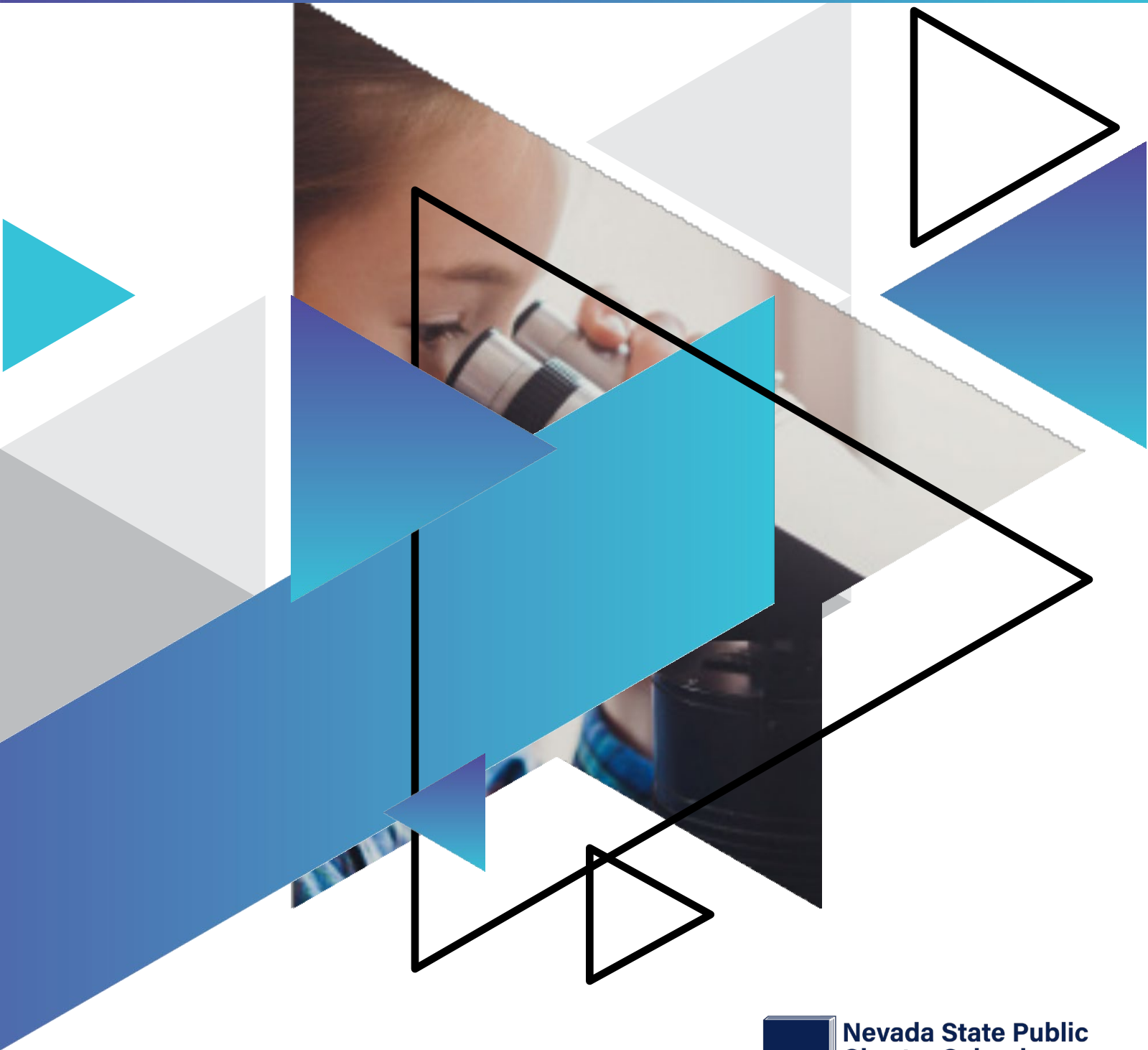


# 2025-2030 Strategic Plan

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 State Public Charter School Authority (SPCSA) course from 2025-2030. Over the next five years, the SPCSA will coordinate 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 Communities with Access to **excellent** schools that students and families want to attend.
- The SPCSA aims to be an **effective** organization
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While the Strategic Plan sets the direction for the SPCSA over the coming years, several other guiding documents are critical to its implementation. 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 its implementation.

**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 at risk of dropping out of school within Nevada. The SPCSA evaluates applications for new public charter schools based on 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 and is updated every other year.

Throughout the development of the Needs Assessment, Growth Management Plan, and Strategic Plan, the SPCSA engaged with many stakeholders across the education landscape. We are grateful for the input and feedback from our colleagues across our state.

Going Forward, the SPCSA will revisit the Strategic Plan annually to report on progress, update key initiatives and, if needed, refine it to ensure we remain on track to realizing the mission and vision. Through our work 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 and a statewide charter school sponsor. The SPCSA authorizes public charter schools across the state and is responsible for overseeing and monitoring them to ensure positive academic outcomes for students and strong stewardship of public dollars.

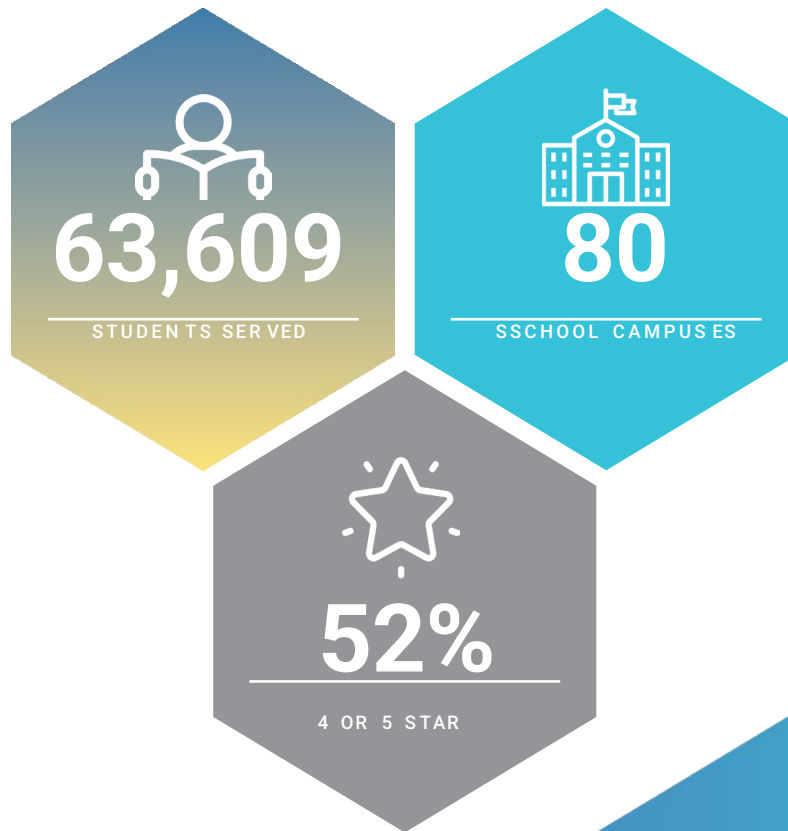
## **As defined in Nevada Revised Statute, the purpose of the State Public Charter School Authority is to:**

- 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 comprises the Authority Board and thirty-six employees. Currently, eighty SPCSA-sponsored charter school campuses combine to serve approximately 62,000 students. In addition to three virtual school programs serving students statewide, the SPCSA sponsors schools across five Nevada 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 its vision and mission.

# VALUES

## STUDENT-FOCUSED

We center our work on what is best for students and honor communities' critical role in student success.

## EXCELLENCE THROUGH IMPROVEMENT

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

## TRANSPARENCY

We promote transparent and open communication and make school academic, financial, and organizational performance data accessible to all stakeholders.

## ACCOUNTABLE AUTONOMY

We give our charter schools 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.

## EFFECTIVE LEADERSHIP

We earn the trust of stakeholders, including state leaders, other state agencies, and charter schools by holding our agency to the highest standards and investing in our growth and development.



# GOAL 1

## Provide communities with access to *excellent schools* students and families want to attend

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 60% four-star or better and 78% three-star or better.\*
- 100% of schools placed on the intervention ladder will show year-over-year improvement on the performance framework.

\*Excludes schools rated on the Alternative Performance Framework

# GOAL 2

## Provide *equitable access* to charter schools

The SPCSA aims for sponsored schools to serve a student population that is representative of the state in terms of race/ethnicity and other student groups.

- The percentage of Title 1 schools in the SPCSA portfolio is at or above the percentage of statewide Title 1 schools.
- New charter schools opening under this strategic plan will have an ELL enrollment rate at or above the state average.\*
- New charter schools opening under this strategic plan will have an IEP enrollment rate at or above the state average.\*

\*Applies to SPCSA-sponsored schools on the aggregate level and not on the individual school level



## GOAL 3

### The SPCSA aims to be an *effective organization*

As an agency, the SPCSA aims to establish high expectations for our public-facing work products and effectively communicate to support the schools in our portfolio.

- Most respondents indicated satisfaction with SPCSA communication during the annual survey.
- On the annual survey, most respondents indicated that SPCSA public-facing documents are easy to understand.



# 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 performance or compliance falls 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 rewarding schools that show strong academic results with students from historically underserved student groups (streamlined amendment, expedited and extended term renewal, etc.).

# KEY INITIATIVES

Key initiatives will be established annually for each of the three SPCSA goals. Key initiatives will be tied back to the strategies of proactive oversight, strategic growth, expanded support, and recognizing progress.

## Goal 1: Provide Communities with Access to *Excellent Schools* that students and families want to attend.

Conduct regular site evaluations of SPCSA-sponsored schools with a focus on effective board governance and educational programming.

PROACTIVE OVERSIGHT 

Codify expectations for strong governance and training for charter school board members, including Open Meeting Law.

PROACTIVE OVERSIGHT 

## Goal 2: Provide *Equitable Access* to Charter Schools

Monitor and report on the number of English Language Learners who reach English language proficiency as measured by the WIDA.


RECOGNIZE PROGRESS  & PROACTIVE OVERSIGHT 

Ensure that data related to specific subgroups' academic performance compared to the state and school are made accessible.

RECOGNIZE PROGRESS  & PROACTIVE OVERSIGHT 

### Goal 3: The SPCSA aims to be an *Effective Organization*

Develop an annual survey and a bi-annual round table platform to solicit school feedback and improve communication

**EXPANDED SUPPORT** 

Refine the budget and staffing model, including staffing to combine site visits and risk-based monitoring.

**EXPANDED SUPPORT** 

Develop a streamlined amendments and renewal process for schools that achieve a clearly defined, high standard of performance and compliance

**RECOGNIZE PROGRESS** 

# 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.



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