OVERVIEW

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SITE EVALUATIONS – PURPOSE

PURPOSE OF SITE EVALUATIONS
• To exercise oversight, gather formal and anecdotal evidence
• SPCSAs monitoring of its schools
• Document progress toward goals outlined in schools’ charter to ensure accountability as a state-authorized, public school

FOCUS OF SITE EVALUATIONS
• Academic Performance
• Organizational effectiveness of the school
• Adherence to the approved charter and charter contract with the Authority

BEST PRACTICES OF WELL-ESTABLISHED, HIGHLY-RECOGNIZED AUTHORIZERS
• Colorado Charter School Institute; District of Columbia Public Charter School Board; Massachusetts Department of Elementary & Secondary Education; SUNY (State University of New York) Charter Schools Institute

Evidence gathered during Site Evaluations is ultimately used by the staff in its recommendations for renewal and by the Authority for a renewal decision.
SITE EVALUATIONS - PROGRESS TO DATE

➢ Planning for Site Evaluations began: July 2018
   • Sandra joined staff and was tasked with Site Evaluations as a priority: July 2
   • Call with SUNY’s Charter School Institute (State University of New York) re site evaluations: July 10
   • Team Meetings and SWOT Analysis related to Site Evaluations: July 18 & 27

➢ 1st draft to SPCSA ED & Director of Authorizing: August 15

➢ Revisions (v2.0) sent: September 7

➢ Presentation to SPCSA Executive Committee: September 26

➢ NACSA (National Association of Charter School Authorizers) workshop on Site Evaluations: September 27

➢ Revisions (v3.0) sent: October 2
SITE EVALUATIONS - PROGRESS TO DATE

- Conversation with Director of Budget & Finance re budget related to Site Evaluations: October 9
- CSAN (Charter School Association of Nevada) outreach for feedback: October 5, October 10
- ASD outreach for feedback: October 10
- 2nd presentation to SPCSA Executive Committee: October 12
- Responses from CSAN leaders: October 15, October 16, October 24
- Follow-up and summary of responses to CSAN leaders: October 30
- V4 revisions to Director of Authorizing and Deputy Director, Interim ED: November 14
- Present to Board: November 30
CSAN ENGAGEMENT

- Conducted in the spirit of collaboration
- Help us identify any aspects of Site Evaluations we had not considered
- Feedback from school leaders:
  1. We heard loud and clear on ensuring SPCSA team has shared training and Site Evaluations are intentional
     • Dec 3 & 10 trainings
     • Regular, continuous trainings as a team
  2. Formal feedback from schools
     • 2-4 weeks from site evaluation
     • Response time for schools for submission to public records
  3. Requests of school for information
     • SPCSA will use what is available on Epicenter whenever practical and possible so as to not duplicate efforts
SITE EVALUATIONS – THE PLAN

Site Evaluations ≠ Site Support

Site Evaluations → Site Support

- Site Evaluations are not the same as Site Support Visits. BUT, they may lead to Site Support Visits depending on needs identified during Evaluations.

- **Site Evaluations** are more *evaluative appraisals* aligned with charter contract and school’s purpose for being. Oversight in nature. **The WHAT of schools.**
  - Targeted in Years 1, 3, 5
  - Years 6 for high-need, low-performing schools at-risk of not being renewed
  - Potential for correctional follow up by SPCSA

- **Site Support Visits** are meant to provide **guidance and assistance**. No related evaluative measures. **Help with the HOW of schools.**
  - On-going, annual
  - Based on school’s needs, staff’s support strengths
  - Non-punitive
SITE EVALUATIONS – THE PLAN

Site Evaluations are **not:**
- Model agnostic attitudes
- Micromanagement opportunities
- Affronts to school autonomy

Site Evaluations are **are:**
- An opportunity to triangulate reports and data with qualitative information
- An opportunity to build/strengthen relationships with operators
- Opportunities to ‘look under the hood’
  - Help schools ‘tune-up’ practices to fulfill charter and meet needs of all students
- Checks on the *what*
  - Alignment to charter and charter contract
SITE EVALUATIONS – THE PLAN

Site Evaluations are conducted by the Authorization team of the SPCSA

Focus of Site Evaluations in schools’ Years 1, 3, & 5

• Year 1: Initial Site Evaluation
  • Ensure new school has a strong start that sets it up for long-term success; Identify any challenges that could be detrimental to the school meeting its goals

• Year 3: Site Evaluation
  • Evaluate school’s progress, student achievement, and alignment to mission

• Year 5: Pre-Renewal Site Evaluation
  • Opportunity to identify key needs and urgent changes for schools that have shown inconsistent student achievement or have been consistently underperforming

• Years 6 for low-performing schools facing renewal

• Years 2 & 4 for any high-needs schools
SITE EVALUATIONS – THE PLAN

- Visits are conducted September through April
  - Mindful of first month of school - culture and systems building for students and staff
  - Last month of school - testing and end-of-year activities

- Start January 2019 with 15 schools through April

- Three possible dates proposed by schools within given month for Site Evaluation
  - Align with schools’ calendars and SPCSA calendar, including charter application process

- SPCSA Authorizing Team sets dates & communicates with schools
  - Based on multiple factors – other schools’ availability, school breaks/vacations, SPCSA staff available within given month
SITE EVALUATIONS – THE PLAN

➢ Requests of school for data points and information
  • SPCSA will use what is available on Epicenter whenever practical and possible

➢ All visits scheduled in August for the range of the school year
  • Ensure a plan for the year for both SPCSA staff and schools

➢ Prioritize schools in operating Years 1, 3, and 5 of charter contract
  • Length of authorization and number of renewed contracts moot for purposes of scheduled visits
  • Schools will get a Site Evaluation every other year
  • Needs of schools will increase evaluative visits (i.e., Year 6 visits)
SITE EVALUATIONS – THE PLAN

➢ Site Evaluations are .5 days to 2 days
  • Dependent on number of campuses of an authorized school
  • School needs/Star Rating
  • Previously issued Notices of Concerns, Breach

➢ Teams of 2-4 staff from the SPCSA Authorizing team
  • Training, Alignment, Collaboration
  • Initial team training: December 3 and December 10

➢ Pre-work from schools
  • Gathering of documents not available in Epicenter
  • Outreach, with support from SPCSA, to focus groups (i.e., families, selected staff, students)
  • Asking only for information we don’t already have; don’t want to duplicate work

➢ On-site visits
  • Focus groups, data collection, observation of instruction
  • All grounded in common best practices of leading authorizers
SITE EVALUATIONS – THE PLAN
ANNUAL VISIT PROCESS

August
- SPCSAs provide visit window options to identified schools
- Schools select dates based on calendars, testing, and breaks

Six weeks prior to visit
- Schools and SPCSAs Team Lead discuss visit. Planning ensues

Site Evaluation
- Site Evaluation occurs
- SPCSAs provide briefing to school with initial findings

Within 2-4 weeks of visit
- SPCSAs team compiles findings and writes written report

Within 1 week of report draft
- School team provides any report feedback

Within 2 months of Site Evaluation
- SPCSAs staff finalizes report and submits report to school leader, school governing board, and Authority Board
SITE EVALUATIONS – THE PLAN
VISIT PROCESS FOR THIS YEAR

Nov. 30
- SPCSA provides visit window options to identified schools
- Schools select dates based on calendars, testing, and breaks

Nov. 30 - prior to visit
- Schools and SPCSA Team Lead discuss visit. Planning ensues

Site Evaluation
- Site Evaluation occurs
- SPCSA provides briefing to school with initial findings

Within 2-4 weeks of visit
- SPCSA team compiles findings and writes written report

Within 1 week of report draft
- School team provides any report feedback

Within 2 months of Site Evaluation
- SPCSA staff finalizes report and submits report to school leader, school governing board, and Authority Board
SITE EVALUATIONS – THE PLAN

- **Pre-Opening Readiness Checks**
  - Conducted within two weeks prior to the first day of instruction

- **Initial Site Evaluations**
  - Conducted in the fall of Year 1
  - Ensures the new school has a strong start that sets it up for long-term success
  - SPCSA team assesses any early challenges that could be detrimental to the school’s goals & purpose

- **Site Evaluations**
  - Typically conducted Years 1, 3, 5
  - Focuses on the academic performance and organizational effectiveness components of the school, and includes classroom observations, focus groups, and detailed data analysis of student achievement
  - Visits provide evidence for renewal and recommendations to the Board for decision making
SITE EVALUATIONS – THE PLAN

Pre-Renewal Site Evaluations
• Later months of Year 5, prior to anticipated renewal applications in Year 6
• Typically, with schools that have shown inconsistent student achievement or have consistently underperformed
• Provides the Authority and the school an opportunity to identify urgent needs and critical changes that would strengthen the school’s application for renewal.

Renewal Site Evaluations
• Conducted during the renewal process for schools in Years 5 or 6
• Renewal Visit is designed to assess the school’s accomplishment of goals outlined in its charter, student achievement, and overall success
• Focus for the Authorization team of the SPCSA is on the academic performance and organizational effectiveness of the school, with an emphasis on analysis for recommendation for renewal
SITE EVALUATIONS – THE PLAN

➢ Support Visits
  • On-going annually and led by the Authority’s School Support division
  • Designed to help schools with specific needs and targeted support
  • Initiated by both the school’s request and by the School Support team of the Authority

➢ Not Part of Site Evaluations
  • Information SPCSA staff collects from Site Support Visits is not provided to Site Evaluation staffers unless there’s something egregious or noteworthy requiring follow-up
  • Essentially, a firewall exists between the teams
# Site Evaluations – The Plan

## Planned Winter - Spring 2019

<table>
<thead>
<tr>
<th>Month</th>
<th>School(s)</th>
<th>Type of Visit</th>
<th>Star/Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>January (4)</strong></td>
<td>Beacon</td>
<td>Pre-Renewal Site Evaluation</td>
<td>1 star – Year 5</td>
</tr>
<tr>
<td></td>
<td>Mater Academy – Mt. Vista</td>
<td>Site Evaluation</td>
<td>3 stars - Year 5</td>
</tr>
<tr>
<td></td>
<td>NCA (online)</td>
<td>Pre-Renewal</td>
<td>1 star – Year 5</td>
</tr>
<tr>
<td></td>
<td>Mater Academy of Northern Nevada</td>
<td>Site Evaluation</td>
<td>1 star – Year 2</td>
</tr>
<tr>
<td><strong>February (4)</strong></td>
<td>Equipo</td>
<td>Site Evaluation</td>
<td>3 stars – Year 4</td>
</tr>
<tr>
<td></td>
<td>Quest</td>
<td>Pre-Renewal Site Evaluation</td>
<td>2-3 stars – Year 5</td>
</tr>
<tr>
<td></td>
<td>Freedom Classical (previously ALA)</td>
<td>Site Evaluation</td>
<td>2 stars – Year 3</td>
</tr>
<tr>
<td></td>
<td>Leadership Academy (online)</td>
<td>Pre-Renewal Site Evaluation</td>
<td>2-3 stars – Year 5</td>
</tr>
<tr>
<td><strong>March (3)</strong></td>
<td>Founders</td>
<td>Pre-Renewal Site Evaluation</td>
<td>2 &amp; 3 stars – Year 5</td>
</tr>
<tr>
<td></td>
<td>Legacy Traditional</td>
<td>Site Evaluation</td>
<td>2 stars – Year 3</td>
</tr>
<tr>
<td></td>
<td>American Preparatory Academy (APA)</td>
<td>Renewal Site Evaluation</td>
<td>5 stars – Year 5</td>
</tr>
<tr>
<td><strong>April (4)</strong></td>
<td>SLAM</td>
<td>Site Evaluation</td>
<td>2 stars – Year 3</td>
</tr>
<tr>
<td></td>
<td>Somerset - North Las Vegas ES - SkyPointe ES</td>
<td>Site Evaluation</td>
<td>- 2 stars - Year 5 - 5 stars - Year 5</td>
</tr>
<tr>
<td></td>
<td>Honors Academy</td>
<td>Site Evaluation</td>
<td>5 stars - Year 1</td>
</tr>
<tr>
<td></td>
<td>Nevada State High School</td>
<td>Site Evaluation</td>
<td>5 stars</td>
</tr>
</tbody>
</table>
# SITE EVALUATIONS – THE PLAN
## PROPOSED 2019-20 SCHOOL YEAR

<table>
<thead>
<tr>
<th>Month</th>
<th>School(s)</th>
<th>Type of Visit</th>
<th>Star/Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>July/August</td>
<td>ALA – Summerlin (Henderson)</td>
<td>Pre-Opening Readiness Check – 2 weeks prior to first day of school</td>
<td>Approaching Year 1</td>
</tr>
<tr>
<td></td>
<td>Elko Leadership Academy</td>
<td>Site Evaluation</td>
<td>3 &amp; 5 stars - Year 5</td>
</tr>
<tr>
<td></td>
<td>ALA – Henderson</td>
<td>Renewal Site Evaluation</td>
<td>2 stars – Year 6</td>
</tr>
<tr>
<td>October</td>
<td>Founders</td>
<td>Renewal Site Evaluation</td>
<td>2 &amp; 3 stars – Year 6</td>
</tr>
<tr>
<td></td>
<td>ALA – Henderson</td>
<td>Site Evaluation</td>
<td>Year 1</td>
</tr>
<tr>
<td></td>
<td>Quest</td>
<td>Renewal Site Evaluation</td>
<td>2 &amp; 3 stars – Year 6</td>
</tr>
<tr>
<td>November</td>
<td>Beacon</td>
<td>Renewal Site Evaluation</td>
<td>1 star - Year 6</td>
</tr>
<tr>
<td></td>
<td>Alpine</td>
<td>Site Evaluation</td>
<td>4 stars - Year 5</td>
</tr>
<tr>
<td>December</td>
<td>Discovery</td>
<td>Site Evaluation</td>
<td>3- 5 stars - Year 3</td>
</tr>
<tr>
<td></td>
<td>Imagine School at Mountain View</td>
<td>Site Evaluation</td>
<td>3 stars - Year 3</td>
</tr>
<tr>
<td></td>
<td>Nevada Virtual</td>
<td>Site Evaluation</td>
<td>1- 3 stars - Year 1R</td>
</tr>
<tr>
<td>January</td>
<td>Somerset</td>
<td>Pre-Renewal Site Evaluation</td>
<td>3-5 stars - Year 3</td>
</tr>
<tr>
<td></td>
<td>Doral Academy - 2 campuses</td>
<td>Site Evaluation</td>
<td>3-5 stars - Year 1R</td>
</tr>
<tr>
<td></td>
<td>Doral Academy - dependent on star ratings</td>
<td>Site Evaluation</td>
<td>5 stars - Year 2</td>
</tr>
<tr>
<td></td>
<td>Pinecrest Academy</td>
<td>Site Evaluation</td>
<td></td>
</tr>
<tr>
<td>February</td>
<td>Doral Academy of Northern Nevada</td>
<td>Site Evaluation</td>
<td>5 stars - Year 3</td>
</tr>
<tr>
<td></td>
<td>Mater Academy of Northern Nevada</td>
<td>Site Evaluation</td>
<td>1 star - Year 3</td>
</tr>
<tr>
<td></td>
<td>Oasis Academy</td>
<td>Site Evaluation</td>
<td>5 stars - Year 3</td>
</tr>
<tr>
<td>March</td>
<td>Learning Bridge Charter School</td>
<td>Site Evaluation</td>
<td>2-3 stars - Year 1R</td>
</tr>
<tr>
<td></td>
<td>Silver Sands</td>
<td>Site Evaluation</td>
<td>4 stars - Year 5</td>
</tr>
<tr>
<td></td>
<td>Coral Academy</td>
<td>Site Evaluation</td>
<td>4 &amp; 5 stars - Year 1R</td>
</tr>
<tr>
<td>April</td>
<td>Dependent on NSPF ratings for 2018-19; may include Pre-Renewal Site Evaluations or Site Evaluations based on Notices</td>
<td></td>
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</tbody>
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**NEXT STEPS**

- Email all schools with the Handbook [11.30]

- Email schools identified for a 2018-19 Site Evaluation [11.30]
  - 15 schools between January & April
  - All schools in the portfolio by April 2020

- Train the Authorizing Team on the protocol and process
  - 12.03 & 12.10 $\rightarrow$ $\approx 7$ hours of training
  - Ongoing training as needed for alignment
  - End of school year training in June $\rightarrow$ improvements and strengths from 2018-19 school year
  - Continued review and fine-tuning based on best practice

- Begin Site Evaluations in January
  - Beacon Academy
  - Mater Academy (Las Vegas)
  - Mater Academy of Northern Nevada
  - Nevada Connections Academy (online)

- Provide Board updates based on visit cycle and process
QUESTIONS