Creating a Focus on Outcomes

Recommendations to the Charter School Governance, Accountability and Authority Task Force

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President & CEO

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CHARTER SCHOOL AUTHORIZERS
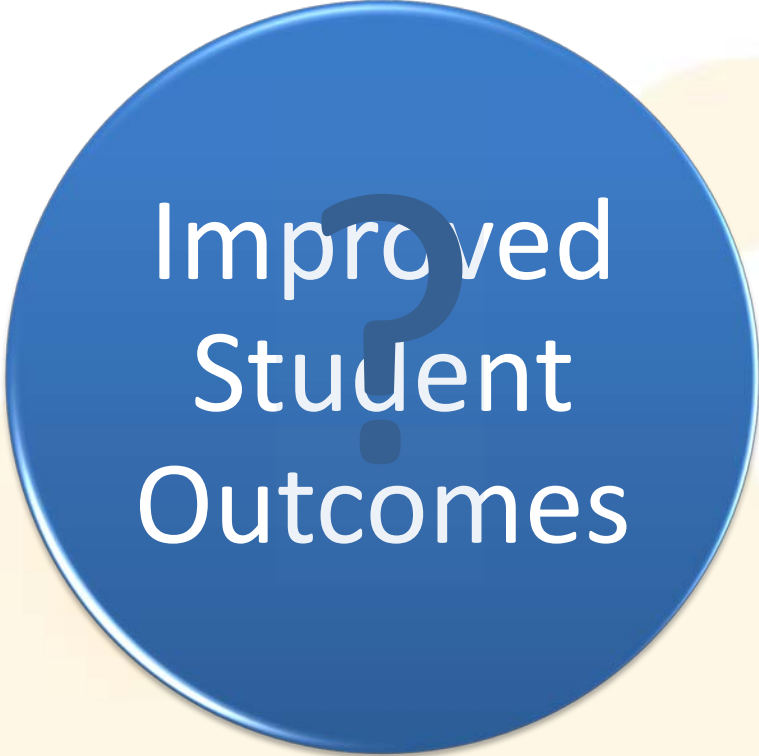
Hawaii Charter School
Strengths & Weaknesses

o Innovation

o Expanded educational choices

o Increased public engagement

o Unclear academic outcomes

o Cases of mismanagement

o Not driving improvement for all of public education

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The Charter Bargain

Autonomy **+** Accountability **=** Improved Student Outcomes

Focus on Outcomes is Missing

o Outcomes not defined in applications

o Outcomes not monitored nor reported annually

o Outcomes not a meaningful component of renewal

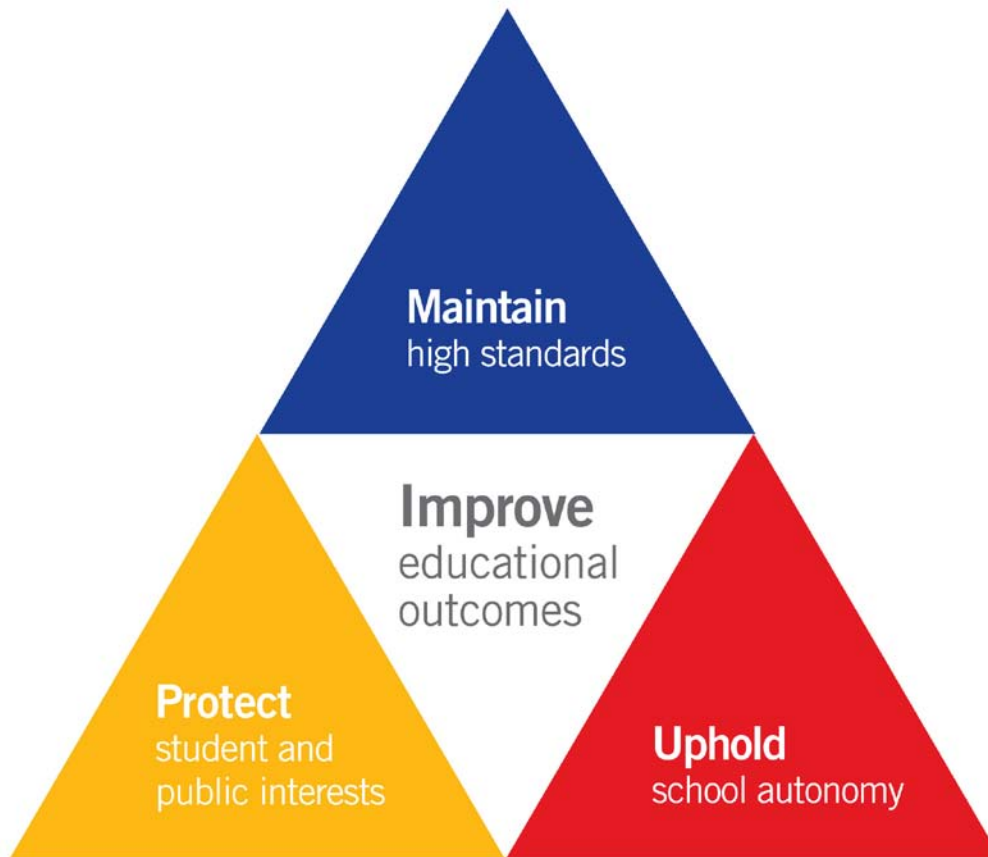o Outcomes not required by law

Improved Student Outcomes

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NACSA Recommendations

1. What should the roles, responsibilities and staffing of the CSRP and CSAO be?

2. Should Hawaii have multiple authorizers?

3. How should Hawaii hold authorizers accountable?

4. How can the CSRP and CSAO improve?

5. How can Hawaii strengthen charter school board governance?

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What is authorizing?

Maintain high standards

Improve educational outcomes

Protect student and public interests

Uphold school autonomy

1. Roles and Responsibilities

CSAO should function as the staff to the CSRP, focusing on authorization more than administration

o Role of CSRP

- Set policies

- Make high-stakes decisions

o Role of CSAO

- Recommend policies to CSRP

- Apply/administer policies

- Make high-stakes recommendations to CSRP

Recommended CSAO Staffing

CSAO appears to have enough staff,
but not the right staff roles

o Executive Director

o Applications

o Accountability

o Academic Performance

o Compliance

o Finance

o Administration

o Support

2. Multiple Authorizers

o Fix the current system before creating more

o Too many authorizers in a state can lead to a race to the bottom

o A good authorizer can and should accommodate schools with unique missions

o The weaknesses of Hawaii's current charter school system are a function of poorly-defined roles and responsibilities, not the number of schools authorized by the CSRP

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Path toward a 2ⁿᵈ authorizer

Dates	Actions
Now through December 2012	Implement new CSRP/CSAO roles
January – June 2012	Legislation to clarify and correct the roles and responsibilities of CSRP and CSAO and to establish an authorizer accountability system
January 2013 – April 2013	Evaluate function of CSRP/CSAO against national standards
April 2013 – June 2013	Legislature considers establishing a second authorizer based, in part, on evaluation of CSRP/CSAO
July 2013	Second authorizer is established with first set of new schools targeted for Fall 2014

3. Authorizer Accountability

o CSRP: Define universal, specific and measurable expected school outcomes

o CSRP: Annually report on school performance

o CSRP: Annually report on authorizer's *Index of Basic Practices* and conduct an evaluation every 3 – 5 years

o Legislature: Establish statutory *minimum* performance standards for schools up for renewal

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4. CSRP Evaluation Highlights

- Establish clear, objective and measurable expectations for school performance

- Streamline[A] & strengthen application process

- Execute contracts[B] between CSRP & each school

- Evaluate schools – annually and at renewal – on outcomes, not inputs

- Delay reauthorization[B] actions until performance expectations are established

- Allow schools to decide if staff will be state employees[A]

A-Requires legislation   B-Legislation would be helpful

5. Charter school governance

A highly effective team, strategically assembled, to bring the skills, expertise, temperament and time to govern a multi-million dollar public enterprise.

o Skills, expertise and time

o Objectivity

o Selection, not election

o Governance, not management or representative democracy

o Focus on outcomes

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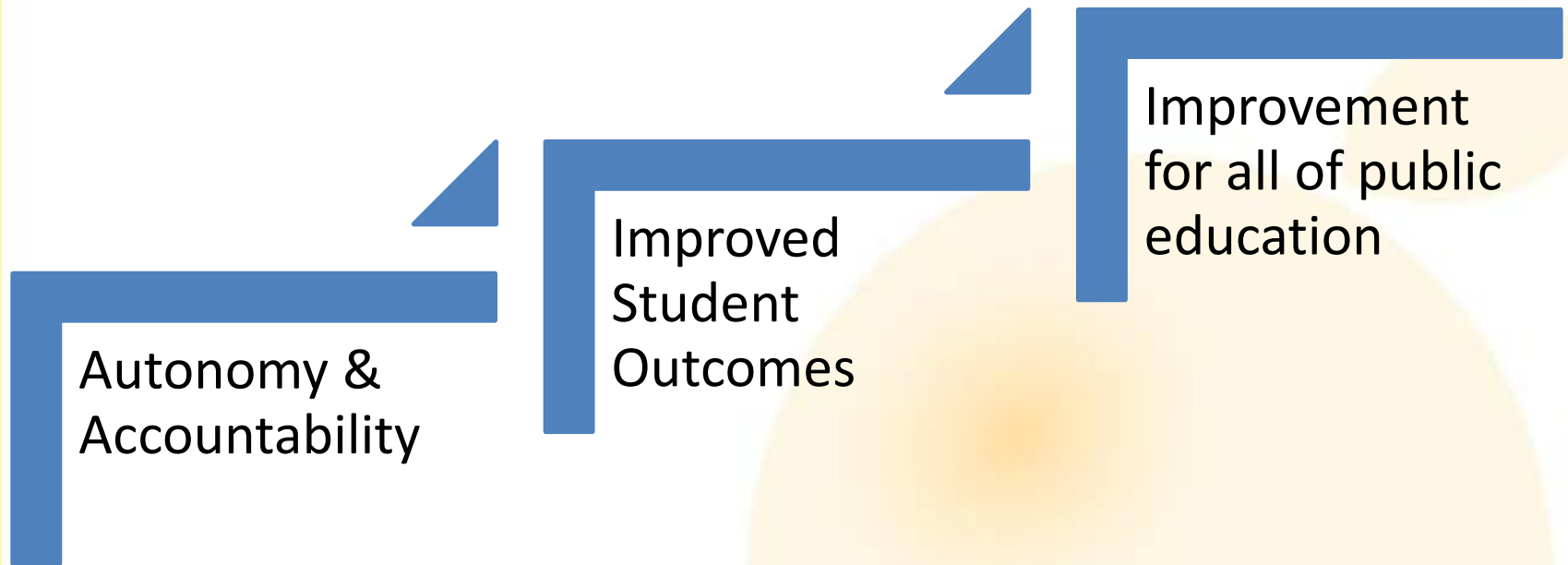CHARTER SCHOOL AUTHORIZERS

Creating a Focus on Outcomes

o Charter school applications

o Monitoring and annual reports

o Renewal decisions

o Local School Boards

o Charter school staff

o Outcomes required by law

Improved Student Outcomes

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Driving Improvement for All

Autonomy & Accountability

Improved Student Outcomes

Improvement for all of public education

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Thank you

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