



Colorado Charter School Institute

Department Performance Plan
2014-15

October 21, 2013

Table of Contents

Department Mission and Vision	3
Department Description	3
Organizational Chart	4
Major Program Areas and Descriptions	5
Strategic Policy Narrative	7
Strategic Policy Targets	8
Organizational Component	9

Department Mission and Vision

Mission Statement

The mission of the Charter School Institute shall be to foster high-quality public school choices offered through Institute charter schools that deliver rigorous academic content and high academic performance in a safe environment and on par with the highest performing schools, including at-risk students.

Vision Statement

The vision of CSI is to be a national leader as a highly effective charter school authorizer by building a portfolio of high performing public charter schools through authorizing practices that promote a variety of successful and innovative educational designs, including an emphasis on schools that serve at-risk youth.

Department Description

Organizational Overview

The Colorado Charter School Institute (CSI) was created by the Colorado State Legislature in 2004 as an independent state agency to provide charter schools with an alternative to the local school district. CSI is governed by a nine-member Board of Directors. Seven members are appointed by the governor and two by the commissioner of education. CSI began operations in February 2005 approving two charter schools.

CSI serves as the charter authorizer and district for 27 schools in locations around the state. In all, institute schools enroll more than 10,000 students as of the 2013-2014 school year. Of those students, more than 50 percent are expected to qualify for free or reduced-price meal benefits. (Colorado average: 40 percent free or reduced-price meal benefits.)

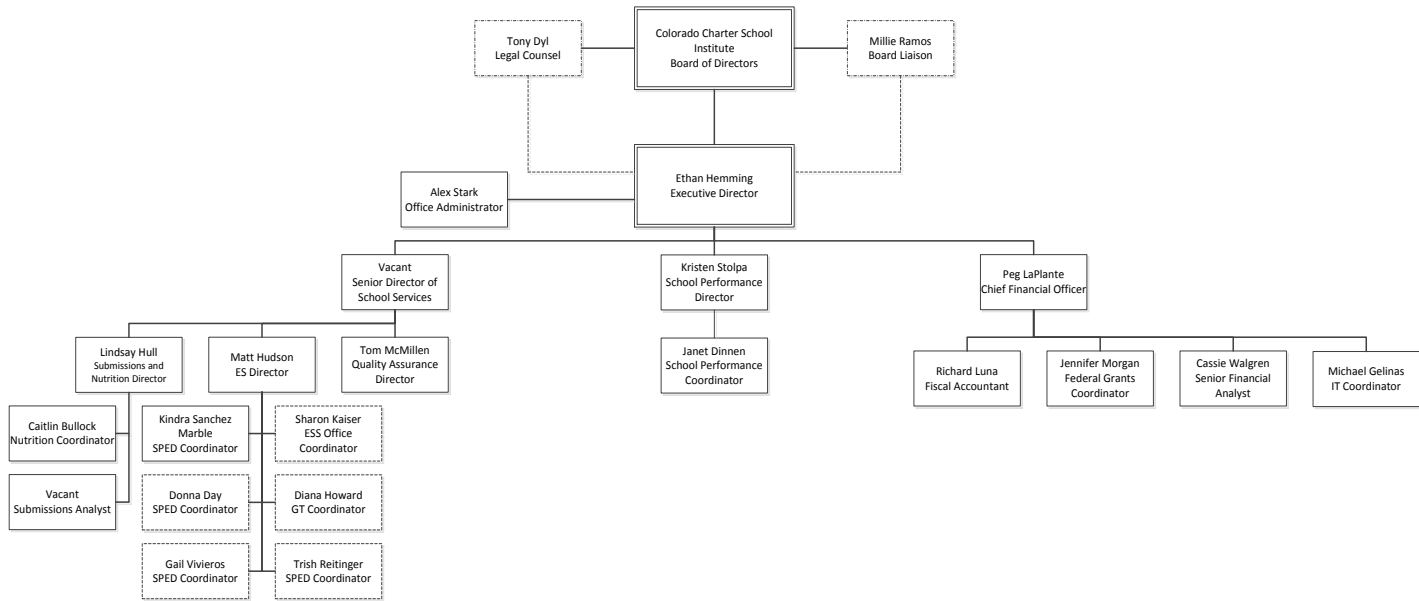
CSI pursues its vision through the development and execution of model authorizer practices. As supported by national best practice and research, these practices provide a high level of autonomy to each charter school as they implement their educational models with as little interference as possible. In exchange for this high degree of autonomy, CSI provides consistent and meaningful accountability, in accordance with law, rule and policy, in the areas of student performance and school compliance.

The statutory authority for CSI is found in CRS 22-30.5-501, et seq.

Organizational Chart



August 2013



FTE: 16.2

Expenditures: \$11,790,979

Major Program Areas and Descriptions

CSI has two major program areas. A description of each area, the primary processes maintained in each, and funding sources are provided below.

Customers: Our broad base of customers is the same for both program areas and includes: students, families, charter school boards, and charter school leaders. Our ultimate end-users are the students who attend CSI charter schools and their families. Our primary day-to-day clients for most of our services are the charter school leaders and charter school boards.

Charter School Authorization services

In accordance with statute, CSI serves as the charter authorizer for its portfolio of charter schools providing essential services for current and prospective charter schools throughout Colorado. In addition, CSI is intended to serve as the model charter school authorizer for all Colorado school districts.

Primary processes:

- Conduct annual new and transfer charter school proposal evaluations;
- Conduct charter school expansion and replication proposal evaluations;
- Conduct charter school reauthorization/renewal evaluations;
- Provide comprehensive annual school performance evaluations in accordance with CDE accreditation procedures and guidelines; &
- Monitor all legal and contractual compliance requirements.

Primary funding sources:

- The FY 2013-14 appropriations for CSI Administration, Oversight and Management equals approximately \$2.0 million from reappropriated funds. Approximately 25% of this appropriation is used for charter school authorization services.

“School district” services

In accordance with statute, CSI serves as the local educational agency for its portfolio of charter schools and is also considered an administrative unit responsible for monitoring the delivery of federally required student services, such as special education.

Primary processes:

- Oversight and guidance for school level financial data submissions and financial disbursements;

- Fiscal grant management and support;
- Oversight, guidance and coordination of Title funding requirements and disbursements;
- Oversight, guidance and coordination of annual student data submissions;
- Oversight, guidance and coordination of CDE required student assessments;
- Oversight, guidance and coordination of child nutrition programs; &
- Oversight and guidance for special education, English Language Learner, 504, and gifted & talented student services.

Primary funding sources:

- The FY 2013-14 appropriations for CSI Administration, Oversight and Management equals approximately \$2.0 million from reappropriated funds. Approximately 75% of this appropriation is used for “school district” services.
- The FY 2013-14 appropriations for the Institute Charter School Assistance Fund is \$460,000 from cash funds. None of these funds are used for “school district” services; all is available for CSI schools.
- The FY 2013-14 appropriations for the Other Transfers to Institute Charter Schools equals approximately \$3.6 million from reappropriated funds. Approximately 3.7% of this appropriation is used for “school district” services; the remainder is allocated to CSI schools.
- The FY 2013-14 appropriations for the Transfer of Federal Moneys to Institute Charter Schools equals approximately \$5.7 million from reappropriated funds. Approximately 9.3% of this appropriation is used for “school district” services; the remainder is allocated to CSI schools.

Geographic Location of the Department

The CSI offices are located at 1580 Logan Street, #210, Denver, Colorado, 80203

Strategic Policy Narrative

The Colorado Charter School Institute (CSI) has a vision of being a “national leader as a highly effective charter school authorizer by building a portfolio of high performing public charter schools through authorizing practices that promote a variety of successful and innovative educational designs, including an emphasis on schools that serve at-risk youth”. This vision is supported by the mission to foster high-quality public school choices offered through CSI Portfolio schools that deliver rigorous academic content and high academic performance in a safe environment and on par with the highest performing schools, including particularly schools for at-risk students. The 2011 CSI Strategic Plan provided the foundation for the required transformation to begin to achieve this ambitious vision and improve education as it exists in Colorado today. CSI has both the opportunity and responsibility to expand quality charter schools across the state, and CSI is ever-mindful of the high hopes and expectations invested by the legislature in establishing its existence. The CSI Strategic Plan 2013 describes the goals and strategies required for this organization to achieve its vision.

Rooted in the CSI Board’s “Core Values,” two goals drive all actions at CSI in the immediate future. Under each are listed the primary strategies that will lead to the successful attainment of the goals.

Goal #1 – Improved academic outcomes for all CSI portfolio schools.

- Strategy #1 – Complete the development of the CSI annual review of schools (CARS).
- Strategy #2 – Provide constructive and real time monitoring of school progress towards annually agreed upon academic, financial, and operation targets.
- Strategy #3 – Develop and implement a long term sustainability plan and supplemental processes for CARS.

Goal #2 – Increased high quality charter school options for students and families in Colorado.

- Strategy #1 – Improve the CSI Call for Applications
- Strategy #2 – Expand Partnerships
- Strategy #3 – Expand Partnership Authorization (Annual & charter development services for districts)
- Strategy #3 – Facilitate Transfers Schools
- Strategy #4 – Increase Expansions and Replications

The strategies and actions aligned under each goal are informed by CSI’s unique role as an independent charter school authorizer and reflect a strong adherence to and believe in the principles of charter autonomy and strong accountability. It is in this way that CSI believes an authorizer can best serve the mission of increased student outcomes for all students in schools that reflect a diverse array of educational choices.

Strategic Policy Targets

Goal	Year One	Year Three
<p>Goal #1</p> <p>Improve Portfolio Performance</p>	<ul style="list-style-type: none"> • At least 3 schools increase their CSI annual review rating (Performance to Distinction; Improvement to Performance; Priority Improvement to Improvement) • 75% of schools meet 75% of their eligible annual UIP targets • All schools undergoing reauthorization with a rating of Priority Improvement or Turnaround are recommended for nonrenewal OR abbreviated contracts (1-2 years), dependent upon duration and direction of performance. 	<ul style="list-style-type: none"> • 80% of schools in the portfolio are accredited with a Performance Plan according to the CSI annual review rating • 100% of schools meet 75% of their eligible annual UIP targets • All schools undergoing reauthorization with a rating of Priority Improvement or Turnaround are recommended for nonrenewal OR abbreviated contracts (1-2 years), dependent upon duration and direction of performance.
<p>Goal #2</p> <p>Increased Options</p>	<ul style="list-style-type: none"> • Five schools or districts participate in CSI Partnership Authorization. • One existing (& qualifying) CSI school initiates replication plans. • Two high quality, promising schools are recommended for approval in Colorado districts under CSI authorization. 	<ul style="list-style-type: none"> • Fifteen schools/districts participate in CSI Partnership Authorization. • Three existing (& qualifying) CSI schools initiate replication plans. • Six high quality, promising schools are recommended for approval in Colorado districts under CSI authorization.

Organizational Component

CSI has identified primary processes for each of its two major program areas (see pages 5 to 6 above). These processes directly support the attainment of the two primary policy goals for CSI (see page 8 above). The processes, output performance goals, historical outputs, inputs/workload historical data and inputs/workload projections will be entered in the state's performance database when it is available to us. For this current (October 21, 2013) submission, we have identified two essential processes for each major program area and provided a draft snapshot of the data for each below:

Major Program Area #1: Charter School Authorization services													
Discrete Process	Output Performance Measures Description	Output Performance Measures Goals		Output Performance Measures Goals Historical		Input/workload measures description	Input/workload historic data					Input/workload projections	
		1 year	3 year	2011-12	2012-13		2008-09	2009-10	2010-11	2011-12	2012-13	1 year	3 year
Annual conduct new and transfer charter school proposal evaluations	Percentage of new & transfer school proposals processed accurately and completely within the statutory timeframe.	100%	100%	100%	100%	Number of proposals received	6	6	5	3	6	4	7
						Staff (FTE)	5	5	4	4	3	3	3
Provide comprehensive annual school performance evaluations in accordance with CDE accreditation procedures and guidelines	Percentage of schools receiving complete and accurate performance evaluations	100%	100%	91.3%	100.0%	Number of Schools	Evaluati on System Develop ment	Evaluati on System Pilot	16	17	21	20	28
						Staff (FTE)			3	1	1	1.5	1.5
Major Program Area #2: "School District" services													
Discrete Process	Output Performance Measures Description	Output Performance Measures Goals		Output Performance Measures Goals Historical		Input/workload measures description	Input/workload historic data					Input/workload projections	
		1 year	3 year	2011-12	2012-13		2008-09	2009-10	2010-11	2011-12	2012-13	1 year	3 year
Oversight and guidance for school level financial data submissions and financial disbursements	Percentage of schools receiving ontime, accurate monthly disbursements	100%	100%	70%	100%	Schools	19	21	22	25	26	28	31
						Staff (FTE)	2	2	2	1	1	1	1
	Financial Automated Data Exchange post submission error percentage	5%	3%	10%	tbd	Schools	19	21	22	25	26	28	31
						Staff (FTE)	3	2	2	2	2	2	2