

# 2019-2024 Strategic Plan

Empowering Communities, Inspiring Students



**Nevada State Public  
Charter School  
Authority**

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# › INTRODUCTION

With the vision of equitable access to diverse, innovative, and high-quality public schools for students across our state, this Strategic Plan charts the course for the State Public Charter School Authority (SPCSA) through the 2023-2024 school year. Over the next five years, the SPCSA will work in coordination with district, state and community partners to accelerate positive change for education in Nevada. As detailed within the Plan, the SPCSA has defined three overarching goals to realize this positive change:

- Provide Families with Access to High-Quality Schools
- Ensure that every SPCSA student succeeds - including those from historically underserved student groups
- Increase the diversity of students served by SPCSA schools

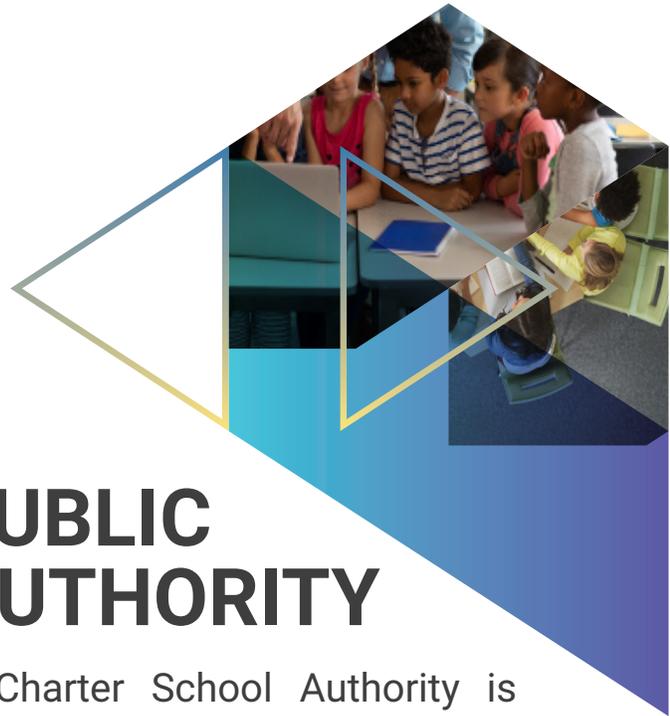
While the Strategic Plan sets the direction for the SPCSA over the coming years, there are several other guiding documents that are critical to the implementation of this plan. As outlined below, the Academic and Demographic Needs Assessment and Growth Management Plan were developed in tandem with the Strategic plan. The SPCSA will utilize these guiding documents as tools to support the implementation of the Strategic Plan.

**Academic and Demographic Needs Assessment:** The Needs Assessment provides an assessment of demographic information of pupils, the academic needs of pupils and the needs of any pupils who are at risk of dropping out of school within Nevada. Going forward, when the SPCSA evaluates applications for new public charter schools, the staff and board will consider the degree to which the application aligns to at least one of the needs identified in the Needs Assessment. The Needs Assessment will be updated annually to reflect the most recent data available along with changes to the Nevada educational landscape.

**Growth Management Plan:** The Growth Management Plan outlines the current performance of SPCSA-Sponsored schools, goals and plans for growth over the next five years, and proposed initiatives and actions to achieve the stated goals. Combined with regular communication with local school districts and the Nevada Department of Education, this Plan provides for increased transparency about the future of public charter schools in Nevada.

Throughout the development of the Needs Assessment, Growth Management Plan and Strategic Plan, the SPCSA engaged with many stakeholders from across the education landscape. We are grateful for the input and feedback provided by local school districts, the Nevada Department of Education, local municipalities and education leaders across our state.

Going Forward, the SPCSA will revisit the Strategic Plan annually to report on progress and, as needed, refine the Plan to ensure we remain on track to realizing the mission and vision. Through our work in sponsoring high-quality public charter schools, we aim to empower communities and inspire students.



## › ABOUT THE STATE PUBLIC CHARTER SCHOOL AUTHORITY

Created in 2011, Nevada’s State Public Charter School Authority is a governmental agency of the state of Nevada and a statewide charter school sponsor. The SPCSA authorizes public charter schools across the state and is responsible for oversight and monitoring of those schools to ensure positive academic outcomes for students and strong stewardship of public dollars.

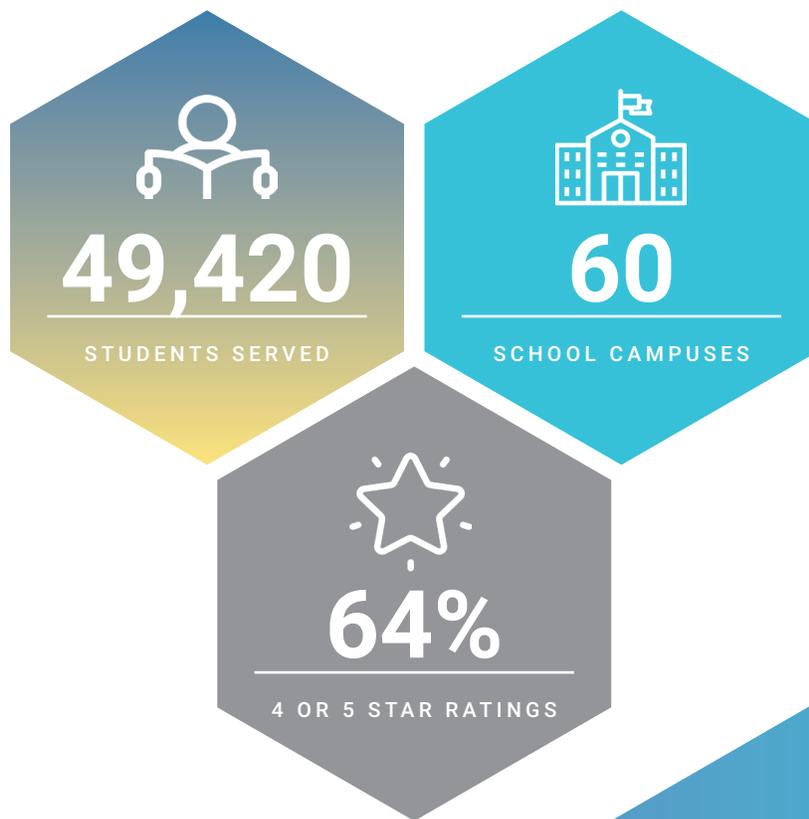
### **As defined in Nevada Revised Statute, the purpose of the State Public Charter School Authority is to:**

- Authorize charter schools of high-quality throughout this state with the goal of expanding the opportunities for pupils in this state, including, without limitation, pupils who are at risk.
- Provide oversight to the charter schools that it sponsors to ensure that those charter schools maintain high educational and operational standards, preserve autonomy and safeguard the interests of pupils and the community.
- Serve as a model of the best practices in sponsoring charter schools and foster a climate in this state in which all high-quality charter schools, regardless of sponsor, can flourish.

**(NRS 388A.150)**

# › HIGHLIGHTS

The State Public Charter School Authority is comprised of the Authority Board and twenty employees. There are currently sixty SPCSA-sponsored charter school campuses that combine to serve 49,420 students. In addition to three virtual school programs that serve students statewide, the SPCSA sponsors schools that are located across five of Nevada's counties: Churchill, Clark, Elko, Washoe and White Pine.





## › VISION & MISSION

### **VISION**

Equitable access to diverse, innovative, and high-quality public schools for every Nevada student.

### **MISSION**

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

The following pages describe the values, goals and strategies that will set the SPCSA on a course to realize the vision and mission.

# › VALUES

## **STUDENT FOCUSED**

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

## **EXCELLENCE THROUGH IMPROVEMENT**

We establish clear, high expectations and constantly seek growth for ourselves and foster improvement for our schools.

## **TRANSPARENCY**

We promote transparent and open communication and make school performance data accessible to all stakeholders.

## **ACCOUNTABLE AUTONOMY**

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

## **EQUITY & DIVERSITY**

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

## **LEADERSHIP**

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



## › GOAL 1

### **Provide Families with Access to High Quality Schools**

The SPCSA aims for all sponsored schools to meet academic, organizational and financial performance standards. Five-year goals:

- Improve upon existing strong performance on the Nevada School Performance Framework (NSPF) by achieving 70% four-star or better, 83% three-star or better, no more than 17% two-star, and less than 4% one star.\*
- Schools demonstrate strong organizational and financial performance with 95% rated as meeting standards on the SPCSA Organizational and Financial Performance Frameworks.

\*Excludes schools rated on the Alternative Performance Framework



## › GOAL 2

### **Ensure That Every SPCSA Student Succeeds - Including Those From Historically Underserved Student Groups**

The SPCSA aims for all sponsored schools to demonstrate strong academic growth, high levels of proficiency and on-time graduation across all student groups, including historically underserved student groups. Five-year goals:

- Increase the percent of schools that demonstrate, for each student group, a median student growth percentile on the 3rd-8th grade state Math and English Language Arts (ELA) assessments that exceeds the respective group's Nevada median student growth percentile.
- For each student group, surpass respective Nevada proficiency rates on the state Math and ELA assessments.
- For each student group, surpass respective Nevada 4-year graduation rates.

## › GOAL 3

### **Increase the diversity of students served by SPCSA schools**

The SPCSA aims for sponsored schools to serve a population of students that is representative of the state with regard to race/ethnicity and additional student groups. Five-year goals:

- By the 2021-22 school year and thereafter, in newly created SPCSA-sponsored public charter school seats (new schools, new campuses, and expansion of existing schools), enroll English Learners, Students Eligible for Free or Reduced-Price Lunch, and Students with Disabilities at rates that are greater than or equal to the respective Nevada enrollment rates.^
- While continuing to serve currently enrolled students, in vacant seats at existing SPCSA-sponsored schools, enroll English Learners, Students Eligible for Free or Reduced-Price Lunch, and Students with Disabilities at rates that are greater than or equal to the respective Nevada enrollment rates.^

^Applies to SPCSA-sponsored schools on the aggregate level, and not on the individual school level

# › STRATEGIES

## PROACTIVE OVERSIGHT

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

## STRATEGIC GROWTH

Clarify standards (performance, growth, etc) for SPCSA-sponsored charter schools wishing to expand. Within the context of the SPCSA Needs Assessment and Growth Management plan, work with community leaders to synthesize and communicate local educational needs to encourage new school applications that are responsive to local communities.

## EXPANDED SUPPORT

In collaboration with the Nevada Department of Education, expand the services, supports, resources, and technical assistance that the SPCSA provides to schools as a Local Educational Agency to help schools better meet the needs of students from all backgrounds.

## RECOGNIZE PROGRESS

Encourage operational and proposed SPCSA-sponsored schools to increase diversity by facilitating the dissemination of best practices and reward schools that show strong academic results with students from historically underserved student groups (streamlined amendment, expedited and extended term renewal, etc.).

## › KEY INITIATIVES

### PROACTIVE OVERSIGHT

- Conduct regular site evaluations of SPCSA-sponsored schools with feedback provided to schools in, at minimum, years one, three and five of the school's contract.
- Communicate regularly with boards of SPCSA-sponsored charter schools regarding their performance and compliance against the SPCSA Performance Framework, including engaging directly with boards and leaders of schools that are struggling.
- Codify expectations for strong governance and training for charter school board members.
- Conduct proactive monitoring of recruitment and enrollment practices for English Learners, Students Eligible for Free or Reduced-Price Lunch, and Students with Disabilities.

### STRATEGIC GROWTH

- Clarify standards for various types of expansions including new campuses, additional grade levels, and additional students in existing grade levels.
- Refine new school application process by aligning it to national best practices for rigorous application reviews and incorporate new strategic priorities, such as the SPCSA Needs Assessment and Growth Management Plan.
- Develop a process for regular community engagement, including input for possible revisions to the SPCSA Needs Assessment and Growth Management Plan.
- Provide avenues for prospective new school applicants to develop a thorough understanding of the SPCSA Needs Assessment and Growth Management Plan.

## › KEY INITIATIVES (CONTINUED)

### EXPANDED SUPPORT



- Collaborate with the NDE to establish a detailed, shared understanding of the SPCSA's roles and responsibilities as an LEA (e.g. grants, monitoring, technical assistance) and refine the budget and staffing model for the SPCSA to fulfill LEA responsibilities.
- Formalize approach and procedures for school support visits, including aligning with state and federal grant monitoring.
- Streamline state and federal grant implementation to enable timely, accurate and efficient distribution of funds.
- Provide proactive training to schools that is differentiated to address school context and is aligned to fiscal and implementation requirements for federal and state programs.
- Codify expectations and improve practices for two-way communication between the SPCSA and its key stakeholders - including the NDE and SPCSA-sponsored schools - to ensure that all parties have timely access to accurate information.

### RECOGNIZE PROGRESS



- Develop a streamlined amendment process for schools that achieve clearly defined, high standards for performance and compliance.
- Develop an expedited renewal process (in alignment with NAC 388A.415) and extended renewal term options (in alignment with SB 451 from the 2019 Legislative Session) for schools that meet clearly defined, high standards for performance and compliance.
- Highlight schools that are outpacing the state in providing a high-quality educational option for students that have been historically underserved and facilitate dissemination of their best practices.
- Ensure that data related to the academic performance and social emotional indicators of student groups are accessible to stakeholders.

## › Glossary of Terms

- **Alternative Performance Framework (APF):** An accountability system established by the state that is supplemental to the NSPF and designed to highlight qualifying schools who serve high-needs populations; at least 75% of the students enrolled in a qualifying school must meet criteria specific to the school's mission.
- **English Learners (EL):** Students who are unable to communicate fluently or learn effectively in English, who typically require specialized or modified instruction in both the English language and in their academic courses. Previously referred to as LEP.
- **Financial Performance Framework:** As required in NRS 388A.273, performance indicators, measures, and metrics related to the financial condition and sustainability of the charter school.
- **Free and Reduced-Price Lunch (FRL):** Students who are from households that qualify by income to receive free or reduced-price lunch at their school.
- **Graduation Rate:** The rate at which 9th graders graduate by the end of the 12th grade (the number of students who graduate in four years with a regular high school diploma divided by the number of students who form the adjusted cohort for the graduating class).
- **Growth Management Plan:** As required in Assembly Bill 462 (2019), a plan to manage the growth of charter schools in this state.
- **Local Educational Agency (LEA):** As defined in 34 CFR § 303.23, a Local Educational Agency is "a public board of education or other public authority legally constituted within a state for either administrative control or direction of, or to perform a service function for, public elementary schools or secondary schools in a city, county, township, school district, or other political subdivision of a state, or for a combination of school districts or counties as are recognized in a state as an administrative agency for its public elementary schools or secondary schools."
- **Median Growth Percentile (MGP):** MGPs are determined by identifying the median student growth percentile (SGP) for the students at each school level; MGP Measures within the NSPF elementary and middle school rating systems evaluate a school's median SGP in Math and ELA.
- **Needs Assessment:** As required in Assembly Bill 462 (2019), an evaluation of demographic information of pupils, the academic needs of pupils, and the needs of any pupils who are at risk of dropping out of school in this state.
- **Nevada School Performance Framework (NSPF):** The Nevada school rating system, where each public school in the state is issued an annual index score and star rating from 1-5 based on that school's performance on specific Measures.
- **Organizational Performance Framework:** As required in NRS 388A.273, performance indicators, measures, and metrics related to the performance of the governing body of the charter school, including, compliance with the terms and conditions of the charter contract and the applicable statutes and regulations.

# › APPENDIX: FIVE YEAR GOALS

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

The SPCSA aims for all sponsored schools to meet academic, organizational and financial performance standards. Five-year goals:

- a. Improve upon existing strong performance on the Nevada School Performance Framework (NSPF) by achieving 70% four-star or better, 83% three-star or better, no more than 17% two-star, and less than 4% one star (excluding Alternative Performance Framework Schools).

Star Rating	Current (2018-2019)	2023-2024
4+ Star	64%	70%
3+ Star	78%	83%
2 Star	20%	<17%
1 Star	2%	<4%

- b. Schools demonstrate strong organizational and financial performance with 95% rated as meeting standards on the SPCSA Organizational and Financial Performance Frameworks.

	2023-2024
Meeting Standards on Organizational Framework	95%
Meeting Standards on Financial Framework	95%

## Goal 2: Ensure that every SPCSA student succeeds - including those from historically underserved student groups

The SPCSA aims for all sponsored schools to demonstrate strong academic growth, high levels of proficiency and on-time graduation across all student groups, including historically underserved student groups. Five-year goals:

- a. Increase the percent of schools that demonstrate, for each student group, a median student growth percentile on the 3rd-8th grade state Math and English Language Arts (ELA) assessments that exceeds the respective group’s Nevada median student growth percentile.

Math Growth				
	Statewide ES Math MGP	Statewide MS Math MGP	Current % at or above state MGP (2018-19)	% at or above state MGP 2023-2024
American Indian/Alaska Native	50	48	N/A (no schools above N=10)	56.00%
Asian	60	60	51.30%	58.80%
Black/African American	44	45	73.70%	79.70%
Hispanic/Latino	49	48	67.90%	72.9%
Pacific Islander	52	53	57.10%	64.60%
Two or More Races	51	49	64.80%	72.30%
White/Caucasian	54	50	67.90%	72.9%
Special Education	44	45	73.20%	78.20%
English Learners	48	47	66.70%	71.70%
Free/Reduced-Price Lunch	49	47	72.50%	77.50%

ELA Growth				
	Statewide ES ELA MGP	Statewide MS ELA MGP	Current % at or above state MGP (2018-19)	% at or above state MGP 2023-2024
American Indian/Alaska Native	47	47	N/A (no schools above N=10)	56.00%
Asian	59	57	64.10%	71.60%
Black/African American	45	46	54.50%	61.90%
Hispanic/Latino	51	48	64.20%	71.70%
Pacific Islander	49	50	71.40%	76.40%
Two or More Races	51	50	56.40%	63.90%
White/Caucasian	53	50	64.10%	71.60%
Special Education	43	46	58.90%	66.40%
English Learners	48	48	63.30%	70.80%
Free/Reduced-Price Lunch	49	48	62.50%	70.00%

b. For each student group, surpass respective Nevada proficiency rates on the state Math and ELA assessments.

Smarter Balanced, Grades 3-8				
		Current SPCSA Proficiency (2018-19)	Current Statewide Proficiency (2018-19)	2023-2024
American Indian/Alaska Native	Math	35.60%	21.30%	Greater than or equal to Statewide %
	ELA	63.30%	32.50%	
Asian	Math	70.90%	64.40%	Greater than or equal to Statewide %
	ELA	78.20%	70.80%	
Black/African American	Math	27.50%	18.70%	Greater than or equal to Statewide %
	ELA	40.60%	30.10%	
Hispanic/Latino	Math	37.80%	28.90%	Greater than or equal to Statewide %
	ELA	50.80%	40.60%	
Pacific Islander	Math	46.70%	37.60%	Greater than or equal to Statewide %
	ELA	57.20%	47.90%	
Two or More Races	Math	53.20%	44.00%	Greater than or equal to Statewide %
	ELA	65.20%	56.60%	
White/Caucasian	Math	56.9%	50.70%	Greater than or equal to Statewide %
	ELA	67.40%	61.00%	
Special Education	Math	19.80%	10.80%	Greater than or equal to Statewide %
	ELA	23.60%	13.40%	
English Learners	Math	23.60%	14.60%	Greater than or equal to Statewide %
	ELA	26.10%	15.80%	
Free/Reduced-Price Lunch	Math	34.00%	28.40%	Greater than or equal to Statewide %
	ELA	46.10%	39.20%	

ACT, Grade 11				
		Current SPCSA Proficiency (2018-19)	Current Statewide Proficiency (2018-19)	2023-2024
American Indian/Alaska Native	Math	10.00%	16.10%	Greater than or equal to Statewide %
	ELA	40.00%	35.10%	
Asian	Math	51.40%	50.70%	Greater than or equal to Statewide %
	ELA	70.10%	69.40%	
Black/African American	Math	6.60%	8.00%	Greater than or equal to Statewide %
	ELA	33.90%	26.10%	
Hispanic/Latino	Math	18.20%	15.60%	Greater than or equal to Statewide %
	ELA	46.10%	34.80%	
Pacific Islander	Math	15.40%	20.40%	Greater than or equal to Statewide %
	ELA	50.00%	44.70%	
Two or More Races	Math	25.20%	30.80%	Greater than or equal to Statewide %
	ELA	62.60%	57.80%	
White/Caucasian	Math	31.60%	37.90%	Greater than or equal to Statewide %
	ELA	59.50%	62.10%	
Special Education	Math	5.60%	3.10%	Greater than or equal to Statewide %
	ELA	18.10%	8.90%	
English Learners	Math	0.00%	1.30%	Greater than or equal to Statewide %
	ELA	9.50%	4.30%	
Free/Reduced-Price Lunch	Math	14.00%	15.60%	Greater than or equal to Statewide %
	ELA	41.10%	34.60%	

c. For each student group, surpass respective Nevada 4-year graduation rates.

	Current SPCSA Graduation Rate (Class of 2018)	Current Statewide Graduation Rate (Class of 2018)	Class of 2024
American Indian/Alaska Native	63.60%	79.80%	Greater than or equal to Statewide %
Asian	82.90%	94.10%	Greater than or equal to Statewide %
Black/African American	59.60%	71.50%	Greater than or equal to Statewide %
Hispanic/Latino	69.00%	82.30%	Greater than or equal to Statewide %
Pacific Islander	63.30%	84.30%	Greater than or equal to Statewide %
Two or More Races	68.90%	83.20%	Greater than or equal to Statewide %
White/Caucasian	71.90%	86.00%	Greater than or equal to Statewide %
Special Education	61.80%	66.00%	Greater than or equal to Statewide %
English Learners	68.40%	76.00%	Greater than or equal to Statewide %
Free/Reduced-Price Lunch	65.10%	80.50%	Greater than or equal to Statewide %

### Goal 3: Increase the diversity of students served by SPCSA schools

The SPCSA aims for sponsored schools to serve a population of students that is representative of the state with regard to race/ethnicity and additional student groups. Five-year goals:

- a. By the 2021-22 school year and thereafter, in newly created SPCSA-sponsored public charter school seats (new schools, new campuses, and expansion of existing schools), enroll English Learners, Students Eligible for Free or Reduced-Price Lunch, and Students with Disabilities at rates that are greater than or equal to the respective Nevada enrollment rates (applies to SPCSA-sponsored schools on an aggregate level, and not on the individual school level).

	Current SPCSA Enrollment (2019-20)	Current Statewide Enrollment (2019-20)	2021-22 and subsequent years
FRL	36.30%	65.30%	Enrollment in new seats is at a rate that is greater than or equal to Statewide %
EL	6.90%	14.10%	Enrollment in new seats is at a rate that is greater than or equal to Statewide %
IEP	9.40%	12.60%	Enrollment in new seats is at a rate that is greater than or equal to Statewide %

b. While continuing to serve currently enrolled students, in vacant seats at existing SPCSA-sponsored schools, enroll English Learners, Students Eligible for Free or Reduced-Price Lunch, and Students with Disabilities at a rate that is greater than or equal to the respective Nevada enrollment rates (applies to SPCSA-sponsored schools at an aggregate level, and not on the individual school level).

	Current SPCSA Enrollment (2019-20)	Current Statewide Enrollment (2019-20)	2023-2024
FRL	36.30%	65.30%	Enrollment in new seats is at a rate that is greater than or equal to Statewide %
EL	6.90%	14.10%	Enrollment in new seats is at a rate that is greater than or equal to Statewide %
IEP	9.40%	12.60%	Enrollment in new seats is at a rate that is greater than or equal to Statewide %



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