



BUCKEYE COMMUNITY HOPE FOUNDATION
EDUCATION DIVISION

SPONSOR ANNUAL

SCHOOL PERFORMANCE REPORT

2016-2017 School Year

Executive Summary

The mission of Buckeye Community Hope Foundation is *Building Communities and Rebuilding Lives*. The Education Division has a clear and focused mission statement that supports the overall mission of the Foundation through the sponsorship of high-quality community schools in Ohio. We pride ourselves in being one of the first highly-rated sponsors in Ohio by the Ohio Department of Education.

The mission of the Education Division of Buckeye Community Hope Foundation is to establish strong public community schools by adhering to quality authorizing practices, ensuring responsible oversight, and setting high standards for school performance.

As a statewide community school sponsor, the Education Division of Buckeye Community Hope Foundation (BCHF) recognizes its critical role in opening and sustaining high-performing community schools and holding the governing authority of those schools accountable for performance results outlined in the charter contract. In carrying out our responsibilities, and in support of our schools, BCHF provides ongoing monitoring of compliance, evaluation of performance, and superior technical assistance to the schools under our sponsorship.

Each year, Buckeye Community Hope Foundation (BCHF) provides a written annual report summarizing the performance and compliance of their sponsored schools in the areas of Academic Performance, Fiscal Performance, Organization and Operation, and Legal Compliance. A summary of each school's performance and compliance evaluation is detailed in this report.

In the 2016-2017 school year, Buckeye Community Hope Foundation authorized and provided oversight

and technical assistance to forty-six (46) community schools in Ohio – including thirty-five (35) traditional community schools, one (1) online school, eight (8) drop-out recovery program schools, and two (2) schools serving a majority of special needs students.

In further support of our mission to sponsor high-quality community schools, using a rigorous application process modeled after national standards and reviewed by a team with knowledge in the various components of the charter application, BCHF opened (1) new school (Westwood Academy) and approved Preliminary Agreements for two community schools to open in 2018-2019 school year (SMART Academy, Inspire Charter School). Additionally, BCHF accepted three (3) community school transfers for the 2017-2018 school year (Hamilton County Mathematics & Science Academy, Imagine Akron Academy, STEAM Academy of Akron) and offered a renewal contract to one (1) school (Imagine Hill Academy). Regrettably, we had one school (Constellation Schools: Outreach Academy for Students with Disabilities) that closed voluntarily at the end of the 2016-2017 school year.

Performance Contracting

Buckeye Community Hope Foundation has a charter contract with each of its sponsored schools. The sponsorship contract includes all legal requirements, as well as exhibits for each school's unique education plan, financial plan and governance plan. The sponsorship contract includes a Performance Accountability Framework that details areas of oversight on which schools will be assessed, as well as academic and non-academic goals specific to each school. The Performance Accountability Framework is the basis for school intervention, renewal or non-

renewal, and termination decisions.

Focused Oversight and Assessment

In carrying out our responsibility for oversight and evaluation, the Education Division of Buckeye Community Hope Foundation utilizes three (3) separate teams of individuals: Authorizing and Operations, Business and Fiscal Oversight, and Accountability and School Improvement.

The **Authorizing and Operations Department**, through a network of regional representatives, monitors each school's compliance with state and federal laws and with the sponsorship contract. BCHF representatives conduct bi-monthly site visits to schools, attend community school governing board meetings and attend various school activities. During each site visit, regional representatives gather data following specific protocols, including classroom observations, file reviews, attendance monitoring, and reports of governing board meetings. Representatives provide feedback to school leaders during site visits and deliver ongoing technical assistance to offer support in improving compliance and expected performance. Technical assistance, both in-person and online, is provided to our school's governing board members in areas of policies and procedures, understanding sponsor and management company contracts, foundations of governance, and understanding financial reports. BCHF's online training platform was used by individual board members to complete 145.75 training hours during the 2016-2017 school year.

The **Fiscal and Business Oversight Department Lead**, an experienced charter finance professional

and licensed school treasurer, conducts monthly reviews of enrollment and financial records for each school to ensure the financial standing and the long term financial outlook of the schools remains positive. Reports are provided to the board each month with documentation of the fiscal review and the school's compliance status noting any potential areas of strengths or concern. Additionally, the fiscal team lead attends audit meetings, annually reviews and assures that schools have board-approved financial policies and procedures in place, and provides board training designed to assist board members in understanding their fiduciary roles with regard to fiscal management and accountability of public funds.

The **Accountability and School Improvement Department** consists of a team of professionals with expertise in specific area(s) including educational leadership, special education, data analysis, behavioral management, teacher evaluation, and curriculum and instruction. This Department monitors our schools' academic performance including fidelity to the education plan, compliance in special education, and progress in the school's focused school improvement plan. Academic performance metrics of all schools are monitored frequently throughout the year. Ohio School Report Cards are reviewed and schools submitted Fall, Winter, and Spring norm referenced test data to the Sponsor. This monitoring allowed BCHF's accountability and school improvement representatives to have critical conversations with school leaders, board members, and operators about the achievement and progress of their students.

Emphasis on Technical Assistance

Buckeye Community Hope Foundation prides itself on exceptional technical assistance in the areas of school accountability and improvement. Annually, BCHF assesses the needs of our schools through compilation of both quantitative and qualitative data. BCHF's accountability and school improvement work plan consists of two major kinds of support: Supports for all Schools and Targeted (customized) Technical Assistance to schools based on tiered level of need. All levels of support for our sponsored schools are developed by data driven decision making and the expertise of the Education Division team.

Supports for All Schools. In the 2016-17 school year, our support for all schools was organized around the theme of "Xtreme Leadership." Buckeye Community Hope Foundation's Annual School Leader Summit in June 2016 set the stage for a year of school improvement aligned to the importance of leadership in curriculum, instruction, and literacy. This theme was carried further with our All Schools Meeting in September 2016, where guest speaker Mychal Wynn emphasized how leadership can be instrumental in making college and other high-expectations accessible for all students – especially those from underprivileged backgrounds. BCHF's Accountability and School Improvement department aligned a series of Showcase Professional Development Sessions, offered to all schools throughout the year, around focused leadership themes. These sessions, along with sessions delivered onsite at schools, drew over 612 participants.

A series of professional development sessions were also offered in use of data for school improvement, including "Data for Drop Out Recovery Schools" and "Classroom Assessments."

Special education updates were shared with all

schools through communications, and through professional development provided on topics including "Transition Planning" and "Writing Effective IEPs."

Targeted School Technical Assistance.

Accountability and school improvement technical assistance in the 2016-17 school year also included individualized, targeted technical assistance to each school based on the school's individual progress on contractual performance measures. Based on analysis of performance measures outlined in each school's charter contract, each school was designated as Tier 1 (low need for targeted assistance); Tier 2 (moderate need for targeted assistance); or Tier 3 (intensive need for targeted assistance); or Tier 4 (a category for new schools who are establishing or incubating within their first two years). Work with the school on the school's own school improvement plan was intensified based on need level. Tier 3 schools received a diagnostic school improvement review, a process in which a team from Buckeye Community Hope Foundation's accountability and school improvement department spent 1-2 days in the school observing classes and gathering data. Data from the review were shared with the school's leadership and governing board as input into school improvement planning. Tier 3 schools were required also to submit a corrective action plan leading to improvement in academic performance measures.

New or incubating schools also received a diagnostic review by a team of experienced educators from BCHF. This "New School" Review was designed to support effective school start-up and development of systems of support.

Schools in all tiers of support received visits from BCHF's school improvement representatives. In many instances, the collaborative review of a focused school

improvement plan during these visits led to customized professional development and support from BCHF. Examples of this support included individualized help with special education issues or meetings with math or language arts departments to discuss new learning standards. In the 2016-17 school year, our accountability and school improvement team provided 22 customized professional development sessions that reached 421 participants.

The technical assistance efforts of BCHF's accountability and school improvement department

are responsive to a key aspect of our mission, setting high standards for school performance. The 2017 Ohio School Report cards indicate that schools in the BCHF portfolio had a mean gain of 4.5 performance index points, outdistancing the improvement seen statewide of 2.9 points. Each year, we engage with our schools in a meaningful, continuous process of school improvement that strives to make teaching and learning the best that it can be for all students. Each year, we see improvement.

BCHF Assessment of School Performance 2016-2017

The Ohio Department of Education requires that all sponsors submit an annual report evaluating and summarizing the performance and compliance of each of their sponsored schools. Schools receive a rating of either meets, exceeds or did not meet expected performance in the areas of academic performance, fiscal performance and organization and operation. In the area of legal compliance schools receive a rating of meets or did not meet expected performance. In assigning ratings, BCHF bases its assessment of a school's performance and gathers information by: attending school board meetings, conducting bi-monthly compliance site visits to schools, conducting classroom observations, completing monthly fiscal reviews, reviewing in-depth quarterly performance data, and ongoing review of state and school-specific assessments. Performance expectations for each sponsored school are defined in the charter contract.

Academic Performance – *how the school performed on the academic contract goals.*

BCHF considers Ohio School Report card measures as well as other academic and assessment measures aligned to strategic questions. BCHF considers as major elements: performance index, overall value-added, mission-specific academic SMART goals, performance in comparison to the challenged district, performance to similar schools within the local market, and norm referenced test results. “Exceeds” expected performance the school had a rating of “exceeded” on 50% or more of academic performance indicators. “Meets” expected performance the school had a rating of met or exceeded on 50% or more of academic performance indicators. “Did Not Meet” expected performance the school met less than 50% of academic performance indicators.

Fiscal Performance – *how the school performed on its financial contract goals.*

BCHF considers both the submitted monthly financial reports and independent sources such as the Auditor of State and information available through ODE. BCHF evaluates the schools on measures including: Current Ratio, Days Cash on Hand, Operating Efficiency, Debt Management, Submission Timeliness and Accuracy, and Enrollment Management. “Exceeds” expected performance: the school met or exceeded more than 90% of contractual fiscal performance indicators. “Meets” expected fiscal performance: the school met or exceeded more than 50-90% of contractual fiscal performance indicators. “Did Not Meet” expected performance: the school met less than half of contractual fiscal performance indicators.

Organization and Operation – *how the school performed on its governance and non-academic contract goals and timely submission of compliance requirements.*

BCHF considers school document submissions, evidence gathered during BCHF site visits (pre-opening and during the school year), actions taken during board meetings and reports from State agencies. “Exceeds” expected performance: the school met more than 90% of contractual performance indicators. “Meets” expected performance: the school met 50-90% of contractual performance indicators. “Did Not Meet” expected performance: the school met less than 50% of the contractual performance indicators.

Legal Compliance – *how the school performed on its legal requirements identified in statute and the community school contract.*

“Meets” expected performance: the school met 80% or more of legal performance indicators. “Did Not Meet” expected performance: the school met less than 80% of legal performance indicators.

School Performance Ratings 2016-2017

School	Academic	Fiscal	Legal	Organization and Operations
Academy for Urban Scholars — Youngstown	Meets	Meets	Meets	Exceeds
Achieve Career Preparatory Academy	Meets	Did Not Meet	Meets	Meets
Aurora Academy	Did Not Meet	Meets	Meets	Exceeds
Bennett Venture Academy	Exceeds	Exceeds	Meets	Meets
Buckeye Preparatory Academy	Did Not Meet	Did Not Meet	Meets	Exceeds
Chapelside Cleveland Academy	Did Not Meet	Exceeds	Meets	Exceeds
Clark Preparatory Academy	Did Not Meet	Did Not Meet	Meets	Exceeds
Constellation Schools: Collinwood Village Academy	Meets	Exceeds	Meets	Exceeds
Constellation Schools: Eastside Arts Academy	Did Not Meet	Exceeds	Meets	Exceeds
Constellation Schools: Lorain Community Middle School	Meets	Exceeds	Meets	Exceeds
Constellation Schools: Old Brooklyn Community Middle School	Exceeds	Exceeds	Meets	Exceeds
Constellation Schools: Outreach Academy for Students with Disabilities	Meets	Exceeds	Meets	Exceeds
Constellation Schools: Puritas Community Middle School	Exceeds	Exceeds	Meets	Exceeds
Constellation Schools: Stockyard Community Middle School	Exceeds	Exceeds	Meets	Exceeds
Constellation Schools: Westpark Community Middle School	Exceeds	Exceeds	Meets	Exceeds
Constellation Schools: Westside Community School of the Arts	Exceeds	Exceeds	Meets	Exceeds
Eagle Academy	Did Not Meet	Meets	Meets	Exceeds
Flex High School	Meets	Did Not Meet	Meets	Meets

School	Academic	Fiscal	Legal	Organization and Operations
Focus Learning Academy of Southeast Columbus	Meets	Did Not Meet	Meets	Meets
Focus Learning Academy of Southwest Columbus	Meets	Exceeds	Meets	Meets
Focus North High School	Meets	Did Not Meet	Meets	Meets
Great Western Academy	Exceeds	Exceeds	Meets	Exceeds
Horizon Science Academy Elementary	Meets	Exceeds	Meets	Meets
Horizon Science Academy Columbus Middle School	Exceeds	Exceeds	Meets	Meets
Horizon Science Academy Dayton Downtown Elementary	Exceeds	Exceeds	Meets	Meets
Horizon Science Academy Dayton High School	Meets	Exceeds	Meets	Meets
Horizon Science Academy Denison Elementary	Did Not Meet	Exceeds	Meets	Meets
Horizon Science Academy Lorain	Meets	Exceeds	Meets	Meets
Horizon Science Academy Youngstown	Did Not Meet	Exceeds	Meets	Meets
Imagine Hill Avenue	Meets	Exceeds	Meets	Meets
Insight School of Ohio	Did Not Meet	Meets	Meets	Meets
International Academy of Columbus	Exceeds	Exceeds	Meets	Meets
L. Hollingworth School for the Talented and Gifted	Meets	Exceeds	Meets	Exceeds
Lincoln Park Academy	Exceeds	Exceeds	Meets	Exceeds
Main Preparatory Academy	Meets	Did Not Meet	Meets	Exceeds
Noble Academy—Cleveland	Exceeds	Exceeds	Meets	Meets
Noble Academy—Columbus	Exceeds	Exceeds	Meets	Meets

School	Academic	Fiscal	Legal	Organization and Operations
R.E.A.C.H. Academy	Did Not Meet	Exceeds	Meets	Meets
Stambaugh Charter Academy	Exceeds	Exceeds	Meets	Meets
The Academy for Urban Scholars	Exceeds	Exceeds	Meets	Exceeds
Toldeo SMART Elementary School	Meets	Meets	Meets	Meets
University Academy	Meets	Exceeds	Meets	Meets
Westside Academy	Exceeds	Exceeds	Meets	Meets
Westwood Preparatory Academy	Meets	Did Not Meet	Meets	Exceeds
Winton Preparatory Academy	Did Not Meet	Meets	Meets	Exceeds
Youthbuild Columbus Community School	Did Not Meet	Meets	Did Not Meet	Meets

Progress toward Achieving Sponsoring Mission

The 2016-17 school year was a year of progress for Buckeye Community Hope Foundation's achievement of its sponsoring mission.

Establishing High Quality Charter Schools.

Responsive to its authorizing goals, BCHF added one new school to its portfolio in the 2016-17 school year. The proposal for Westwood Preparatory Academy met BCHF's rigorous review criteria for a start-up school. As a school that serves students in Children's Residential Centers, most of whom have identified disabilities, Westwood Preparatory responded to a high-level need in the community.

Replicating Proven, High-Performing Charter Programs. BCHF worked to encourage proposals for Sponsorship that replicated proven, high-performing charter schools. However, no applications were received that met BCHF's review criteria. BCHF continues to encourage applications for replication of successful models.

Increased Student Achievement. In the 2016-17 school year, our sponsored schools showed true increases in achievement as measured by these more rigorous assessments. Overall, the performance index of BCHF-sponsored schools increased in 2016-17 by 4.5 points as compared with statewide improvement of 2.9 points. BCHF schools continued to adapt to revised standards and assessments with emphases on

best practices, in particular literacy and reasoning. BCHF schools continued to encourage their students, a majority of whom were at-risk learners, to master the challenge of today's standards. BCHF schools participated at record levels in professional development sessions, the leadership summit, and technical assistance meetings in order to continuously improve their results.

Increased Student Growth. In 2016-17, the number of BCHF-sponsored schools receiving an overall "A" in progress increased to eight (8) schools. Schools showing a C or better in overall value added totaled 39% of K-12 charters. Sponsored drop out recovery programs continued to struggle with demonstration of progress, due primarily to the participation level required to document this progress.

Quality Choice in Challenged Districts and Local Market. Schools sponsored by BCHF continued to offer quality choices in their markets. A majority of schools in our authorizing portfolio met or exceeded achievement and value added measures of their corresponding challenged districts, and of similar schools in the same market. BCHF-sponsored schools were top performers in the following markets in particular: Cleveland, Columbus, Euclid, and Lorain. The Table below summarizes these indicators of quality choice.

Quality Choice Indicators	
Indicators	Percent of Schools
Met or Exceeded Numerical PI of Challenged District	54%
Met or Exceeded Numerical PI of Similar Schools in Market	66%
Met or Exceeded Value Added Grade of Challenged District	91%
Exceeded Value Added Grade of Challenged District	56%

Fiscally and Operationally Sound Schools. BCHF continued to oversee schools which demonstrated high levels of fiscal stability, legal compliance, and operational/organizational performance. Schools that met or exceeded performance measures in these areas for 2016-17 exceeded targets and were as follows: Fiscal – 76%; Legal – 98%; and Operations/Organizations – 100%.

Buckeye Community Hope Foundation’s Education Division is encouraged by the progress of its schools in the 2016-17 school year. We believe that the quality of schools is best evaluated through multiple measures viewed through statewide as well as local performance lenses over time. We are not yet content with the achievement and progress levels of our schools. However, it is clear that many offer a higher quality and better-performing choice in their communities. We are proud of the contribution our schools offer to communities and to students. By offering a clear, high-quality public education, our schools continue to fulfill a vital purpose in improving lives, building communities, and making the future better in each community they serve.