leader saying that they the meeting will be via conference line. She was NOT happy about this. Is that correct? Is there a reason that the Las Vegas school representatives can't join in person? **The reason for the two times is to best accommodate different school schedules. The meeting is scheduled for 3pm each day. If a school member would like to be in the**

conference room with you during the meeting, I am sure we could accommodate. The reason it was a conference line is the room you will be in in LV will not be able to house all participants during ythe call. I apologize to the school leader who was upset.

- **Staff Interviews.** We need to map out the staff interviews. Per the information available on the website and the job descriptions in the dropbox, we would like to interview the following: **Our office doesn't break the EPPs out by application, but I have set up interviews that group our EPPs as best as I could.**
- Patrick – aside from the Day 1 introductory meeting, please make sure that we have 1.5 hours with you on Day 1 and then 30 minutes with you at the end of Day 2.
- ASO II – 45 minutes – **Jessica Hoban, 9/11 @ 2pm**
- EPP (applications) – 45 minutes – **Nya Berry and Joan Jurgensen, 9/10 @ 1pm**
- EPP for Oversight and Evaluation – 45 minutes – **Angela Blair and Kathy Robson 9/11 @ 1pm**
- EPP (technical assistance) – 45 minutes
- **OUR EPPs HANDLE ALL THREE OF THESE ACTIVITIES**
- Management Analyst II and Business Analyst II – 45 minutes – **Allyson Kellogg and Traci House 9/10 @ 2:30 pm**
- Administrative Analyst III and Management Analyst I – 30 minutes – **Danny Peltier and Katie Higday 9/10 @ 2pm**
- General Counsel – if possible or I believe you said this individual might be traveling – **(Conference Call) – Greg Ott 9/10 @ 11am**
- Application Review Team – is this all staff members? Who participates on this team? – **Staff members already are being interviewed above**
- Anyone else I missed? – **No**

Please let me know if you have additional questions.

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

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From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Monday, September 07, 2015 3:17 PM
To: Patrick Gavin
Cc: Danny Peltier; Victoria Ng
Subject: RE: Site Visit Schedule: Comments and Questions

Thanks Patrick!

And if you need our conference line, you can use:

1-800-750-4065

Participant Code: 938083# (one to share with school leaders)

Moderator Code: 373233#

Call me tomorrow if you have any questions!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, September 07, 2015 4:49 PM
To: Elisa Westapher
Cc: Danny Peltier; Victoria Ng
Subject: Re: Site Visit Schedule: Comments and Questions
Importance: High

Elisa,

Thanks for the feedback. Per our chat, we'll work through these issues tomorrow.

Thanks,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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On Sep 7, 2015, at 1:49 PM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

Patrick,

I reviewed the information Danny provided regarding the site visit schedule and wanted to check-in with you on a few items and fill in the remaining holes.

- **Board Member Meetings.** Per the proposed schedule, we are supposed to meet with board members on both days from 9am-12pm. Those are large portions of the day. Are you planning for each to meet with a total of 6 members for one hour each? If possible, we can meet with the board chair individually for one hour and the remaining members we could do in small groups of 2 or 3 if possible. Please also provide us a list of names and the corresponding interview times.
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 - EPP (technical assistance) – 45 minutes
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 - Administrative Analyst III – 30 minutes
 - General Counsel – if possible or I believe you said this individual might be traveling
 - Application Review Team – is this all staff members? Who participates on this team?
 - Anyone else I missed?

Here's where we are with the site visit, please update based on the information above.

SITE VISIT SCHEDULE

Day 1, Thursday, September 10th

- 8:30-9:00am: Introductory Meeting with Patrick
- 9:00am – 12:00pm: Board Member Interviews
- 12:00pm – 1:00pm: Lunch
- 1:00pm – 3:00pm: Staff Interviews??
- 3:00pm – 4:30pm: School Leader Group Interview

Day 2, Friday, September 11th

- 9:00am – 12:00pm: Board Member Interviews [per above, do we need all this time or can some of the board members be interviewed together to free up more time for staff interviews.]
- Staff Interviews??
- 4pm – 5pm: School Leader Group Interview [see comments above re school leader group interview, hoping we can do one school leader group interview on Thursday. We need to be finished with all interviews by approximately 4:15pm or whatever time we need to leave to make a 6:20pm flight.]
- 3:45pm – 4:15pm: Delivery of Preliminary Findings with Patrick

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Sunday, October 18, 2015 8:19 PM
To: Elisa Westapher
Subject: Re: Meeting up at conference

OK--could we do 3-ish at the Omni? I have to meet a board member at the airport at 1:15 and rent a car with him for the drive to the Omni and then have a 4:30 meeting. 3 should work well, I think.

On Oct 16, 2015, at 8:54 AM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

I get in late Sunday night and am going straight to the hotel. I won't be able to get downtown in the am due to some other meetings.

How about late afternoon/early evening when you arrive at the hotel? I will be available until we have an all staff meeting around 6:15pm.

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, October 15, 2015 9:37 PM
To: Elisa Westapher
Subject: Re: Meeting up at conference

when do you get in? I'm actually staying downtown on Saturday and Sunday night and was not planning to pick up a rental car until I pick up members of my board at the airport in the early afternoon on Monday. Since I'm staying for the other education conference in Denver I wanted to make sure that they can use the car to get themselves to the airport once I have to head back downtown.

Would you have any flexibility to meet downtown in the morning versus at the Omni?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Oct 15, 2015, at 8:49 AM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

Patrick,

I hope you are doing well. Would you have time on Monday, October 19th to touch base?

Right now, my day is relatively open.

Elisa

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, September 18, 2015 6:13 AM
To: Elisa Westapher
Subject: Fwd: Request for Proposal Announcement - Nevada State Public Charter School Authority
Attachments: RFP 001 posting.pdf

Do you guys share these kinds of business opportunities to work with authorizers out with the broader world?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
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----- Forwarded message -----

From: "**Jessica L. Hoban**" <jlhoban@spsca.nv.gov>
Date: Thu, Sep 17, 2015 at 11:06 AM -0700
Subject: FW: Request for Proposal Announcement - Nevada State Public Charter School Authority
To: "Patrick Gavin" <pgavin@spsca.nv.gov>

Please forward to any potential vendors you may be aware of.

Thank you,

Jessica L. Hoban

Administrative Services Officer 2
State Public Charter School Authority
1749 N. Stewart St. Ste 40
Carson City, NV 89706
Office: 775-687-9149

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From: Jessica L. Hoban
Sent: Wednesday, September 16, 2015 4:34 PM
To: Jessica L. Hoban
Cc: Allyson Kellogg
Subject: Request for Proposal Announcement - Nevada State Public Charter School Authority

Good Afternoon,

This notification is being sent to vendors registered with the Nevada State Purchasing Division for notification of a Request for Proposals related to a contract for business consulting services.
The attached document contains details related to this request.

Thank you,

Jessica L. Hoban

Administrative Services Officer 2
State Public Charter School Authority
1749 N. Stewart St. Ste 40
Carson City, NV 89706
Office: 775-687-9149

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Patrick Gavin

From: Patrick Gavin
Sent: Thursday, October 15, 2015 7:37 PM
To: Elisa Westapher
Subject: Re: Meeting up at conference

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On Oct 15, 2015, at 8:49 AM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

Patrick,

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Right now, my day is relatively open.

Elisa

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 09, 2015 1:16 PM
To: Elisa Westapher
Cc: Victoria Ng; Carly Bolger
Subject: Re: Self-Evaluation - It would be great if you could complete!

I did it yesterday!

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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On Wed, Sep 9, 2015 at 1:15 PM -0700, "Elisa Westapher" <elisaw@qualitycharters.org> wrote:

<http://www.surveygizmo.com/s3/2289412/Nevada-State-Public-Charter-School-Authority-Evaluation-Self-Evaluation-Survey>



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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 09, 2015 1:16 PM
To: Elisa Westapher
Cc: Victoria Ng; Carly Bolger
Subject: Re: Self-Evaluation - It would be great if you could complete!

Going to be very perturbed if my essays weren't recorded.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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Patrick Gavin

From: Patrick Gavin
Sent: Monday, September 07, 2015 2:49 PM
To: Elisa Westapher
Cc: Danny Peltier; Victoria Ng
Subject: Re: Site Visit Schedule: Comments and Questions

Importance: High

Elisa,

Thanks for the feedback. Per our chat, we'll work through these issues tomorrow.

Thanks,

Patrick

Patrick J. Gavin
Director
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 - Patrick – aside from the Day 1 introductory meeting, please make sure that we have 1.5 hours with you on Day 1 and then 30 minutes with you at the end of Day 2.
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 - Administrative Analyst III – 30 minutes
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 - Application Review Team – is this all staff members? Who participates on this team?
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Here's where we are with the site visit, please update based on the information above.

SITE VISIT SCHEDULE

Day 1, Thursday, September 10th

- 8:30-9:00am: Introductory Meeting with Patrick
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- Staff Interviews??
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<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, August 21, 2015 3:36 PM
To: Elisa Westapher
Subject: Re: Las Vegas location re site visit

Yes--that is the location. Regarding hotels: I usually stay at either the Homewood Suites or the Doubletree just south of the airport, but that's more due to our state rate. The SLS on the strip is also affordable, albeit further away from NDE.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
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Fax: [775-687-9113](tel:775-687-9113)

Follow us on Twitter: @NevadaCharters
Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: Elisa Westapher <elisaw@qualitycharters.org>
Sent: Friday, August 21, 2015 2:58 PM
Subject: Las Vegas location re site visit
To: Patrick Gavin <pgavin@spsca.nv.gov>

Is this where the site visit will take place – NV DOE offices -- [9890 S Maryland Pkwy, Las Vegas, NV 89183](#)?

If so, any recommendations for a pretty good hotel somewhat close to there?

If not, please let us know the location so we can make arrangements.

Thanks!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: [312.376.2363](tel:312.376.2363) | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Thursday, August 20, 2015 12:06 PM
To: Elisa Westapher
Cc: Victoria Ng; Carly Bolger
Subject: Re: NACSA/Nevada Authority - Kick-off Call Agenda and Intro Letter

Thanks for your time this morning. The two contacts I mentioned for the Dropbox are Danny Peltier (dpeltier@spsca.nv.gov) and Jessica Hoban (jlhoban@spsca.nv.gov).

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
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pgavin@spsca.nv.gov
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On Aug 20, 2015, at 8:06 AM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

Patrick,

We are excited to kick-off the evaluation of Nevada State Public Charter School Authority's authorizing office today. Below is the agenda for the call. In addition, attached is an introduction letter that outlines the evaluation process and proposed timeline. We will go through this letter in greater detail during the call today.

Agenda

1. Introductions
2. Purpose/Rationale of Formative Evaluation
 - a. Principles and Standards
 - b. Analysis across key areas
 - c. Formative assessment
 - d. Actionable and inform strategic planning / implementation
3. Evaluation Process
 - a. Structure / Background
 - b. Desk audit
 - c. Surveys
 - d. Site visit
 - e. Report drafting
 - f. Report presentation
4. Site Visit Schedule

5. Questions

Please let me know if you have any questions.

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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<AE_NSPCSA_DRAFT Formative Intro Ltr and Guide_8 20 15.docx>

Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, August 11, 2015 8:09 AM
To: Elisa Westapher
Cc: William Haft
Subject: Re: impact evaluation

I am heading to a meeting that doesn't get out until after 2 pacific. I'll try to call you once I'm in the car and can figure out how to make the speakerphone work.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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On Tue, Aug 11, 2015 at 8:03 AM -0700, "Elisa Westapher" <elisaw@qualitycharters.org> wrote:

Great! It's a rain day here (I'm on the east coast), so feel free to call me at your convenience or let me know a good time to reach you.

Sent from my iPhone

On Aug 11, 2015, at 10:10 AM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Yes—I'm very interested in the September slot!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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On Aug 11, 2015, at 7:05 AM, Elisa Westapher <elisaw@qualitycharters.org> wrote:

Patrick,

I hope you are doing well! I'm currently on vacation, but did want to follow-up with you regarding the impact evaluation opportunity. I don't know if William mentioned this, but our 10th evaluation slot for this year unexpectedly dropped out of the evaluation last week.

So, if you are interested we could start the evaluation process immediately (likely site visit in early September) and then draft report by 9.30. Otherwise, we can look into doing an evaluation during our next cycle (starting later this year and going through the following Spring/Summer).

Please let me know if you are interested in doing an evaluation sooner rather than later and we can have a quick call to discuss. I am also reaching out to one other authorizer that might be interested in our 10th slot as we need to firm this last one up quickly.

I'm available at 630-732-5455 this week.

Elisa

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Sunday, August 09, 2015 10:27 PM
To: William Haft
Cc: Elisa Westapher
Subject: Re: impact evaluation

William,

Thanks for your note and for connecting face-to-face on Friday. I think there's a tremendous opportunity both to validate the work of my team and to make a massive push towards performance management and outcomes over compliance and our LEA role.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
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pgavin@spsca.nv.gov
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On Sun, Aug 9, 2015 at 8:13 PM -0700, "William Haft"
<williamh@qualitycharters.org> wrote:

Patrick,
Hope Chi-town treated you well for the weekend. I'm following up to make sure the email from Nora Flood that I forwarded came through with Anne Rowe's (DPS board) email address came through. As an aside, Gail Greeley said she could not make any recommendations from her board at the moment and referred me to Santa Clara County as a possibility, but I haven't heard back yet from Don Bolce and sounds like you may be set for CA folks. Let me know if you think there might be a role for NACSA on the panel.

Separately, I wanted to follow up on the option of what we call our "impact evaluation" for the Authority. This would be at no cost since we have a National Charter School Resource Center contract to do 10/year. The timing is good both because it would be good to document the progress that you and Steve have made since the original evaluation and because we now include a human capital component that sounds like it might be helpful on the policy side. For us the timing could either be fairly immediate (completion between now and Sep. 30) or more in the October to December window. If you're interested in the fast track, we should get that worked out in the next few days so we can get the site visit scheduled and get started with the desk audit. As I mentioned, we have a spot for this federal fiscal year available because we had an authorizer postpone (read cancel) due to internal politics on their end just an hour so before you and I met up. I've cc'd Elisa who manages our evaluation work and will follow up.

William

<image001.png>

William Haft, Vice President for Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2323 | Mobile: 303.817.6797

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Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, August 11, 2015 7:10 AM
To: Elisa Westapher
Subject: Re: impact evaluation

Yes—I'm very interested in the September slot!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
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pgavin@spsca.nv.gov
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Fax: 775-687-9113

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I'm available at 630-732-5455 this week.

Elisa

<image001.png>

Elisa Westapher, Director of Authorizer Development
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Direct: 312.376.2363 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
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To: William Haft
Cc: Elisa Westapher
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Patrick

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On Sun, Aug 9, 2015 at 8:13 PM -0700, "William Haft" <williamh@qualitycharters.org> wrote:

Patrick,
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Separately, I wanted to follow up on the option of what we call our “impact evaluation” for the Authority. This would be at no cost since we have a National Charter School Resource Center contract to do 10/year. The timing is good both because it would be good to document the progress that you and Steve have made since the original evaluation and because we now include a human capital component that sounds like it might be helpful on the policy side. For us the timing could either be fairly immediate (completion between now and Sep. 30) or more in the October to December window. If you’re interested in the fast track, we should get that worked out in the next few days so we can get the site visit scheduled and get started with the desk audit. As I mentioned, we have a spot for this federal fiscal year available because we had an authorizer postpone (read cancel) due to internal politics on their end just an hour so before you and I met up. I’ve cc’d Elisa who manages our evaluation work and will follow up.

William

<image001.png>

William Haft, Vice President for Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2323 | Mobile: 303.817.6797

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, November 04, 2015 7:09 PM
To: 'Elisa Westapher'
Cc: Carly Bolger
Subject: RE: Final Supplemental Document Request - Evaluation
Attachments: Good to Govern Capacity Interview Questions.docx; 150928 Closure Overview.doc; 150928 Criteria for High Stakes Decisions 3.0.doc; 150928 Board Agenda Item--Quest Recommendation.doc; 151026 Board Agenda Item--Silver State Recommendation.doc; SSCS Notice of Breach 12-12-2014 (2).pdf; Quest Notice of Breach 12-8-2014.pdf; Application Evaluator Overview.pptx; 151026 Silver State Notice of Closure PJG.pdf; 151026 Quest Receiver Letter PJG.pdf

Please see attached. I've also made some notes below to point you to correct attachments.

Patrick J. Gavin
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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Tuesday, November 03, 2015 7:28 PM
To: Patrick Gavin
Cc: Carly Bolger
Subject: Final Supplemental Document Request - Evaluation

Patrick,

Here's our last supplemental document request based on our last conversation:

1. Applications
 - a. List of interview questions—see [Good to Govern Attachment](#)
 - b. Application evaluation policy (who participates in these steps, expectations)—see [Evaluator PowerPoint](#)
2. Performance Mgmt. Systems
 - a. Documentation regarding quest and silver state – organizational breach. Notices of concern or notices of breach—see [notices of breach and recent board resolutions for SSCS closure and Quest receiver](#)
 - b. Modified closure document see [closure overview](#)
3. Performance-based Accountability
 - a. Written decision-making policies see [high stakes decisionmaking doc](#)

Thank you!

Elisa

Elisa Westapher
DIRECTOR OF AUTHORIZER DEVELOPMENT



105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, September 11, 2015 2:55 PM
To: 'Elisa Westapher'
Subject: RE: Renewal Decisions
Attachments: Silver Sands Renewal Report and Recommendation - Final.pdf; EIAA Renewal Report and Recommendation - Final.pdf; Alpine Renewal Report and Recommendation - Final.pdf

Here are the three most recent.

Patrick J. Gavin
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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Friday, September 11, 2015 2:39 PM
To: Danny Peltier
Cc: Patrick Gavin; Carly Bolger
Subject: Renewal Decisions

Could I receive a copy of the ones from the last cycle? Or are these available online?



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, August 19, 2015 3:04 PM
To: 'Elisa Westapher'
Cc: Victoria Ng; Carly Bolger
Subject: RE: Authorizer Evaluation Kick-off - TOMORROW?

How is 11 am Pacific tomorrow?

Confirming the 10th and 11th in Vegas...

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
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Direct: 775-687-9160
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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Wednesday, August 19, 2015 10:46 AM
To: Patrick Gavin
Cc: Victoria Ng; Carly Bolger
Subject: FW: Authorizer Evaluation Kick-off - TOMORROW?
Importance: High

Patrick,

In order to fit the evaluation into this tight schedule, we need to schedule the kick-off call for this week.

Would you be available for a 45 minute to one-hour call tomorrow – I'm available during the following times:

- 10am – 12pm PST
- 2pm – 3:30pm PST

Also, I would like to confirm the site visit dates for Thursday, September 10th and Friday, September 11th. Would this work for your team? Per our conversation, the visit would be in Las Vegas.

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Elisa Westapher
Sent: Monday, August 17, 2015 1:51 PM
To: 'Patrick Gavin'
Cc: Victoria Ng; Carly Bolger
Subject: Authorizer Evaluation Kick-off
Importance: High

Patrick,

Thank you for your time last week. I received the green light, so I would like to get the evaluation started!

First, we need to schedule the kick-off call (that's where we will go through the full evaluation process in detail, especially the desk audit). Also, for your reference, attached is our desk audit document request list. We will discuss in greater detail during the kick-off call.

Would you have an hour sometime this week? My schedule is fairly open, so please let me know a few times that work for you. If there is someone that will be the point person for the document collection process, it would be great if that person could join the call as well.

Thank you and looking forward to getting started!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Monday, October 05, 2015 12:20 AM
To: 'Elisa Westapher'; 'Carly Bolger'
Subject: RE: Questions for you....may have some additional ones tomorrow

Did you get all your questions answered? You can go hundreds of miles in the rural parts of Nevada with zero cell service—and I have phones with two different carriers!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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From: Elisa Westapher [mailto:elisaw@qualitycharters.org]
Sent: Wednesday, September 30, 2015 9:30 AM
To: Danny Peltier
Cc: Patrick Gavin
Subject: RE: Questions for you....may have some additional ones tomorrow

Thank you!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Danny Peltier [mailto:dpeltier@spsca.nv.gov]
Sent: Wednesday, September 30, 2015 10:42 AM
To: Elisa Westapher
Cc: Patrick Gavin
Subject: RE: Questions for you....may have some additional ones tomorrow

History of Authority

- Authority was created in 2011? **YES**
- The authority inherited schools from the NV Dept. of Education when it was created, correct? **YES**
- Since its inception, how many schools has the Authority approved? **16**

- Since its inception, how many schools have voluntarily surrendered their charter? **1**

Pre-opening.

- Do you conduct pre-opening site visits? If not, how do you know whether schools have met the pre-opening requirements? **Our Education Program Professionals do conduct site visits prior to a school opening. We also require the schools to submit all necessary certificates from city, county and state**

Monitoring

- Does the Authority use Epicenter? **YES**

Closure

- How did staff implement the voluntary closures? Was a staff member assigned to monitor progress? How did the Authority support the transition of students? **I attached Tom McCormack's closure document. He is no longer with the agency, but led the effort to close and transition students. He worked with other charter schools and CCSD to place the students ASAP upon the closure of Renaissance Academy.**

Thank you!

Danny Peltier
Administrative Assistant III
State Public Charter School Authority
dpeltier@spsca.nv.gov
775-687-9174
775-687-9113 (fax)

CONFIDENTIALITY - This message and accompanying documents are covered by the electronic Communications Privacy Act, 18 U.S.C. §§ 2510-2521, may be covered by the Family Educational Rights and Privacy Act (FERPA) 20 U.S.C. § 122g; 34 CFR Part 99 and may contain confidential information or Protected Information intended for the specified individual(s) only. If you are not the intended recipient or an agent responsible for delivering it to the intended recipient, you are hereby notified that you have received this document in error and that any review, dissemination, copying, or the taking of any action based on the contents of this information is strictly prohibited. Violations may result in administrative, civil, or criminal penalties. If you have received this communication in error, please notify sender immediately by e-mail, and delete the message. The Nevada Department of Education will not accept any liability in respect of such communication that violates our e-mail policy.

From: Elisa Westapher [<mailto:elisaw@qualitycharters.org>]
Sent: Wednesday, September 30, 2015 8:33 AM
To: Danny Peltier
Cc: Patrick Gavin
Subject: FW: Questions for you....may have some additional ones tomorrow

Danny,

Patrick mentioned that he may have bad reception today. If you can answer any of my questions today, that would be great!

Especially the questions under "history of authority."

Thank you!

Elisa



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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From: Elisa Westapher
Sent: Tuesday, September 29, 2015 6:52 PM
To: Patrick Gavin
Subject: Questions for you....may have some additional ones tomorrow

If possible to respond tomorrow, that would be greatly appreciated.

History of Authority

- Authority was created in 2011?
- The authority inherited schools from the NV Dept. of Education when it was created, correct?
- Since its inception, how many schools has the Authority approved?
- Since its inception, how many schools have voluntarily surrendered their charter?

Pre-opening.

- Do you conduct pre-opening site visits? If not, how do you know whether schools have met the pre-opening requirements?

Monitoring

- Does the Authority use Epicenter?

Closure

- How did staff implement the voluntary closures? Was a staff member assigned to monitor progress? How did the Authority support the transition of students?

Thank you!



Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Thursday, September 10, 2015 7:23 AM
To: 'Erin Reddy'
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

OK thanks!

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
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Fax: 775-687-9113

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From: Erin Reddy [mailto:erinr@qualitycharters.org]
Sent: Thursday, September 10, 2015 7:20 AM
To: Patrick Gavin
Cc: Nelson Smith
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Patrick,

Thanks for checking in. Yes, we'd still like you to participate in Nelson's session below in addition to Margaret's session. I'll ensure there is no double booking on the scheduling side.

Nelson should be reaching out to you soon to schedule a planning call.

Cheers,
Erin

Erin Reddy
MANAGER OF AUTHORIZER DEVELOPMENT
Direct: (312) 376-2334 | www.qualitycharters.org

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, September 10, 2015 4:39 AM
To: Erin Reddy <erinr@qualitycharters.org>
Cc: Nelson Smith <nelsons@qualitycharters.org>
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Erin—I wanted to confirm if I'm still on for this session. Margaret emailed me regarding another one and I don't want to double-book.

Patrick J. Gavin
Director
State Public Charter School Authority
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From: Erin Reddy [<mailto:erin@qualitycharters.org>]
Sent: Thursday, August 20, 2015 2:28 PM
To: Patrick Gavin
Cc: Nelson Smith; Danny Peltier
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Patrick,

That's terrific news. We look forward to working with you on content! Regarding your schedule, your session is currently scheduled on Tuesday, October 20, so there would be no conflict there.

Thanks for your registration question. I've sent your inquiry to our membership manager, Courtney Beisel, who will circle back with you directly with clarification on that front.

Thanks,
Erin



Erin Reddy
Manager of Authorizer Development
National Association of Charter School Authorizers
Direct: 312-376-2334 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, August 19, 2015 4:36 PM
To: Erin Reddy <erin@qualitycharters.org>
Cc: Nelson Smith <nelsons@qualitycharters.org>; Danny Peltier <dpeltier@spsca.nv.gov>
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Erin,

Thanks. I am happy to participate. The only known block of time when I may not be available is between 10 am and 1 pm on the 21st. We have an interim legislative committee which will be reviewing and hopefully approving some changes to our federal programs budget and I need to monitor the video feed and be on-call to address any issues that may come up if they pull our requests off of the consent agenda.

One logistical question—if I recall correctly, our membership tier gives us a free admission to the conference. I think we’ve operated on the assumption that that was reserved for the head of office. Is that discount or the discount referenced below transferrable to another staff or board member?

Patrick

Patrick J. Gavin
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Office: 775-687-9174
Fax: 775-687-9113

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From: Erin Reddy [<mailto:erinr@qualitycharters.org>]
Sent: Wednesday, August 19, 2015 2:24 PM
To: Patrick Gavin
Cc: Nelson Smith
Subject: [NACSA CONFERENCE] Speaker Invitation

Hi Patrick,

We look forward to having you join us for the 2015 NACSA Leadership Conference, hosted October 19-22 in Colorado. We hope you plan to join your colleagues from across the country at this premier event and will consider taking an active role in the delivery of high quality content which is the hallmark of NACSA’s conference.

Specifically, we are interested in having you participate in one of our policy-related breakout sessions, which is detailed below with a working description:

- **“Management Organizations: Using Policy Tools to Get Mr. Right (and Discourage Mr. Wrong)”** Come hear from experienced authorizers and advocates on how management organizations have affected authorizing policy—from the drive to recruit the best, to addressing complex issues of transparency and oversight. Learn what unique components need to be addressed if your state is growing their networks and how to respond to desire of growth from the field.

You were identified to participate in this breakout session in recognition of your leadership, expertise, and experience in the topic addressed by this session. We hope that you will accept this invitation by **Friday, August 21. To do so, please simply respond to this email to confirm your interest. Please indicate any dates between October 19 and 22 that you are not available.**

If you accept this invitation, the NACSA Manager for this session, Nelson Smith, will be scheduling an initial planning call with you and the other participants in the next couple of weeks. You will also receive more information about the speaker role, timeline, etc., prior to the planning call.

Please note that invited speakers must book and pay for their own registration, flight, and hotel room. We recommend making hotel reservations ASAP. If you are not a NACSA member, we are pleased to offer you a discount

on registration. The promotional code for non-member speakers is SPEAKER; the code will provide \$100 off the conference non-member rate. For additional travel information on this year's conference, please visit <http://www.qualitycharters.org/events/hotel-ground-travel-information.html>

Each year, NACSA's conference attracts more than 450 authorizers, policymakers, charter school advocates, researchers, and other education leaders to learn, share, and network around the critical issues facing the authorizing and charter school sector at large. NACSA's 2015 Conference promises to be an exciting event, with thought-provoking plenary and super sessions, relevant, action-oriented breakout sessions, and terrific networking events – all set in the backdrop of Colorado.

NACSA's conference is a must-attend event for authorizers and other professionals focused on growing a high-quality charter school sector. And that is because we are able to tap the experience and expertise of leaders in the field like you who push for excellence in charter schooling. We thank you for your consideration and look forward to working with you.

Best,

Erin



Erin Reddy
Manager of Authorizer Development
National Association of Charter School Authorizers
Direct: 312-376-2334 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Thursday, September 10, 2015 2:39 AM
To: 'Erin Reddy'
Cc: Nelson Smith
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Erin—I wanted to confirm if I'm still on for this session. Margaret emailed me regarding another one and I don't want to double-book.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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From: Erin Reddy [mailto:erin@qualitycharters.org]
Sent: Thursday, August 20, 2015 2:28 PM
To: Patrick Gavin
Cc: Nelson Smith; Danny Peltier
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Patrick,

That's terrific news. We look forward to working with you on content! Regarding your schedule, your session is currently scheduled on Tuesday, October 20, so there would be no conflict there.

Thanks for your registration question. I've sent your inquiry to our membership manager, Courtney Beisel, who will circle back with you directly with clarification on that front.

Thanks,
Erin



Erin Reddy
Manager of Authorizer Development
National Association of Charter School Authorizers
Direct: 312-376-2334 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, August 19, 2015 4:36 PM
To: Erin Reddy <erinr@qualitycharters.org>
Cc: Nelson Smith <nelsons@qualitycharters.org>; Danny Peltier <dpeltier@spsca.nv.gov>
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Erin,

Thanks. I am happy to participate. The only known block of time when I may not be available is between 10 am and 1 pm on the 21st. We have an interim legislative committee which will be reviewing and hopefully approving some changes to our federal programs budget and I need to monitor the video feed and be on-call to address any issues that may come up if they pull our requests off of the consent agenda.

One logistical question—if I recall correctly, our membership tier gives us a free admission to the conference. I think we've operated on the assumption that that was reserved for the head of office. Is that discount or the discount referenced below transferrable to another staff or board member?

Patrick

Patrick J. Gavin
Director
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From: Erin Reddy [<mailto:erinr@qualitycharters.org>]
Sent: Wednesday, August 19, 2015 2:24 PM
To: Patrick Gavin
Cc: Nelson Smith
Subject: [NACSA CONFERENCE] Speaker Invitation

Hi Patrick,

We look forward to having you join us for the 2015 NACSA Leadership Conference, hosted October 19-22 in Colorado. We hope you plan to join your colleagues from across the country at this premier event and will consider taking an active role in the delivery of high quality content which is the hallmark of NACSA's conference.

Specifically, we are interested in having you participate in one of our policy-related breakout sessions, which is detailed below with a working description:

- **“Management Organizations: Using Policy Tools to Get Mr. Right (and Discourage Mr. Wrong)”** Come hear from experienced authorizers and advocates on how management organizations have affected authorizing policy—from the drive to recruit the best, to addressing complex issues of transparency and oversight. Learn what unique components need to be addressed if your state is growing their networks and how to respond to desire of growth from the field.

You were identified to participate in this breakout session in recognition of your leadership, expertise, and experience in the topic addressed by this session. We hope that you will accept this invitation by **Friday, August 21. To do so, please simply respond to this email to confirm your interest. Please indicate any dates between October 19 and 22 that you are not available.**

If you accept this invitation, the NACSA Manager for this session, Nelson Smith, will be scheduling an initial planning call with you and the other participants in the next couple of weeks. You will also receive more information about the speaker role, timeline, etc., prior to the planning call.

Please note that invited speakers must book and pay for their own registration, flight, and hotel room. We recommend making hotel reservations ASAP. If you are not a NACSA member, we are pleased to offer you a discount on registration. The promotional code for non-member speakers is SPEAKER; the code will provide \$100 off the conference non-member rate. For additional travel information on this year's conference, please visit <http://www.qualitycharters.org/events/hotel-ground-travel-information.html>

Each year, NACSA's conference attracts more than 450 authorizers, policymakers, charter school advocates, researchers, and other education leaders to learn, share, and network around the critical issues facing the authorizing and charter school sector at large. NACSA's 2015 Conference promises to be an exciting event, with thought-provoking plenary and super sessions, relevant, action-oriented breakout sessions, and terrific networking events – all set in the backdrop of Colorado.

NACSA's conference is a must-attend event for authorizers and other professionals focused on growing a high-quality charter school sector. And that is because we are able to tap the experience and expertise of leaders in the field like you who push for excellence in charter schooling. We thank you for your consideration and look forward to working with you.

Best,

Erin



Erin Reddy
Manager of Authorizer Development
National Association of Charter School Authorizers
Direct: 312-376-2334 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, August 19, 2015 2:36 PM
To: 'Erin Reddy'
Cc: Nelson Smith; Danny Peltier
Subject: RE: [NACSA CONFERENCE] Speaker Invitation

Erin,

Thanks. I am happy to participate. The only known block of time when I may not be available is between 10 am and 1 pm on the 21st. We have an interim legislative committee which will be reviewing and hopefully approving some changes to our federal programs budget and I need to monitor the video feed and be on-call to address any issues that may come up if they pull our requests off of the consent agenda.

One logistical question—if I recall correctly, our membership tier gives us a free admission to the conference. I think we've operated on the assumption that that was reserved for the head of office. Is that discount or the discount referenced below transferrable to another staff or board member?

Patrick

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From: Erin Reddy [mailto:erinr@qualitycharters.org]
Sent: Wednesday, August 19, 2015 2:24 PM
To: Patrick Gavin
Cc: Nelson Smith
Subject: [NACSA CONFERENCE] Speaker Invitation

Hi Patrick,

We look forward to having you join us for the 2015 NACSA Leadership Conference, hosted October 19-22 in Colorado. We hope you plan to join your colleagues from across the country at this premier event and will consider taking an active role in the delivery of high quality content which is the hallmark of NACSA's conference.

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NACSA’s conference is a must-attend event for authorizers and other professionals focused on growing a high-quality charter school sector. And that is because we are able to tap the experience and expertise of leaders in the field like you who push for excellence in charter schooling. We thank you for your consideration and look forward to working with you.

Best,

Erin



Erin Reddy
Manager of Authorizer Development
National Association of Charter School Authorizers
Direct: 312-376-2334 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Monday, October 05, 2015 11:29 PM
To: Jobi Cates
Cc: Christina Ricordati; Amanda Fenton
Subject: RE: [for feedback] Vetting the 2015 NACSA State Policy Report
Attachments: NV SPA 2015- 92915 DRAFT.pdf

Here are some markups.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Jobi Cates [jobic@qualitycharters.org]
Sent: Thursday, October 01, 2015 5:25 AM
To: Patrick Gavin
Cc: Christina Ricordati; Amanda Fenton
Subject: [for feedback] Vetting the 2015 NACSA State Policy Report

Dear Patrick:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second annual state policy analysis<<http://www.qualitycharters.org/research-policies/archive/state-policy-analysis/>> this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Nevada section of the report.

Attached is the DRAFT summary for Nevada.

At this point in the process, we are most concerned about correcting factual errors. Please respond by October 9th with any proposed factual corrections.

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know.

If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- * We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- * We've added case studies highlighting legislative progress and impact.
- * We've aligned our policy recommendations more closely with NACSA's Principles and Standards<<http://www.qualitycharters.org/for-authorizers/principles-and-standards/>>, which should help streamline the report and make clear the relationship between policy and authorizing practices.

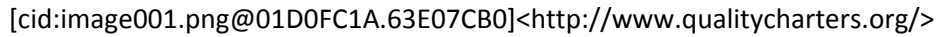
Nevada is currently ranked 4 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Nevada will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report. I'll give you a call to follow up in the coming weeks.

With thanks,

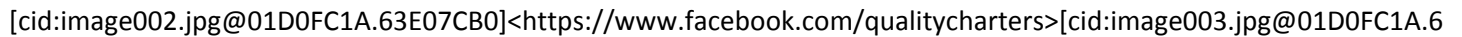
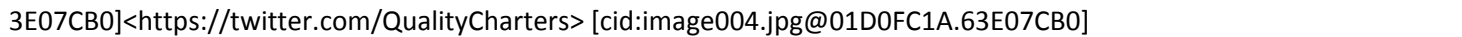
Jobi

Jobi Cates
Vice President, communications and development

 <http://www.qualitycharters.org/>

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Direct: (312) 376-2315 | www.qualitycharters.org

all children deserve a quality education.

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2015 NACSA Leadership Conference <https://qualitycharters.site-ym.com/events/register.aspx?id=521610&itemid=e62ae9cf-4856-4902-91be-34697c29f9d1>
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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 16, 2015 8:11 AM
To: Jobi Cates
Subject: RE: [for feedback] Vetting the 2015 NACSA Policy Report

Hahahahaha! I didn't realize there was more as I didn't scroll past your signature line!

I'm sure managing all those communications is a total bear. I know it's something we struggle with in our interactions with schools.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
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[Carson City, NV 89706](#)
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Fax: [775-687-9113](tel:775-687-9113)

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On Wed, Sep 16, 2015 at 7:56 AM -0700, "Jobi Cates" <jobic@qualitycharters.org> wrote:

My bad! I accidentally sent a mail-merge draft to ALL recipients. #FAIL!

I will send your real e-mail ASAP.

Thank you!

And sorry for any confusion.

Jobi

Jobi Cates
VICE PRESIDENT, COMMUNICATIONS AND DEVELOPMENT



105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2315 | Cell: (773) 318-0026

ALL CHILDREN DESERVE A QUALITY EDUCATION.

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Wednesday, September 16, 2015 9:53 AM
To: Jobi Cates <jobic@qualitycharters.org>
Subject: Re: [for feedback] Vetting the 2015 NACSA Policy Report

I'm Nevada! Happy to pontificate on AK but don't think I've got anywhere near enough state-specific knowledge to be credible.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](#)
Office: [775-687-9174](#)
Fax: [775-687-9113](#)

Follow us on Twitter: @NevadaCharters
Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Wed, Sep 16, 2015 at 7:49 AM -0700, "Jobi Cates" <jobic@qualitycharters.org> wrote:

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Alaska section of the report.

Attached is the DRAFT summary for Alaska.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Alaska is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Alaska will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Eileen:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arizona section of the report.

Attached is the DRAFT summary for Arizona.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

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- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arizona is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arizona will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arkansas section of the report.

Attached is the DRAFT summary for Arkansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arkansas is currently ranked 26 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arkansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jose:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the California section of the report.

Attached is the DRAFT summary for California.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

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California is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where California will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Nora:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Colorado section of the report.

Attached is the DRAFT summary for Colorado.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

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Colorado is currently ranked 31 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Colorado will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

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I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Yam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Connecticut section of the report.

Attached is the DRAFT summary for Connecticut.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

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Connecticut is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Connecticut will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jennifer:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Delaware section of the report.

Attached is the DRAFT summary for Delaware.

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Delaware is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Delaware will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Scott:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the District of Columbia section of the report.

Attached is the DRAFT summary for District of Columbia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

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District of Columbia is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where District of Columbia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

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With thanks,

Jobi

Dear Jenna:

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Attached is the DRAFT summary for Florida.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Florida is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Florida will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Kenyon:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Hawaii section of the report.

Attached is the DRAFT summary for Hawaii.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Hawaii is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Hawaii will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Terry:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Idaho section of the report.

Attached is the DRAFT summary for Idaho.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Idaho is currently ranked 19 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Idaho will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Iowa section of the report.

Attached is the DRAFT summary for Iowa.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Iowa is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Iowa will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Kansas section of the report.

Attached is the DRAFT summary for Kansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Kansas is currently ranked 44 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Kansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Caroline:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Louisiana section of the report.

Attached is the DRAFT summary for Louisiana.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Louisiana is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Louisiana will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Bob:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maine section of the report.

Attached is the DRAFT summary for Maine.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maine is currently ranked 16 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maine will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jason:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maryland section of the report.

Attached is the DRAFT summary for Maryland.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maryland is currently ranked 42 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maryland will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Erika:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Mississippi section of the report.

Attached is the DRAFT summary for Mississippi.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Mississippi is currently ranked 7 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Mississippi will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Patrick:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Nevada section of the report.

Attached is the DRAFT summary for Nevada.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Nevada is currently ranked 4 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Nevada will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Hampshire section of the report.

Attached is the DRAFT summary for New Hampshire.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Hampshire is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Hampshire will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Donna:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Jersey section of the report.

Attached is the DRAFT summary for New Jersey.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Jersey is currently ranked 25 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Jersey will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Doug:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Mexico section of the report.

Attached is the DRAFT summary for New Mexico.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Mexico is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Mexico will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New York section of the report.

Attached is the DRAFT summary for New York.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New York is currently ranked 35 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New York will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Marcus:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the North Carolina section of the report.

Attached is the DRAFT summary for North Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

North Carolina is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where North Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Sam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oklahoma section of the report.

Attached is the DRAFT summary for Oklahoma.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oklahoma is currently ranked 11 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oklahoma will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Toya:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oregon section of the report.

Attached is the DRAFT summary for Oregon.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oregon is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oregon will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Amy:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Pennsylvania section of the report.

Attached is the DRAFT summary for Pennsylvania.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Pennsylvania is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Pennsylvania will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Drew:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Rhode Island section of the report.

Attached is the DRAFT summary for Rhode Island.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Rhode Island is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Rhode Island will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Mary:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the South Carolina section of the report.

Attached is the DRAFT summary for South Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

South Carolina is currently ranked 9 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where South Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear David:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Texas section of the report.

Attached is the DRAFT summary for Texas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Texas is currently ranked 5 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Texas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Virginia section of the report.

Attached is the DRAFT summary for Virginia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Virginia is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Virginia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Joshua:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Washington section of the report.

Attached is the DRAFT summary for Washington.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Washington is currently ranked 1 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Washington will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Wyoming section of the report.

Attached is the DRAFT summary for Wyoming.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Wyoming is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Wyoming will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Royce:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Utah section of the report.

Attached is the DRAFT summary for Utah.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Utah is currently ranked 33 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Utah will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 16, 2015 7:53 AM
To: Jobi Cates
Subject: Re: [for feedback] Vetting the 2015 NACSA Policy Report

I'm Nevada! Happy to pontificate on AK but don't think I've got anywhere near enough state-specific knowledge to be credible.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

Follow us on Twitter: @NevadaCharters
Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Wed, Sep 16, 2015 at 7:49 AM -0700, "Jobi Cates" <jobic@qualitycharters.org> wrote:

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Alaska section of the report.

Attached is the DRAFT summary for Alaska.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.

- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Alaska is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Alaska will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Eileen:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arizona section of the report.

Attached is the DRAFT summary for Arizona.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arizona is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arizona will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Arkansas section of the report.

Attached is the DRAFT summary for Arkansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Arkansas is currently ranked 26 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Arkansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jose:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the California section of the report.

Attached is the DRAFT summary for California.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

California is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where California will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Nora:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Colorado section of the report.

Attached is the DRAFT summary for Colorado.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Colorado is currently ranked 31 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Colorado will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Yam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Connecticut section of the report.

Attached is the DRAFT summary for Connecticut.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Connecticut is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Connecticut will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jennifer:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Delaware section of the report.

Attached is the DRAFT summary for Delaware.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Delaware is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Delaware will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Scott:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the District of Columbia section of the report.

Attached is the DRAFT summary for District of Columbia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

District of Columbia is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where District of Columbia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jenna:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Florida section of the report.

Attached is the DRAFT summary for Florida.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Florida is currently ranked 17 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Florida will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Kenyon:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Hawaii section of the report.

Attached is the DRAFT summary for Hawaii.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Hawaii is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Hawaii will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Terry:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Idaho section of the report.

Attached is the DRAFT summary for Idaho.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Idaho is currently ranked 19 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Idaho will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Iowa section of the report.

Attached is the DRAFT summary for Iowa.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Iowa is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Iowa will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Kansas section of the report.

Attached is the DRAFT summary for Kansas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Kansas is currently ranked 44 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Kansas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Caroline:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Louisiana section of the report.

Attached is the DRAFT summary for Louisiana.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Louisiana is currently ranked 12 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Louisiana will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Bob:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maine section of the report.

Attached is the DRAFT summary for Maine.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maine is currently ranked 16 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maine will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Jason:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Maryland section of the report.

Attached is the DRAFT summary for Maryland.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Maryland is currently ranked 42 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Maryland will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Erika:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Mississippi section of the report.

Attached is the DRAFT summary for Mississippi.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Mississippi is currently ranked 7 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Mississippi will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Patrick:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Nevada section of the report.

Attached is the DRAFT summary for Nevada.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Nevada is currently ranked 4 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Nevada will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Hampshire section of the report.

Attached is the DRAFT summary for New Hampshire.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Hampshire is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Hampshire will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Donna:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Jersey section of the report.

Attached is the DRAFT summary for New Jersey.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Jersey is currently ranked 25 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Jersey will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Doug:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New Mexico section of the report.

Attached is the DRAFT summary for New Mexico.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New Mexico is currently ranked 22 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New Mexico will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear James:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the New York section of the report.

Attached is the DRAFT summary for New York.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

New York is currently ranked 35 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where New York will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Marcus:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the North Carolina section of the report.

Attached is the DRAFT summary for North Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

North Carolina is currently ranked 20 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where North Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Sam:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oklahoma section of the report.

Attached is the DRAFT summary for Oklahoma.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oklahoma is currently ranked 11 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oklahoma will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Toya:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Oregon section of the report.

Attached is the DRAFT summary for Oregon.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Oregon is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Oregon will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Amy:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Pennsylvania section of the report.

Attached is the DRAFT summary for Pennsylvania.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Pennsylvania is currently ranked 27 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Pennsylvania will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Drew:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Rhode Island section of the report.

Attached is the DRAFT summary for Rhode Island.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Rhode Island is currently ranked 37 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Rhode Island will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Mary:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the South Carolina section of the report.

Attached is the DRAFT summary for South Carolina.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

South Carolina is currently ranked 9 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where South Carolina will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear David:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Texas section of the report.

Attached is the DRAFT summary for Texas.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Texas is currently ranked 5 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Texas will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Virginia section of the report.

Attached is the DRAFT summary for Virginia.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Virginia is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Virginia will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Joshua:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Washington section of the report.

Attached is the DRAFT summary for Washington.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Washington is currently ranked 1 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Washington will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear :

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Wyoming section of the report.

Attached is the DRAFT summary for Wyoming.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

We've made improvements to the report this year should enhance its utility:

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- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Wyoming is currently ranked out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Wyoming will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Dear Royce:

I am writing on behalf of the Policy team at NACSA. We are preparing to release our second [annual state policy analysis](#) this November. As part of our report production process, I am reaching out to you to discuss changes to this year's report and get your feedback on the Utah section of the report.

Attached is the DRAFT summary for Utah.

At this point in the process, we are most concerned about correcting factual errors. **Please respond by September 25th with any proposed factual corrections.**

In addition, if you'd like to work with us on our release strategy, advocacy plans, or media relations, please let me know. If exciting things are brewing this year, we want to hear from you, and lend a hand if we can.

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- We've gone from 3 parallel rankings to one unified ranking for all 44 states with charter laws. This should make it easier to communicate about your state's rank and use it in advocacy if applicable.
- We've added case studies highlighting legislative progress and impact.
- We've aligned our policy recommendations more closely with NACSA's [Principles and Standards](#), which should help streamline the report and make clear the relationship between policy and authorizing practices.

Utah is currently ranked 33 out of 44 states in NACSA's rankings. This ranking is not final, is approximately where Utah will fall. In addition to the scoring, each state has state context and recommendations included on their state pages.

As you know, our primary goal for this report is to provide a useful tool for state advocates seeking improvements to their charter school laws as they relate to charter school authorizing. Please don't hesitate to reach out to me or our policy analyst, Christina Ricordati (christinar@qualitycharters.org), with questions, concerns, or ideas for how to improve the utility of this report.

I'll give you a call to follow up in the coming weeks.

With thanks,

Jobi

Patrick Gavin

From: Patrick Gavin
Sent: Monday, July 20, 2015 2:08 PM
To: Karega Rausch
Cc: Sherry Tracewski
Subject: Re: NACSA 2015 Survey

Karenga,

I completed it online about a week or so ago. Can you double-check your records again?

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
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Fax: [775-687-9113](tel:775-687-9113)

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On Mon, Jul 20, 2015 at 2:06 PM -0700, "Karega Rausch" <karegar@qualitycharters.org> wrote:

Dear Patrick:

I'm writing to follow-up on NACSA's 2015 Authorizer Survey. We greatly appreciated your office's response to the survey in 2014! For this year's survey, you should have received a emailed survey link via email in May as well as a paper copy in the mail last month – if for some reason you have not received those, please do let us know.

To date we don't believe we have received information from your office as of yet. As your authorizing portfolio of schools and students is among the largest the country, including your responses is very important. That's why I'm personally reaching out to ask for your help in completing the survey.

We have made the survey easy to complete this year. If the paper version we sent got lost in the mail, we can easily mail another one to you, with a pre-paid return envelope. If you would prefer to complete the survey online, a streamlined version customized for your office can be accessed at:

<http://survey.qualitycharters.org/s3/2015>

Once you open the link in your web browser, please type in the following code to access your customized survey: **10733**

We would appreciate you letting us know if you plan to submit the paper or online version by Friday, July 24 so that we can plan accordingly. Do let us know if we should mail you a hard copy, which we're happy to do.

Please contact me directly via email at karegar@qualitycharters.org or NACSA's survey manager, Sherry Tracewski at 312.469.0508 or survey@qualitycharters.org with any questions you may have.

Thank you again for your help,
-Karega



M. Karega Rausch, Ph.D, Vice President, Research & Evaluation
National Association of Charter School Authorizers
105 W. Adams Street, Ste 1900 | Chicago, IL 60603
Office: 312.376.2371 | Mobile: 317.440.5464 | www.qualitycharters.org

[2015 NACSA Leadership Conference](#)
COLORADO | October 19-22, 2015 | [Register Today!](#)

Patrick Gavin

From: Patrick Gavin
Sent: Friday, August 28, 2015 3:10 PM
To: Kristin Rennels
Subject: RE: NACSA Board Nomination

[775-546-3021](tel:775-546-3021) is the right number. I just got a meeting with the state budget office put on my calendar for 1 PT. Can we do 2:00 PT instead?

Patrick J. Gavin
Director
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[Carson City, NV 89706](#)
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Fax: [775-687-9113](tel:775-687-9113)

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From: Kristin Rennels <kristinr@qualitycharters.org>
Sent: Friday, August 28, 2015 8:36 AM
Subject: RE: NACSA Board Nomination
To: Patrick Gavin <pgavin@spsca.nv.gov>

Thanks, Patrick. What is the best number to reach you at?

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, August 27, 2015 11:26 AM
To: Kristin Rennels <kristinr@qualitycharters.org>
Subject: Re: NACSA Board Nomination

1 pm your time/11 Pacific on Monday works well!

Patrick J. Gavin
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Fax: [775-687-9113](tel:775-687-9113)

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On Aug 27, 2015, at 8:14 AM, Kristin Rennels <kristinr@qualitycharters.org> wrote:

Patrick,

I hope you are well.

As you may know, you were recently nominated by Jessica Hoban for the National Association of Charter School Authorizers (NACSA) Board of Directors. I handle the Board relations here at NACSA, and would like to set up a 30 minute interview with you next week. I have listed a few times below that I am available. Please let me know if any of these dates/times work for you.

Monday, August 31 – between 1:00 to 4:00 p.m. CST

Tuesday, September 1 – 11:00 a.m. or after 1:00 p.m. CST

I look forward to talking with you next week.

My best,

Kristin

<image001.png>

Kristin Rennels, Director of Development, Growth and Strategic Partnerships
National Association of Charter School Authorizers
Direct: [312.376.2332](tel:312.376.2332) | www.qualitycharters.org

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Direct: 312.376.2332 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Thursday, September 10, 2015 11:58 PM
To: Margaret Lin
Subject: Re: Due diligence on Academica

Yes, let's do 9 AM pacific. The best number reach me at is [775-546-3021](tel:775-546-3021) .

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State Public Charter School Authority
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From: Margaret Lin <margaretl@qualitycharters.org>
Sent: Thursday, September 10, 2015 9:57 PM
Subject: Re: Due diligence on Academica
To: Patrick Gavin <pgavin@spsca.nv.gov>

Great, I'm 3 hours ahead of you so how about early in your day Wed? If you start earlier than 9am, I could do that but otherwise I could do 9am your time. Let me know what works for you. Thanks -

Sent from my iPhone

On Sep 10, 2015, at 4:30 PM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Yes, it looks like I'm pretty open that day. I am slightly surprised and alarmed by that so let's nail something down before other things magically begin appearing.

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On Sep 10, 2015, at 9:24 AM, Margaret Lin <margaretl@qualitycharters.org> wrote:

Thanks Patrick. Would you have any time next Wed, 9/16?

ml

Sent from my iPhone

On Sep 10, 2015, at 5:37 AM, Patrick Gavin <pgavin@spsca.nv.gov> wrote:

Did I ever circle back on this? I apologize if not! Can what's your schedule the next few days?

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CharterStarters@listserv.state.nv.us

From: Margaret Lin [<mailto:margaretl@qualitycharters.org>]

Sent: Tuesday, August 25, 2015 4:24 AM

To: Patrick Gavin

Subject: Due diligence on Academica

Hi Patrick,

I hope you're well, enjoying both Nevada and being an authorizer! I'm working on a small project for NACSA that I hope you can help with. We're conducting some due diligence on Academica for a district authorizer in Colorado. As part of our due diligence, we find it useful to talk to authorizers who oversee schools operated by the organization we're researching. Elisa at NACSA suggested I contact you for your perspective as an authorizer of a school operated by Academica. Would you have 30 minutes next week to talk with me to share your perspective on Academica's organizational performance (management, leadership, governance)? Other team members are researching the company's academic and financial performance, so our call would be limited to discussing organizational performance.

I'm pretty open for a call any day **Sept 2-4 or Sept 8** – would you have time for a half-hour call on one of those days? I'll be back on the East Coast (I'm moving back to DC Sept 1) and can accommodate whatever time might work for you.

Thanks and hope to chat with you soon,
ml

Margaret Lin
[720.891.5734](tel:720.891.5734)

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Margaret Lin
720.891.5734

Patrick Gavin

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Sent: Thursday, September 10, 2015 1:30 PM
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ml

Margaret Lin
720.891.5734

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, September 10, 2015 2:45 AM
To: 'Margaret Lin'
Cc: Erin Reddy; Nelson Smith
Subject: RE: Invitation to speak at NACSA Conference - please respond by Friday, Sept 11

Margaret,

Thanks for thinking of me. I'd be delighted to participate. I've previously committed to a panel on management organizations with Nelson—that's the only other conference obligation I've got at this time.

The only other known block of time when I may not be available is between 10 am and 1 pm on the 21st. We have an interim legislative committee which will be reviewing and hopefully approving some changes to our federal programs budget (the joys of being an LEA, an authorizer, and a state agency) and I need to monitor the video feed and be on-call to address any issues that may come up if they pull our requests off of the consent agenda.

Patrick

Patrick J. Gavin
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From: Margaret Lin [mailto:margaretl@qualitycharters.org]
Sent: Wednesday, September 09, 2015 12:06 PM
To: Patrick Gavin
Cc: Erin Reddy
Subject: Invitation to speak at NACSA Conference - please respond by Friday, Sept 11
Importance: High

Hi Patrick,

We look forward to having you join us for the 2015 NACSA Leadership Conference, October 19-22 in Colorado. We hope you plan to join your colleagues from across the country at this premier event and will consider taking an active role in the delivery of high-quality content which is the hallmark of NACSA's conference.

Specifically, we would like to invite you to participate in presenting the following breakout session:

Putting the "Public" in Public Charter Schools: Organizational Frameworks/Contracting

Working Description:

This session will guide authorizers in establishing and implementing accountability for charter school organizational performance, particularly in matters of equitable access and student rights such as enrollment and discipline. The session will discuss the role of the charter contract and various ways for authorizers to ensure that schools are fulfilling legal obligations while maintaining granted autonomy.

NACSA is inviting you to participate in this breakout session in recognition of your leadership, expertise, and experience in the topic at hand. Other invited panelists for this session are Katie Poulos of the New Mexico Public Education Department and Ruth Hersh of the Massachusetts Department of Education.

We hope that you will accept this invitation by **Friday, September 11**. **To do so, please simply respond to this email to confirm your interest. In addition, please indicate any dates between October 19 and 22 that you are not available for the session to be scheduled.**

If you accept this invitation, I will follow up soon to schedule an initial planning call with you and the other participants in the next couple of weeks. You will also receive more information about the speaker role, timeline, etc., before the planning call.

Please note that invited speakers must book and pay for their own registration, flight, and hotel room. We recommend making hotel reservations ASAP. For additional travel information on this year's conference, please visit <http://www.qualitycharters.org/events/hotel-ground-travel-information.html>

Each year, NACSA's conference attracts more than 450 authorizers, policymakers, charter school advocates, researchers, and other education leaders to learn, share, and network around the critical issues facing the authorizing and charter school sector at large. NACSA's 2015 Conference promises to be an exciting event, with thought-provoking plenary and super sessions, relevant, action-oriented breakout sessions, and terrific networking events – all set in the backdrop of Colorado.

NACSA's conference is a must-attend event for authorizers and other professionals focused on growing a high-quality charter school sector. That's because we are able to tap the experience and expertise of leaders in the field like you who push for excellence in charter schooling. We thank you for your consideration and hope you will work with us on this session.

Best,
Margaret

Margaret Lin
720.891.5734

Patrick Gavin

From: Patrick Gavin
Sent: Thursday, September 10, 2015 2:37 AM
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Subject: Due diligence on Academica

Hi Patrick,
I hope you're well, enjoying both Nevada and being an authorizer! I'm working on a small project for NACSA that I hope you can help with. We're conducting some due diligence on Academica for a district authorizer in Colorado. As part of our due diligence, we find it useful to talk to authorizers who oversee schools operated by the organization we're researching. Elisa at NACSA suggested I contact you for your perspective as an authorizer of a school operated by Academica. Would you have 30 minutes next week to talk with me to share your perspective on Academica's organizational performance (management, leadership, governance)? Other team members are researching the company's academic and financial performance, so our call would be limited to discussing organizational performance.

I'm pretty open for a call any day **Sept 2-4 or Sept 8** – would you have time for a half-hour call on one of those days? I'll be back on the East Coast (I'm moving back to DC Sept 1) and can accommodate whatever time might work for you.

Thanks and hope to chat with you soon,
ml

Margaret Lin
720.891.5734

Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, October 20, 2015 7:19 AM
To: Margaret Lin; Hersh, Ruth (ESE)
Cc: Poulos, Katie, PED
Subject: Re: Available to huddle over lunch today?

Mine is 775-546-3021

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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On Tue, Oct 20, 2015 at 7:18 AM -0700, "Margaret Lin" <margaretl@qualitycharters.org> wrote:

Thanks, Katie and Ruth. I'm not sure of today's lunch format or location yet - or where would be the best place to meet - but let's plan to meet around noon (as soon as we get our food, if we have to pick it up somewhere and then find a table).

Can we all exchange cell phone numbers? Text may be easier for finding each other. Mine is 720 891 5734.

Sent from my iPhone

On Oct 20, 2015, at 7:50 AM, Hersh, Ruth (ESE) <RHersh@doe.mass.edu> wrote:

Good Morning,

I too would be glad to meet.

See you all soon,

Ruth

From: Poulos, Katie, PED [Katie.Poulos@state.nm.us]
Sent: Tuesday, October 20, 2015 9:44 AM

To: Margaret Lin
Cc: Patrick Gavin; Hersh, Ruth (ESE)
Subject: Re: Available to huddle over lunch today?

Hi all,

I'm free and happy to meet for lunch.

Katie

Sent from my iPhone

On Oct 20, 2015, at 2:06 AM, Margaret Lin <margaretl@qualitycharters.org> wrote:

Hi all,

Welcome to Day 1 of the conference! Attached is the very brief PPT I'll use for our session today at 1:30 – it's hardly worth looking at as it's really just general info about the session including your names and email addresses, but here are the objectives for the session – pretty general and in line with what we've talked about:

Session Objectives

1. Learn about and discuss challenges in overseeing charter school accountability for some public education obligations.
2. Learn about and discuss possible solutions from a variety of states and authorizing environments.

I'm planning to provide the scenario (below) as a handout since it's too long to fit on a slide.

We could use a little more time to discuss as a group what we'd like to do for the session – both the scenario discussion and how you'd like to focus the rest of the session time. Would you all be available to meet during lunch today, right before our session? We could have lunch together and finish planning this session. Even a half-hour together would be helpful. I'd be happy to meet from 12 to 1pm today or any portion of that hour, for any of you who are free. Please let me know if you're available to meet sometime 12-1 today and if so, we can figure out a place to meet. Thanks!

ml

Margaret Lin
720.891.5734

From: Margaret <margaretl@qualitycharters.org>
Date: Monday, October 19, 2015 2:30 AM
To: Patrick Gavin <pgavin@spsca.nv.gov>, "Poulos, Katie, PED" <Katie.Poulos@state.nm.us>, "Hersh, Ruth (ESE)" <RHersh@doe.mass.edu>
Subject: Revised Session Outline for Tuesday

Hi everyone -

I've modified our session outline for Tuesday, as we have just one scenario rather than two for discussion. That's ok and this actually may be a better way to go, as NACSA session participants tend to like lots of time for open (facilitated) discussion, especially when they can dialogue with panelists who offer a variety of good experiences as you all do. I think it'll be good to have one scenario to kick off the

session and then leave more time (35 min) for open discussion and Q&A on various topics that highlight the experience you collectively bring.

Below is a revised outline with one scenario and 35 min for open discussion/Q&A. The time allocations are estimates but as the moderator, I'll pay attention to the energy in the room and adjust as needed to keep things moving. Patrick/Katie, could one of you kick off the open discussion by sharing an experience? See note below.

Draft Session Outline/Agenda

1. Introduction & Session Overview – (5 min)

2. Scenario (Student enrollment) -- (30 min total)

Setup and Whole Group Discussion – 15 min

Panel response – RH describe MA's implementation and lessons learned; PG and KP describe relevant lessons on student enrollment from NV/NM – 15 min

3. Open Discussion and Q&A with audience (on any topics relevant to the session) – (35 min)

[Patrick/Katie, I'd like to ask if one of you can kick this off by sharing an experience/lesson for discussion. I'll facilitate discussion and Q&A from that starting point]

4. Closing Thoughts from Panel; Wrap-up – (5 min)

SCENARIO 1.

You are the state authorizer in a state that has had charter schools for over 15 years and currently has 80 charter schools operating across the state. The state has recently enacted a new law designed to ensure that charter schools are providing equal access to a wide range of students, and are serving student populations comparable to their sending schools. The law does the following:

- Requires every charter school to develop a Recruitment & Retention(R & R) Plan that specifies strategies the school will use to attract, enroll, and retain a student population that is demographically and academically comparable to sending schools.
- Requires authorizers to monitor each charter school's R & R Plan annually and evaluate it during renewal. At renewal, the authorizer must consider a) how well the school has followed its R & R Plan and improved it as necessary; and b) annual student attrition at the school.
- Allows authorizers to impose conditions on the charter school upon renewal if it has not followed or improved its R&R Plan as required.
- Requires backfilling, so that when a student stops attending a charter school for any reason, the school must fill vacant seats up to February 15.

Discussion Questions:

1. What challenges do you as the authorizer anticipate in implementing this new law?
2. How will you address those challenges?

Thanks everyone!

ml

<Putting the 'Public' - PPT.pptx>

Patrick Gavin

From: Patrick Gavin
Sent: Sunday, October 04, 2015 4:43 PM
To: Margo Roen; elliot smalley
Cc: Nelson Smith
Subject: Re: Conference Prep call

Sounds like consensus! I can do 1-2 pm ET/10-11 am PT.

Patrick J. Gavin
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Fax: [775-687-9113](tel:775-687-9113)

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From: elliot smalley <elliot.smalley@gmail.com>
Sent: Sunday, October 4, 2015 9:09 AM
Subject: Re: Conference Prep call
To: Margo Roen <margo.roen@tn-asd.org>
Cc: Nelson Smith <nelsons@qualitycharters.org>, Patrick Gavin <pgavin@spsca.nv.gov>

I can make the 1-2pm ET slot--let me know! Look forward to it. -E

On Thu, Oct 1, 2015 at 8:39 PM, Margo Roen <margo.roen@tn-asd.org> wrote:

Elliot, Patrick, you guys free next Tuesday from 1-2pm ET or after 3:30 ET?

From: Nelson Smith [mailto:nelsons@qualitycharters.org]
Sent: Thursday, October 1, 2015 3:24 PM
To: Margo Roen <margo.roen@tn-asd.org>; elliot.smalley@gmail.com; pgavin@spsca.nv.gov
Subject: Conference Prep call

Margo, Elliott, and Patrick: Greetings all!

The NACSA conference is coming up faster than we think, and it's about that time for us to do a conference call and figure out who will say what! The first order of business, I think is to clean up our session blurb, which currently reads as follows:

Management Organizations: Using Policy Tools to Get Mr. Right (and Discourage Mr. Wrong: Come hear from experienced authorizers and advocates on how management organizations have affected authorizing policy—from the drive to recruit the best, to addressing complex issues of transparency and oversight. Learn what unique components need to be addressed if your state is growing their networks and how to respond to desire of growth from the field.

This kinda sounds like "how to recruit good CMOs" but it's a little more nuanced than that -- more "what kinds of policies, resources, and practices make your portfolio an attractive place for high-performing networks."

I think we have until 10/7 to redo that - -so it would be great if we could schedule a call earlier. Here's when I'm free (all times Eastern:

-Friday, 10/2: 11am-1pm; 2:30-4 pm

-Monday, 10/5: All am; pm after 3:30

-Tuesday, 10/6: Anytime after 11 am

Please let me know if any of these work.

Thanks...

Nelson



Nelson Smith

Senior Advisor

nelsons@qualitycharters.org

Direct: [304-876-1177](tel:304-876-1177)

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Sent: Thursday, October 1, 2015 3:24 PM

To: Margo Roen <margo.roen@tn-asd.org>; elliott.smalley@gmail.com; pgavin@spcsa.nv.gov

Subject: Conference Prep call

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-Monday, 10/5: All am; pm after 3:30

-Tuesday, 10/6: Anytime after 11 am

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Thanks...

Nelson



Nelson Smith

Senior Advisor

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Patrick Gavin

From: Patrick Gavin
Sent: Sunday, October 18, 2015 8:37 PM
To: Nelson Smith; craig.hulse@gmail.com
Subject: Re: Conference

Nelson-Can we connect tomorrow at the reception?

Patrick J. Gavin
Director
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[Carson City, NV 89706](#)
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On Sun, Oct 18, 2015 at 2:23 PM -0700, "Nelson Smith" <nelsons@qualitycharters.org> wrote:

Craig – I'm expecting to see Patrick out here at the NACSA conference, but given the need to book (or change) travel arrangements, I think it's wise to get clear about the NV conference sooner rather than later. What I understood from Seth's note is that you're not doing an ASD session but that perhaps I could do the application/amendment session. Looking at the conference schedule that appears to be a morning breakout.

I appreciate that offer, but I'd like to suggest that one of my NACSA colleagues participate in this session. I'm sure I could offer platitudes but the last time I personally ran an application process was in 2001. By contrast, some of my colleagues have run application processes much more recently, for a variety of authorizers, and are just better-versed on this.

As you may know the ASD work is a side-specialty of mine, not a NACSA project, and I'd love to somehow be involved in the Nevada rollout. But if that's not on the conference agenda I think you're better advised to ask someone who's more deeply knowledgeable about the subject at hand.

Make sense? Let me know what you think.

Thanks.
Nelson

Nelson Smith
Senior Advisor
National Association of Charter School Authorizers
www.qualitycharters.org
[304-876-1177](tel:304-876-1177)

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 16, 2015 8:37 AM
To: Sherry Tracewski
Subject: RE: Verifying Your NACSA Survey Responses

Yes, these are correct.

Patrick J. Gavin
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Fax: 775-687-9113

From: Sherry Tracewski [sherryt@qualitycharters.org]
Sent: Tuesday, September 15, 2015 3:43 PM
To: Patrick Gavin
Subject: Verifying Your NACSA Survey Responses

Dear Patrick,

Thank you for your time and efforts to complete NACSA's 2015 Survey of Charter Authorizing! We are currently analyzing your responses with other authorizers from across the country. In order to ensure the accuracy of this analysis, we need just a few more minutes of your time.

At the bottom of this e-mail, we have included your responses to 12 questions on NACSA's Index of Essential Practices. We ask that you take a moment to review these responses. If the responses are all correct, then you're done! However, if there are inaccuracies or omissions below, please contact me at sherryt@qualitycharters.org or 312.469.0508 to provide us with the appropriate responses. If we do not hear from you by September 18, 2015, we will assume your responses accurately portray your authorizing practices.

Your responses, along with the other respondents to the survey, will be included NACSA's Map of Key Authorizing Practices, so it is important to notify us of any errors in the information presented below.
2015 NACSA Survey of Charter Authorizing from Nevada State Public Charter School Authority

1. Publish application timelines and materials.

Yes

2. Have established, documented criteria for the evaluation of charter applications.

Yes

3. Interview all qualified charter applicants.

Yes

4. Use expert panels that include external members to review charter applications.

Yes

5. Sign a contract with each school.

Yes

6. Grant initial charter terms of five years only.

No

7. Require and/or examine annual, independent financial audits of its charter schools.

Yes

8. Have established revocation criteria.

Yes

9. Have established renewal criteria.

Yes

10. Provide an annual report to each school on its performance.

Yes

11. Have staff assigned to authorizing within the organization or by contract.

Yes

12. Have a published and available mission for quality authorizing.

Yes

Thank you again for your responses, as well as your contributions to charter school authorizing. NACSA values the work you do to provide a quality education to the nation's charter students and looks forward to sharing with you the results of our survey.

Kind Regards,

Sherry Tracewski
Senior Research Analyst

[cid:image001.png@01D0EFE6.6AF593E0]<<http://www.qualitycharters.org/>>

105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2328 | www.qualitycharters.org<<http://www.qualitycharters.org>>

all children deserve a quality education.

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<https://www.linkedin.com/groups?gid=132439&trk=hb_side_g>

2015 NACSA Leadership Conference<<https://qualitycharters.site-ym.com/events/register.aspx?id=521610&itemid=e62ae9cf-4856-4902-91be-34697c29f9d1>>
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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 16, 2015 8:34 AM
To: Sherry Tracewski
Subject: RE: Invitation for interview

Did we ever connect? Things have been crazy here and I've been on a lot of important NACSA messages--somewhat worried this ball got dropped by me.

Patrick J. Gavin
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pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Sherry Tracewski [sherryt@qualitycharters.org]
Sent: Thursday, August 20, 2015 9:08 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

I'm on the Eastern Time. That works for me. I'll send you a calendar invite.

Thanks!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, August 20, 2015 12:07 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: Re: Invitation for interview

Are you on Eastern or Pacific Time? I could possibly do a call at 8:30 am PT on Friday if that's not too early.

Patrick J. Gavin
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On Aug 20, 2015, at 8:41 AM, Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:

I will be attending our staff retreat all day Tuesday and Wednesday next week. I can do Monday, Thursday, or Friday. My schedule is wide open all three days!

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Thursday, August 20, 2015 11:13 AM
To: Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>
Subject: RE: Invitation for interview

Actually yes--next week would be better. How is Tuesday afternoon?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40<x-apple-data-detectors://1/0> Carson City, NV 89706<x-apple-data-detectors://1/0>
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On Thu, Aug 20, 2015 at 8:12 AM -0700, "Sherry Tracewski"
<sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:
Hi Patrick,

Are you still available to chat today? If we need to push it to tomorrow or next week, I'm fine with that too.

Thanks!
Sherry

From: Sherry Tracewski
Sent: Tuesday, August 18, 2015 8:57 AM
To: 'Patrick Gavin' <pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>>
Subject: RE: Invitation for interview

Hi Patrick,

Thank you for the great suggestions!

Thursday would be best for me. I'm playing catch up after being out of the office. Does 11 Pacific work for you?

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
Direct: 570.815.5470 | www.qualitycharters.org

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, August 12, 2015 9:47 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: RE: Invitation for interview

Later next week would be fine. How's Wednesday or Thursday?

My interview suggestions:

Craig Hulse--former chief of staff to assembly speaker and current executive director of charter school association (also formerly with Students First and authored the achievement school district law)

Allison Serafin--member, State Board of Education

Robert McCord--member, SPCSA Board

Elissa Wahl--member, SPCSA Board

Elliott Anderson--Assembly Education Committee (sponsored auto-closure law in 2013)

Patrick J. Gavin
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From: Sherry Tracewski <sherryt@qualitycharters.org>

Sent: Wednesday, August 12, 2015 6:30 PM
Subject: RE: Invitation for interview
To: Patrick Gavin <pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>>
Hi Patrick,

Thanks so much for getting back to me. My apologies for the delayed response, I have been on vacation this week and finally had a chance to check email this evening. Is there any chance you can meet later in the week? I'm not back in the office until Tuesday next week and I'm booked that day.

I appreciate the offer about other voices. Yes! I was planning on reaching out to Steve Canavero, at Student Achievement and Andrew Diss at Student's First. Do those sound like good choices? I'm definitely open to suggestions on who you think I should talk to. I am also looking for a policymaker to interview. Would you have any suggestions or could you perhaps help with an introduction?

Thanks!
Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
Direct: 570.815.5470<tel:570.815.5470> | www.qualitycharters.org<<http://www.qualitycharters.org/>>

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Friday, August 07, 2015 6:27 PM
To: Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>
Subject: Re: Invitation for interview

Sherry,

Thanks for reaching out. I was actually just catching up with William Haft downstairs from your office.

Monday or Tuesday of that week would be best. Are you looking for other voices? I've got both board members, operators, and charter support organization staff who could provide additional insight and quotes.

Patrick

Patrick J. Gavin
Director

State Public Charter School Authority
1749 N. Stewart Street, Suite 40<x-apple-data-detectors://17/0> Carson City, NV 89706<x-apple-data-detectors://17/0>
pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>
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Starting a School? Join our charter applicant listserv:
CharterStarters@listserv.state.nv.us<mailto:CharterStarters@listserv.state.nv.us>

On Aug 7, 2015, at 2:31 PM, Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>
wrote:
Hi Patrick,

I hope this email finds you well. NACSA is in the process of conducting research for its 2015 State Policy Report. We have selected four states for case studies. These include Nevada, Connecticut, Texas, and Indiana.

Our goals for this report is:

- To provide readers with information and data on why authorizing policy matters; and
- Understand opportunities and challenges associated with policy intent and implementation

We hope these case studies will provide an opportunity to more fully explain why policy matters in creating a stronger authorizing environment. Second, we are interested in how policies are viewed and are being implemented by key local stakeholders. Policy itself does not directly change authorizing; rather how policies are understood and implemented (i.e., enacted policy) determines the degree to which policy intents are achieved. Thus, a significant portion of the case studies will also be devoted to policy implementation perspectives and issues.

I would like to schedule 30-45 minute interview with you to discuss how policies are being implemented in Nevada. I am hoping to schedule interviews for the week of August 17th.

If you are able to participate, I can send you some dates/times for us to chat.

Please let me know if you have any questions or concerns.

Best,
Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
Direct: 570.815.5470<tel:570.815.5470> | www.qualitycharters.org<http://www.qualitycharters.org/>

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, August 28, 2015 1:30 PM
To: Sherry Tracewski
Subject: Re: Email

Craig.hulse@gmail.com should work

Patrick J. Gavin
Director
State Public Charter School Authority
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On Fri, Aug 28, 2015 at 1:12 PM -0700, "Sherry Tracewski" <sherryt@qualitycharters.org> wrote:

Hi Patrick,

Thanks again for taking the time to chat with me earlier today. Do you have an email address for Craig Hulse? I can't seem to locate it.

Thanks!
Sherry



Sherry Tracewski, Senior Research Analyst
National Association of Charter School Authorizers
Direct: 570.815.5470 | www.qualitycharters.org

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Sent: Thursday, August 20, 2015 11:13 AM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: RE: Invitation for interview

Actually yes--next week would be better. How is Tuesday afternoon?

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

On Thu, Aug 20, 2015 at 8:12 AM -0700, "Sherry Tracewski" <sherryt@qualitycharters.org> wrote:

Hi Patrick,

Are you still available to chat today? If we need to push it to tomorrow or next week, I'm fine with that too.

Thanks!
Sherry

From: Sherry Tracewski
Sent: Tuesday, August 18, 2015 8:57 AM
To: 'Patrick Gavin' <pgavin@spsca.nv.gov>
Subject: RE: Invitation for interview

Hi Patrick,

Thank you for the great suggestions!

Thursday would be best for me. I'm playing catch up after being out of the office. Does 11 Pacific work for you?

<image001.png>

Sherry Tracewski, Senior Research Analyst
National Association of Charter School Authorizers
Direct: 570.815.5470 | www.qualitycharters.org

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<image001.png>

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<image001.png>

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Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, July 21, 2015 1:14 PM
To: Sherry Tracewski
Cc: Karega Rausch
Subject: Re: NACSA 2015 Survey

Sorry I didn't realize there were two! Can you give me until next Monday?

Patrick J. Gavin
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On Jul 21, 2015, at 11:29 AM, Sherry Tracewski <sherryt@qualitycharters.org> wrote:

Hi Patrick,

Thanks so much for the quick response. We do have another survey circulating with our members. Courtney Beisel, our Senior Membership Manager informed me that she got your response to that survey. Is it possible that is the one you are referring to? If so, I apologize that you received two surveys back to back. We are working to adjust the timing of these surveys in the future.

If you need additional time to complete the Authorizer Survey, just let me know. I'm happy to extend the deadline for you.

Best,
Sherry

<image001.png>

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Monday, July 20, 2015 5:08 PM
To: Karega Rausch
Cc: Sherry Tracewski
Subject: Re: NACSA 2015 Survey

Karenga,

I completed it online about a week or so ago. Can you double-check your records again?

Patrick

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On Mon, Jul 20, 2015 at 2:06 PM -0700, "Karega Rausch" <karegar@qualitycharters.org> wrote:

Dear Patrick:

I'm writing to follow-up on NACSA's 2015 Authorizer Survey. We greatly appreciated your office's response to the survey in 2014! For this year's survey, you should have received a emailed survey link via email in May as well as a paper copy in the mail last month – if for some reason you have not received those, please do let us know.

To date we don't believe we have received information from your office as of yet. As your authorizing portfolio of schools and students is among the largest the country, including your responses is very important. That's why I'm personally reaching out to ask for your help in completing the survey.

We have made the survey easy to complete this year. If the paper version we sent got lost in the mail, we can easily mail another one to you, with a pre-paid return envelope. If you would prefer to complete the survey online, a streamlined version customized for your office can be accessed at:

<http://survey.qualitycharters.org/s3/2015>

Once you open the link in your web browser, please type in the following code to access your customized survey: **10733**

We would appreciate you letting us know if you plan to submit the paper or online version by Friday, July 24 so that we can plan accordingly. Do let us know if we should mail you a hard copy, which we're happy to do.

Please contact me directly via email at karegar@qualitycharters.org or NACSA's survey manager, Sherry Tracewski at 312.469.0508 or survey@qualitycharters.org with any questions you may have.

Thank you again for your help,
-Karega

<image001.png>

M. Karega Rausch, Ph.D, Vice President, Research & Evaluation
National Association of Charter School Authorizers
105 W. Adams Street, Ste 1900 | Chicago, IL 60603
Office: 312.376.2371 | Mobile: 317.440.5464 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Monday, September 21, 2015 10:42 AM
To: 'Sherry Tracewski'
Subject: RE: Your VM

Yes, it was a public presentation.

Patrick J. Gavin
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-----Original Message-----

From: Sherry Tracewski [<mailto:sherryt@qualitycharters.org>]
Sent: Monday, September 21, 2015 10:42 AM
To: Patrick Gavin
Subject: RE: Your VM

Thanks so much, Patrick!! Are you alright with me citing some of these figures in my report?

Sherry

Sherry Tracewski
SENIOR RESEARCH ANALYST

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Monday, September 21, 2015 1:38 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: Your VM

Sherry,

Am catching up on calls after being out for a few days. This deck has some basic info on our enrollment growth from 2011 onwards. Our tentative count of kids for this year is around 23,000 but we'll know more at the end of the month when our quarterly count closes.

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-----Original Message-----

From: Sherry Tracewski [mailto:sherryt@qualitycharters.org]
Sent: Wednesday, September 16, 2015 10:37 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

Hi Patrick,

You didn't drop the ball. We had our interview. I'm writing it up now actually.

Thanks!
Sherry

Sherry Tracewski
SENIOR RESEARCH ANALYST

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Sent: Wednesday, September 16, 2015 11:34 AM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: RE: Invitation for interview

Did we ever connect? Things have been crazy here and I've been on a lot of important NACSA messages--somewhat worried this ball got dropped by me.

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From: Sherry Tracewski [sherryt@qualitycharters.org]
Sent: Thursday, August 20, 2015 9:08 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

I'm on the Eastern Time. That works for me. I'll send you a calendar invite.

Thanks!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, August 20, 2015 12:07 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: Re: Invitation for interview

Are you on Eastern or Pacific Time? I could possibly do a call at 8:30 am PT on Friday if that's not too early.

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On Aug 20, 2015, at 8:41 AM, Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:

I will be attending our staff retreat all day Tuesday and Wednesday next week. I can do Monday, Thursday, or Friday. My schedule is wide open all three days!

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1749 N. Stewart Street, Suite 40<x-apple-data-detectors://1/0> Carson City, NV 89706<x-apple-data-detectors://1/0>
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On Thu, Aug 20, 2015 at 8:12 AM -0700, "Sherry Tracewski"
<sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:
Hi Patrick,

Are you still available to chat today? If we need to push it to tomorrow or next week, I'm fine with that too.

Thanks!
Sherry

From: Sherry Tracewski
Sent: Tuesday, August 18, 2015 8:57 AM
To: 'Patrick Gavin' <pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>>
Subject: RE: Invitation for interview

Hi Patrick,

Thank you for the great suggestions!

Thursday would be best for me. I'm playing catch up after being out of the office. Does 11 Pacific work for you?

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
Direct: 570.815.5470 | www.qualitycharters.org<<http://www.qualitycharters.org/>>

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, August 12, 2015 9:47 PM
To: Sherry Tracewski <sherryt@qualitycharters.org<<mailto:sherryt@qualitycharters.org>>>
Subject: RE: Invitation for interview

Later next week would be fine. How's Wednesday or Thursday?

My interview suggestions:

Craig Hulse--former chief of staff to assembly speaker and current executive director of charter school association (also formerly with Students First and authored the achievement school district law)

Allison Serafin--member, State Board of Education

Robert McCord--member, SPCSA Board

Elissa Wahl--member, SPCSA Board

Elliott Anderson--Assembly Education Committee (sponsored auto-closure law in 2013)

Patrick J. Gavin
Director
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Sent: Wednesday, August 12, 2015 6:30 PM
Subject: RE: Invitation for interview
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I appreciate the offer about other voices. Yes! I was planning on reaching out to Steve Canavero, at Student Achievement and Andrew Diss at Student's First. Do those sound like good choices? I'm definitely open to suggestions on who you think I should talk to. I am also looking for a policymaker to interview. Would you have any suggestions or could you perhaps help with an introduction?

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
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To: Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>
Subject: Re: Invitation for interview

Sherry,

Thanks for reaching out. I was actually just catching up with William Haft downstairs from your office.

Monday or Tuesday of that week would be best. Are you looking for other voices? I've got both board members, operators, and charter support organization staff who could provide additional insight and quotes.

Patrick

Patrick J. Gavin

Director
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pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>
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Our goals for this report is:

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- . Understand opportunities and challenges associated with policy intent and implementation

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I would like to schedule 30-45 minute interview with you to discuss how policies are being implemented in Nevada. I am hoping to schedule interviews for the week of August 17th.

If you are able to participate, I can send you some dates/times for us to chat.

Please let me know if you have any questions or concerns.

Best,
Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers
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Patrick Gavin

From: Patrick Gavin
Sent: Monday, September 21, 2015 10:38 AM
To: 'Sherry Tracewski'
Subject: Your VM
Attachments: State Public Charter School Authority_Senate Presentation 2016-17.pptx

Sherry,

Am catching up on calls after being out for a few days. This deck has some basic info on our enrollment growth from 2011 onwards. Our tentative count of kids for this year is around 23,000 but we'll know more at the end of the month when our quarterly count closes.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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-----Original Message-----

From: Sherry Tracewski [mailto:sherryt@qualitycharters.org]
Sent: Wednesday, September 16, 2015 10:37 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

Hi Patrick,

You didn't drop the ball. We had our interview. I'm writing it up now actually.

Thanks!
Sherry

Sherry Tracewski
SENIOR RESEARCH ANALYST

105 W. Adams Street, Suite 1900 | Chicago, IL 60603
Direct: (312) 376-2328 | www.qualitycharters.org

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-----Original Message-----

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Wednesday, September 16, 2015 11:34 AM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: RE: Invitation for interview

Did we ever connect? Things have been crazy here and I've been on a lot of important NACSA messages--somewhat worried this ball got dropped by me.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
pgavin@spsca.nv.gov
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

From: Sherry Tracewski [sherryt@qualitycharters.org]
Sent: Thursday, August 20, 2015 9:08 AM
To: Patrick Gavin
Subject: RE: Invitation for interview

I'm on the Eastern Time. That works for me. I'll send you a calendar invite.

Thanks!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Thursday, August 20, 2015 12:07 PM
To: Sherry Tracewski <sherryt@qualitycharters.org>
Subject: Re: Invitation for interview

Are you on Eastern or Pacific Time? I could possibly do a call at 8:30 am PT on Friday if that's not too early.

Patrick J. Gavin
Director
State Public Charter School Authority
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Carson City, NV 89706
pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>
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On Aug 20, 2015, at 8:41 AM, Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>> wrote:

I will be attending our staff retreat all day Tuesday and Wednesday next week. I can do Monday, Thursday, or Friday. My schedule is wide open all three days!

From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]

Sent: Thursday, August 20, 2015 11:13 AM

To: Sherry Tracewski <sherryt@qualitycharters.org<mailto:sherryt@qualitycharters.org>>

Subject: RE: Invitation for interview

Actually yes--next week would be better. How is Tuesday afternoon?

Patrick J. Gavin

Director

State Public Charter School Authority

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Thanks!

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Subject: RE: Invitation for interview

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<image001.png>

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Patrick J. Gavin

Director

State Public Charter School Authority

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pgavin@spsca.nv.gov<mailto:pgavin@spsca.nv.gov>

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Please let me know if you have any questions or concerns.

Best,

Sherry

<image001.png>

Sherry Tracewski, Senior Research Analyst National Association of Charter School Authorizers

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Patrick Gavin

From: Patrick Gavin
Sent: Sunday, August 09, 2015 8:27 PM
To: William Haft
Cc: Elisa Westapher
Subject: Re: impact evaluation

William,

Thanks for your note and for connecting face-to-face on Friday. I think there's a tremendous opportunity both to validate the work of my team and to make a massive push towards performance management and outcomes over compliance and our LEA role.

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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On Sun, Aug 9, 2015 at 8:13 PM -0700, "William Haft" <williamh@qualitycharters.org> wrote:

Patrick,

Hope Chi-town treated you well for the weekend. I'm following up to make sure the email from Nora Flood that I forwarded came through with Anne Rowe's (DPS board) email address came through. As an aside, Gail Greeley said she could not make any recommendations from her board at the moment and referred me to Santa Clara County as a possibility, but I haven't heard back yet from Don Bolce and sounds like you may be set for CA folks. Let me know if you think there might be a role for NACSA on the panel.

Separately, I wanted to follow up on the option of what we call our "impact evaluation" for the Authority. This would be at no cost since we have a National Charter School Resource Center contract to do 10/year. The timing is good both because it would be good to document the progress that you and Steve have made since the original evaluation and because we now include a human capital component that sounds like it might be helpful on the policy side. For us the timing could either be fairly immediate (completion between now and Sep. 30) or more in the October to December window. If you're interested in the fast track, we should get that worked out in the next few days so we can get the site visit scheduled and get started with the desk audit. As I mentioned, we have a spot for this federal fiscal year available

because we had an authorizer postpone (read cancel) due to internal politics on their end just an hour so before you and I met up. I've cc'd Elisa who manages our evaluation work and will follow up.

William



William Haft, Vice President for Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2323 | Mobile: 303.817.6797

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Patrick Gavin

From: Patrick Gavin
Sent: Friday, August 28, 2015 8:02 AM
To: Victoria Ng
Subject: Re: Nevada Authority Kick off Call Follow-up

Let's try adding a t to the end. I might have cut and pasted it wrong.

Patrick J. Gavin
Director
State Public Charter School Authority
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[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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On Aug 27, 2015, at 8:33 AM, Victoria Ng <victorian@qualitycharters.org> wrote:

Hi Patrick,

Boone Cragun's email was undeliverable: do you have another email address for Boone?

Thank you,
Victoria

Victoria M. Ng, Division Coordinator
National Association of Charter School Authorizers
Direct: 312.376.2365 | www.qualitycharters.org

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-----Original Message-----

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Tuesday, August 25, 2015 10:00 PM
To: Victoria Ng <victorian@qualitycharters.org>
Subject: RE: Nevada Authority Kick off Call Follow-up

two new emails:

Doral Board President:

Boone L. Cragun [bcragun@cox.net]

Interim principal at learning bridge: Warren Krch: wkrch@elylearningbridge.org

Patrick J. Gavin

Director

State Public Charter School Authority

1749 N. Stewart Street, Suite 40

Carson City, NV 89706

pgavin@spsca.nv.gov

Direct: 775-687-9160

Office: 775-687-9174

Fax: 775-687-9113

From: Victoria Ng [victorian@qualitycharters.org]

Sent: Tuesday, August 25, 2015 2:08 PM

To: Patrick Gavin; Jessica L. Hoban; Danny Peltier

Cc: Elisa Westapher

Subject: RE: Nevada Authority Kick off Call Follow-up

Thank you Patrick! Have you sent the heads up email to these school leaders? Attached is sample language.

Best,

Victoria

[cid:image001.png@01D0DF50.37B26400]

Victoria M. Ng, Division Coordinator

National Association of Charter School Authorizers

Direct: 312.376.2365 | www.qualitycharters.org<<http://www.qualitycharters.org/>>

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From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]

Sent: Tuesday, August 25, 2015 3:34 PM

To: Victoria Ng <victorian@qualitycharters.org>; Jessica L. Hoban <jlhoban@spsca.nv.gov>; Danny Peltier <dpeltier@spsca.nv.gov>

Cc: Elisa Westapher <elisaw@qualitycharters.org>

Subject: RE: Nevada Authority Kick off Call Follow-up

Here is the email info for school EDs/principals and for the board chairs.

Patrick J. Gavin
Director
State Public Charter School Authority
1749 N. Stewart Street, Suite 40
Carson City, NV 89706
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From: Victoria Ng [<mailto:victorian@qualitycharters.org>]
Sent: Thursday, August 20, 2015 2:33 PM
To: Patrick Gavin; Jessica L. Hoban; Danny Peltier
Cc: Elisa Westapher
Subject: Nevada Authority Kick off Call Follow-up

Greetings Patrick,

Thank you for your time this afternoon. As a follow-up to the authorizer evaluation kick-off call, below is a summary of next steps in the evaluation process. Please find the updated intro letter attached, as it has important dates to review.

Please send us a proposed site visit schedule per our discussion. You can find a sample site visit schedule in the attached revised introduction letter. In the meantime, please begin to compile the requested documents, complete the authorizer self-evaluation, and send a list of school leader/board chair contact information.

(1) DROPBOX

- . Prior to this email I sent a Dropbox share request email for the "NSPCSA_Evaluation_External" folder.
 - o This will be the point of access for all documents going forward. It contains six subfolders that mimic the document categories as outlined in Exhibit 1 (Document Request List) of the Authorizer Guide (see intro letter) provided earlier.
 - o In addition, you'll also find a stand-alone Excel spreadsheet - the Authorizer Data Summary Template. Please complete all tabs in this spreadsheet and resave in Dropbox. If you have any trouble uploading documents, please let me know.
 - o You will also find another stand-alone Excel spreadsheet called- School Performance Data Template. This is located in the School Performance Data folder. Please complete all tabs in this spreadsheet and resave in Dropbox. If you have any trouble uploading documents, please let me know.
 - o On our end, I will be the POC for Dropbox materials and the two surveys and Elisa Westapher will be the POC for any other questions.

(2) SELF-EVALUATION SURVEY

We ask that you please click on the link below to access and complete the Authorizer Self-Evaluation Survey by Wednesday September 2nd <http://www.surveygizmo.com/s3/2289412/Nevada-State-Public-Charter-School-Authority-Evaluation-Self-Evaluation-Survey>

(3) SCHOOL LEADER/BOARD CHAIR SURVEY

1. As mentioned during our call, we ask that you please provide contact information for both school leaders and school board chairs in your portfolio.
 - a. You can use the School Leader Contact Information Template (Excel spreadsheet) in Dropbox to collect these contacts. You can also find it attached.
 - b. If you have your own spreadsheet feel free to disregard our template and email what you have.
2. Additionally, please send out the brief survey notification letter (optional template in Exhibit 5 of the intro letter) by the forthcoming due date in order to help boost participation among these contacts. You can also find a pre-filled version attached.
 - a. As mentioned, the survey is anonymous and individual responses will not be shared. If you have any more questions regarding the answers please don't hesitate to email Elisa or me. NACSA will then distribute the survey and manage all responses.

Please let me know if you have any questions and I look forward to working with you!

Victoria

[cid:image001.png@01D0DF50.37B26400]

Victoria M. Ng, Division Coordinator
National Association of Charter School Authorizers
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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 02, 2015 8:55 PM
To: Victoria Ng
Cc: Deb Roberson
Subject: Re: Help Us Improve Our Authorizing!

Victoria-can you help Deb?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
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pgavin@spsca.nv.gov
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On Sep 2, 2015, at 8:54 PM, Deb Roberson <d.roberson@questlv.com> wrote:

Patrick, I never received the survey. Deb

From: Patrick Gavin <pgavin@spsca.nv.gov>
Sent: Wednesday, September 02, 2015 3:56 PM
Cc: Victoria Ng
Subject: RE: Help Us Improve Our Authorizing!

I'm writing to follow up on my email from last week regarding the NACSA survey. We still have a few days left to get your response and I want to make sure that your voice is heard. Please check your spam filter to see if the survey invitation was caught up in that net.

NACSA will also send out another invite shortly in the event that you can't find the previous email from them with the link to this confidential survey.

Thank you,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority

1749 N. Stewart Street, Suite 40
Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
Fax: 775-687-9113

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Starting a School? Join our charter applicant listserv: CharterStarters@listserv.state.nv.us

From: Patrick Gavin
Sent: Tuesday, August 25, 2015 3:07 PM
Subject: Help Us Improve Our Authorizing!

Dear Charter School Leaders:

As you may have heard during yesterday's board meeting, the State Public Charter School Authority is currently working with the National Association of Charter School Authorizers (NACSA) to assess our authorizing practices and to help us carry out those practices more effectively. On or around 08/26/15, you will receive an e-mail from NACSA containing a link to an online Charter School Leadership Survey. Please respond to this survey in a timely manner, as your responses will inform NACSA's assessment and help us improve authorizing practices at the SPCSA.

NACSA will also be on site on 09/10/15-09/11/15 to meet with various SPCSA stakeholders, including internal leadership and staff and representatives from charter school boards. We will contact you shortly to schedule a group interview with the NACSA evaluators while they are on site.

Regards,

Patrick

Patrick J. Gavin
Director
State Public Charter School Authority
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Carson City, NV 89706
Direct: 775-687-9160
Office: 775-687-9174
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Join our new Principals listserv! To subscribe, send an email to listserv@listserv.state.nv.us and type Subscribe CharterPrincipals in the body of the message.

Join our new Charter Boards listserv! To subscribe, send an email to listserv@listserv.state.nv.us and type Subscribe CharterOperators in the body of the message.

Starting a School? Join our charter applicant listserv. To subscribe, send an email to listserv@listserv.state.nv.us and type Subscribe CharterStarters in the body of the message.

Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 09, 2015 1:18 PM
To: Victoria Ng
Cc: Elisa Westapher; Carly Bolger
Subject: Re: Self-Evaluation - It would be great if you could complete!

No worries. It was tough to complete--any random mouse move and it moved onto the next question. Took me a bit to figure out how to navigate.

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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On Sep 9, 2015, at 1:16 PM, Victoria Ng <victorian@qualitycharters.org> wrote:

Sorry Patrick- I just noticed that. My bad!

Victoria

From: Patrick Gavin [<mailto:pgavin@spsca.nv.gov>]
Sent: Wednesday, September 09, 2015 3:16 PM
To: Elisa Westapher <elisaw@qualitycharters.org>
Cc: Victoria Ng <victorian@qualitycharters.org>; Carly Bolger <carlyb@qualitycharters.org>
Subject: Re: Self-Evaluation - It would be great if you could complete!

I did it yesterday!

Patrick J. Gavin
Director
State Public Charter School Authority
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pgavin@spsca.nv.gov
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Fax: [775-687-9113](tel:775-687-9113)

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On Wed, Sep 9, 2015 at 1:15 PM -0700, "Elisa Westapher" <elisaw@qualitycharters.org> wrote:

<http://www.surveygizmo.com/s3/2289412/Nevada-State-Public-Charter-School-Authority-Evaluation-Self-Evaluation-Survey>

<image001.png>

Elisa Westapher, Director of Authorizer Development
National Association of Charter School Authorizers
Direct: 312.376.2363 | www.qualitycharters.org

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, September 09, 2015 1:19 PM
To: Victoria Ng
Cc: Elisa Westapher; Carly Bolger
Subject: Re: Self-Evaluation - It would be great if you could complete!

My flight is about to take off. Can you let me know if there's anything else you need from me?

Patrick J. Gavin
Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
pgavin@spsca.nv.gov
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I did it yesterday!

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Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, August 25, 2015 4:00 PM
To: 'Victoria Ng'; Jessica L. Hoban; Danny Peltier
Cc: Elisa Westapher
Subject: RE: Nevada Authority Kick off Call Follow-up

Yes! I have two bounces I'm tracking down.

Patrick J. Gavin
Director
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From: Victoria Ng [mailto:victorian@qualitycharters.org]
Sent: Tuesday, August 25, 2015 2:08 PM
To: Patrick Gavin; Jessica L. Hoban; Danny Peltier
Cc: Elisa Westapher
Subject: RE: Nevada Authority Kick off Call Follow-up

Thank you Patrick! **Have you sent the heads up email to these school leaders?** Attached is sample language.

Best,
Victoria



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National Association of Charter School Authorizers
Direct: 312.376.2365 | www.qualitycharters.org

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From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]
Sent: Tuesday, August 25, 2015 3:34 PM
To: Victoria Ng <victorian@qualitycharters.org>; Jessica L. Hoban <jlhoban@spsca.nv.gov>; Danny Peltier <dpeltier@spsca.nv.gov>
Cc: Elisa Westapher <elisaw@qualitycharters.org>
Subject: RE: Nevada Authority Kick off Call Follow-up

Here is the email info for school EDs/principals and for the board chairs.

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From: Victoria Ng [<mailto:victorian@qualitycharters.org>]

Sent: Thursday, August 20, 2015 2:33 PM

To: Patrick Gavin; Jessica L. Hoban; Danny Peltier

Cc: Elisa Westapher

Subject: Nevada Authority Kick off Call Follow-up

Greetings Patrick,

Thank you for your time this afternoon. As a follow-up to the authorizer evaluation kick-off call, below is a summary of next steps in the evaluation process. Please find the updated intro letter attached, as it has important dates to review.

Please send us a proposed site visit schedule per our discussion. You can find a sample site visit schedule in the attached revised introduction letter. In the meantime, please begin to compile the requested documents, complete the authorizer self-evaluation, and send a list of school leader/board chair contact information.

(1) DROPBOX

- Prior to this email I sent a Dropbox share request email for the “**NSPCSA_Evaluation_External**” folder.
 - This will be the point of access for all documents going forward. It contains six subfolders that mimic the document categories as outlined in Exhibit 1 (Document Request List) of the Authorizer Guide (see intro letter) provided earlier.
 - In addition, you’ll also find a stand-alone Excel spreadsheet - the **Authorizer Data Summary Template**. Please complete all tabs in this spreadsheet and resave in Dropbox. If you have any trouble uploading documents, please let me know.
 - You will also find another stand-alone Excel spreadsheet called- **School Performance Data Template**. This is located in the School Performance Data folder. Please complete all tabs in this spreadsheet and resave in Dropbox. If you have any trouble uploading documents, please let me know.
 - On our end, I will be the POC for Dropbox materials and the two surveys and Elisa Westapher will be the POC for any other questions.

(2) SELF-EVALUATION SURVEY

We ask that you please click on the link below to access and complete the Authorizer Self-Evaluation Survey by **Wednesday September 2nd**

<http://www.surveymzmo.com/s3/2289412/Nevada-State-Public-Charter-School-Authority-Evaluation-Self-Evaluation-Survey>

(3) SCHOOL LEADER/BOARD CHAIR SURVEY

1. As mentioned during our call, we ask that you please provide contact information for both school leaders and school board chairs in your portfolio.
 - a. You can use the **School Leader Contact Information Template** (Excel spreadsheet) in Dropbox to collect these contacts. You can also find it attached.
 - b. If you have your own spreadsheet feel free to disregard our template and email what you have.
2. Additionally, please send out the brief survey notification letter (optional template in Exhibit 5 of the intro letter) by the forthcoming due date in order to help boost participation among these contacts. You can also find a pre-filled version attached.
 - a. As mentioned, the survey is anonymous and individual responses will not be shared. If you have any more questions regarding the answers please don't hesitate to email Elisa or me. NACSA will then distribute the survey and manage all responses.

Please let me know if you have any questions and I look forward to working with you!

Victoria



Victoria M. Ng, Division Coordinator
National Association of Charter School Authorizers
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Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, August 25, 2015 1:34 PM
To: 'Victoria Ng'; Jessica L. Hoban; Danny Peltier
Cc: Elisa Westapher
Subject: RE: Nevada Authority Kick off Call Follow-up
Attachments: School Board List.xlsx; 2015-16 Charter School Principal Contact List.xlsx

Here is the email info for school EDs/principals and for the board chairs.

Patrick J. Gavin
Director
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Fax: 775-687-9113

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From: Victoria Ng [mailto:victorian@qualitycharters.org]
Sent: Thursday, August 20, 2015 2:33 PM
To: Patrick Gavin; Jessica L. Hoban; Danny Peltier
Cc: Elisa Westapher
Subject: Nevada Authority Kick off Call Follow-up

Greetings Patrick,

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Please let me know if you have any questions and I look forward to working with you!

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Patrick Gavin

From: Patrick Gavin
Sent: Tuesday, August 25, 2015 8:00 PM
To: Victoria Ng
Subject: RE: Nevada Authority Kick off Call Follow-up

two new emails:

Doral Board President:
Boone L. Cragun [bcragun@cox.ne]

Interim principal at learning bridge: Warren Krch: wkrch@elylearningbridge.org

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State Public Charter School Authority
1749 N. Stewart Street, Suite 40
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Best,
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[cid:image001.png@01D0DF50.37B26400]

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2015 NACSA Leadership Conference<http://qualitycharters.site-ym.com/events/event_details.asp?id=521610&group=>
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From: Victoria Ng [mailto:victorian@qualitycharters.org]
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[cid:image001.png@01D0DF50.37B26400]

Victoria M. Ng, Division Coordinator

National Association of Charter School Authorizers

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2015 NACSA Leadership Conference<http://qualitycharters.site-ym.com/events/event_details.asp?id=521610&group=>
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Patrick Gavin

From: Patrick Gavin
Sent: Thursday, January 21, 2016 2:56 PM
To: Courtney Leigh Beisel
Subject: Re: The Leader as a Storyteller: A Workshop for Heads of Authorizing Offices

Link doesn't seem to work...at least on my phone.

Patrick J. Gavin
Executive Director
State Public Charter School Authority
[1749 N. Stewart Street, Suite 40](#)
[Carson City, NV 89706](#)
Direct: [775-687-9160](tel:775-687-9160)
Office: [775-687-9174](tel:775-687-9174)
Fax: [775-687-9113](tel:775-687-9113)

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From: National Association of Charter School Authorizers <nacsa@qualitycharters.org>
Sent: Thursday, January 21, 2016 11:29 AM
Subject: The Leader as a Storyteller: A Workshop for Heads of Authorizing Offices
To: Patrick Gavin <pgavin@spsca.nv.gov>

Heads of Authorizing Offices
January 21, 2016

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HEADS OF AUTHORIZING OFFICES

2016 LEADERSHIP SUMMIT

Who are you as a leader? What is your vision for success? How will you tell the world your story to drive change?

Storytelling is an important leadership tool to advance your mission and vision for ensuring every child in your community has access to a great public education. It is a skill that needs to be developed, cultivated, and practiced to ensure your words have power, meaning, and influence. The NACSA Heads of Authorizing Office Community is pleased to offer you a complimentary workshop aimed at developing this important

communication skill.

Please join your fellow authorizing leaders for the 2016 Leadership Summit hosted March 10-11 at the office of the D.C. Public Charter School Board.

There is no registration fee, but to attend you [must RSVP](#) by February 29. The event will begin at 9:30 a.m. on Thursday, March 10 and conclude at 1:00 p.m. on Friday, March 11.

In addition to our story telling workshop, this event will also feature a discussion of the book, *Focus: The Hidden Driver of Excellence*, by Daniel Goleman.

Attendees are expected to cover their own transportation and lodging for this event. Breakfast and lunch will be provided as part of each day's activities. NACSA reserves the right to cancel this event if a minimum of 15 attendees is not reached. NACSA is working to contract a hotel in the D.C. area at the GSA rate of \$226 per night. Details will be communicated as soon as the contract is finalized.

[Register to Attend](#)

What did last year's attendees have to say about this event?

"The discussions and insight of more seasoned authorizers helped me think through strategies when it comes to interacting with my board."

"The roles and workload of head of authorizing offices is HUGE. It was good to share stories and experiences as there are few that truly understand our jobs."

"I really enjoyed the open-ended aspect of much of this summit. It gave us a chance to really connect on some key issues specific to each one of us."



An independent voice for effective charter school policy and thoughtful charter authorizing practices that lead to great public schools.

National Association of Charter School Authorizers
[105 West Adams Street](#)
[Suite 1900](#)
[Chicago, IL 60603](#)

[Add us to your address book](#)

Ph: [312.376.2300](tel:312.376.2300)

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Heads of Authorizing Offices
January 21, 2016

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HEADS OF AUTHORIZING OFFICES

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Patrick Gavin

From: Patrick Gavin
Sent: Wednesday, January 20, 2016 7:58 AM
To: Courtney Leigh Beisel
Subject: Re: Save the Date and Other Community News

Any update on this?

> On Jan 4, 2016, at 8:22 AM, Courtney Leigh Beisel <courtneyb@qualitycharters.org> wrote:

>

> Hi Patrick,

>

> I hope you had a great holiday! I'm glad to hear you are interested in joining us for this event. We initially did not plan on offering a room block because there were a number of options comparable to the GSA rate; however, since we selected the dates, rates have more than doubled (darn Cherry Blossoms). I'm going to check with our meeting planner and see if we can work out something this week. I will get back to you as soon as possible.

>

> Thank you for your patience!

> -Courtney

>

> Courtney Leigh Beisel

> DIRECTOR OF AUTHORIZER ENGAGEMENT

>

>

>

> 105 W. Adams Street, Suite 1900 | Chicago, IL 60603

> Direct: (724) 719-2554 | www.qualitycharters.org

>

> ALL CHILDREN DESERVE A QUALITY EDUCATION.

>

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> -----Original Message-----

> From: Patrick Gavin [mailto:pgavin@spsca.nv.gov]

> Sent: Friday, January 01, 2016 7:51 PM

> To: Nacsa Membership <membership@qualitycharters.org>

> Subject: RE: Save the Date and Other Community News

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> I'm very interested in attending the Heads of Office summit.

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> Do you anticipate recommending a particular hotel or reserving a block of rooms? We need to get going now on out-of-state travel approvals.

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> Patrick J. Gavin

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> From: National Association of Charter School Authorizers [nacsqa=qualitycharters.org@mail204.atl21.rsgsv.net] On Behalf Of National Association of Charter School Authorizers [nacsqa@qualitycharters.org]

> Sent: Friday, December 11, 2015 7:31 AM

> To: Patrick Gavin

> Subject: Save the Date and Other Community News

> Heads of Authorizing Offices

> December 11, 2015

> View this email in your browser<<http://us11.campaign-archive2.com/?u=c37a88a579180c8e589014f3f&id=103a6297c5&e=ee5b471c65>>

> [<https://gallery.mailchimp.com/c37a88a579180c8e589014f3f/images/108e7f83-1ca8-4702-88aa-0ed88d6b18e8.png>]

> Save the Date! 2016 Heads of Authorizing Office Community Leadership Summit Back by popular demand, the Heads of Authorizing Office Community will host its 2016 Leadership Summit on March 10-11 in Washington, D.C. The event will include a full day of programming on Thursday and a half-day on Friday. If you are interested in joining us for this event, please RSVP to membership@qualitycharters.org<<mailto:membership@qualitycharters.org>>.

> Additional details will be shared in the new year. There is no registration fee associated with this event. Attendees should expect to pay for their travel and accommodations, as well as evening meals.

> Share Topics of Interest

> Is there a particular challenge you are grappling with or a leadership topic that interests you? We want to hear from you at membership@qualitycharters.org<<mailto:membership@qualitycharters.org>> with your ideas and thoughts on subjects to include in upcoming Community offerings.

> Be the Leader You Were Meant to Be

> NACSA is now accepting applications for the next cohort of its Leaders Program<<http://qualitycharters.us11.list-manage.com/track/click?u=c37a88a579180c8e589014f3f&id=a6f813fc4f&e=ee5b471c65>>. Reach your leadership potential and effectively drive improvement within your organization through this unique leadership development program. But, don't wait! The application period closes January 11, 2016.

> Wanted: Talented Leaders to Advance the Sector Looking to make a career change in 2016? There are a number of authorizers across the country looking for talent just like you to advance their missions.

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