



Office of Charter Schools

Xavier School of Excellence

2017-18 Charter Renewal Application

[Date of Submission]

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INTRODUCTION

According to Indiana law, a charter school is established to provide innovative and autonomous programs that: 1) serve the different learning styles and needs of public school students; 2) offer public school students appropriate and innovative choices; 3) provide varied opportunities for professional educators; 4) allow public schools freedom and flexibility in exchange for exceptional levels of accountability; and 5) provide parents, students, community members, and local entities with an expanded opportunity for involvement in the public school system (IC 20-24-2-1). As an authorizer of charter schools, Ball State University is responsible for ensuring that its charter schools demonstrate that they are achieving academic, financial, and organizational outcomes.

Merit-based renewal decisions will be based on an analysis of a comprehensive body of objective evidence defined by the Performance Frameworks and gauged under standards developed under national principles and standards for quality authorizing. Renewals will be granted to each charter school that can demonstrate that it has achieved ongoing and continuous performance standards as stipulated in the Performance Frameworks (developed by OCS), and has been faithful to the terms of the contract and applicable laws.

The renewal process serves three purposes. First, it forms OCS' decision on whether to renew a school's contract by providing evidence of school performance in relation to the academic, financial, and organizational performance standards set out in the school's charter and in the Performance Frameworks. Second, the process through the renewal application provides the school a meaningful opportunity to present additional evidence regarding its performance. Third, it provides the school with an opportunity to outline – based on its past performance – a deliberate plan for sustaining success, addressing areas requiring improvement, and ensuring ongoing viability of the school.

RENEWAL TIMELINE

Release of Renewal ApplicationApril 28, 2017

Renewal Orientation: Meetings with School Leaders and Board Members May – August 2017

Letter of Intent to Renew due to OCS on or before October 1, 2017

Renewal Application Due to OCS October 1, 2017

Onsite School Visits.....June – December 2017

Renewal Decisions..... On or before January 15, 2018

RENEWAL DECISION OVERVIEW

The OCS intends to conduct a rigorous, transparent renewal decision process that leads to merit-based decisions consistent with national principles and standards for quality authorizing. In the OCS's process to make changes to its accountability framework and to align its processes with national principles and standards for quality authorizing, the Performance Frameworks and the OCS's Policy for School Assessment and Intervention will both be used to determine a school's eligibility for a charter renewal. The OCS will base its renewal decisions on the existing record of school performance including, but not limited to, the school's written response to the Renewal Narrative of the Charter Renewal Application and any additional performance data provided by the school.

The first stage of the process involves the OCS sharing with each school that is up for renewal the schools' data as evaluated through the Performance Frameworks. Additional data is gathered through site visits, desk audits, and the CSAPPHIRE database.

The second stage requires the school to prepare and submit the Charter Renewal Application. The Renewal Application provides schools an opportunity to present the school's existing record of performance and to outline plans for the school's next charter term. Within the Charter Renewal Application, schools will have an opportunity to comment on the data and provide factual corrections and/or supplement the record with information and data to explain academic results and demonstrate other academic measures that may provide evidence of the school's academic success and/or improvement (*e.g.*, individual student growth data, legacy/cohort group data, summer remediation and/or additional IREAD scores, etc.). The school's plans for the next charter term may affect the length of the renewal term/extension and may shape the development of a new charter contract.

The third stage is an evaluation of the data collected in the first stage and the second stage by the staff and contractors of OCS; and the determination by the Executive Director of OCS as to whether to extend or renew the school's charter and the duration of the renewal or extension.

2017-18 CHARTER RENEWAL APPLICATION – INSTRUCTIONS AND CSAPPHIRE SUBMISSIONS

INSTRUCTIONS:

The OCS will provide a Charter Renewal Application template to each school up for renewal. A school's Charter Renewal Application will have some data charts pre-filled by the OCS with the school's data; however, the school should fill in any empty boxes, as applicable. Charter Renewal Applications must be submitted to OCS **electronically through CSAPPHIRE no later than October 1, 2017.**

FORMAT FOR SUBMISSIONS:

- The Renewal Narrative should not exceed 25 pages, excluding attachments.
- Attachments to the Renewal Narrative (excluding the required CSAPPHIRE submissions and updates listed below) should not exceed 25 pages and should be **clearly** referenced in the Renewal Narrative.
- Any attachment should provide information that a) meaningfully augments the body of evidence that OCS has already collected on the school's performance, or b) illustrates or supports plans or strategies for the next charter term that would be material to the charter contract for the renewal term (*e.g.*, revised student handbook provisions, updated professional development plan, etc.).

CSAPPHIRE SUBMISSIONS AND UPDATES:

The following documents will be reviewed and verified by the OCS remotely through CSAPPHIRE during the renewal process. In order to make the process more efficient, please review and/or upload the school's *most current* version of each of the following documents. If any of these documents was submitted previously, please just be certain that the version in CSAPPHIRE is the most current version.

School Documents

Please review and verify the following in CSAPPHIRE are the most current version. If such document listed below is not in CSAPPHIRE, please upload the required document. These documents can be found under the "Plans and Policies" folder unless otherwise indicated.

- Curriculum and Instructional Methods
- General Descriptions of Responsibilities of Teachers and Staff
- Methods of Promoting Parent and Community Involvement Practices
- Methods of Pupil Assessments
- Organizational Chart (updated administrative organizational chart)
- School Calendar (current school year) (**annual folder titled "School Calendar"**)
- Staffing Matrix
- Supplemental Programs (Information on Current Student Clubs, Organizations, and Other Extracurricular Activities Offered (including athletic teams))

Current School Plans and Policies

Please review and verify the following "Plans and Policies" in CSAPPHIRE are the most current versions. If such document listed below is not in CSAPPHIRE, please upload the required document.

- Conflict of Interest Policy
- Criminal Background Check Policy

- Deposit of Funds Policy
- Discipline Policy
- Elementary School Reading Plan
- Fundraising Policy and Guidelines
- Graduation Requirements, including diploma types offered (if applicable)
- Medication Policy
- Performance Evaluation Plan for Administrators and Teachers
- Personnel Plan, including Methods of Selection, Retention and Compensation of Employees
- Policy and Procedures for ELL Students
- Policy and Procedures for Special Education
- Professional Development Methods
- Promotion/Retention Policy
- School Admission Policy
- School Safety and Emergency Preparedness Plan
- Social Media Policy
- Staff Handbook
- Student Handbook
- Student Health Screening Policy
- Student Records Policy
- Teacher and Staff Compensation and Benefits Plans
- Transportation Policy (if applicable)

Corporate Documents

Please review and verify the following documents in CSAPPHIRE are the most current versions. If such document listed below is not in CSAPPHIRE, please upload the required document.

- Articles of Incorporation (and any Amendments thereto)
- Any Fictitious Name Registrations filed with the Indiana Secretary of State
- Board By-Laws
- Board Member List (including Current Contact Information)
- Calendar of Board Meetings
- EMO Agreement (together with all Amendments thereto, if applicable)

Financials and Budgets

Please review and verify the following documents in CSAPPHIRE are the most current versions. If such document listed below is not in CSAPPHIRE, please upload the required document.

- School's Budgets for 2016-17 and 2017-18
- School's Audit (if not conducted by Fitzgerald Isaac) for the school years ended 6/30/2016 and 6/30/2017

Board – Agenda and Minutes

Please review and verify the following documents in CSAPPHIRE are the most current versions. If such document listed below is not in CSAPPHIRE, please upload the required document.

- Board Minutes approving School's Budgets for 2016-17 and 2017-18

Insurance

Please review and verify the following documents in CSAPPHIRE are the most current versions. If such document listed below is not in CSAPPHIRE, please upload the required document.

- Certificate of Liability Insurance
- Evidence of Property Insurance

Facility Documents

Please review and verify the following documents in CSAPPHIRE are the most current versions. If such document listed below is not in CSAPPHIRE, please upload the required document.

- Lease Agreement(s) or Deed(s) for All Occupied Facilities
- Certificate of Occupancy issued by the Indiana Department of Health

RENEWAL NARRATIVE

I. Enrollment and Demographic Overview

A. Provide the enrollment and demographic information for the current school year.

2017-18 ENROLLMENT & DEMOGRAPHIC INFORMATION		
	#	%
Total Enrollment		
# of Students on Waiting List		
Gender		
Male		
Female		
Ethnicity/Race		
White		
Black		
Hispanic		
Asian		
Native American		
Other		
Special Populations		
Students with IEPs		
English Language Learners		
Homeless Students		
Eligible for Free and Reduced Lunch		

B. Provide enrollment information for length of current charter contract (ADM count).

	2014-15	2015-16	2016-17	2017-18
Total Student Enrollment				

C. Provide the student attendance information for the length of the charter contract.

	Year 1	Year 2	Year 3	Year 4
Grade	2014-15	2015-16	2016-17	2017-18
K				
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
All Grades				

- D. Provide the number and percentage of students eligible for special education by eligibility category for the length of the current charter contract based on each school year's December 1 count..

	Year 1		Year 2		Year 3		Year 4	
	2014-15		2015-16		2016-17		2017-18	
	#	%	#	%	#	%	#	%
Autism Spectrum Disorder								
Blind or Low Vision								
Cognitive Disability								
Deaf or Hard of Hearing								
Deaf-Blind								
Development Delay (early childhood)								
Emotional Disability								
Language or Speech Impairment								
Multiple Disabilities								
Orthopedic Impairment								
Specific Learning Disability								
Traumatic Brain Injury								

- E. Provide the number and percentage of ELL students for length of the current charter contract.

ELL STUDENT POPULATION CHART							
Year 1		Year 2		Year 3		Year 4	
2014-15		2015-16		2016-17		2017-18	
#	%	#	%	#	%	#	%

- F. Provide the number and percentage of homeless students for the length of the previous charter contract.

HOMELESS STUDENT POPULATION							
Year 1		Year 2		Year 3		Year 4	
2014-15		2015-16		2016-17		2017-18	
#	%	#	%	#	%	#	%

- G. Provide the number and percentage of High Ability students for length of current charter contract.

HIGH ABILITY STUDENTS							
Year 1		Year 2		Year 3		Year 4	
2014-15		2015-16		2016-17		2017-18	
#	%	#	%	#	%	#	%

II. Executive Summary

Provide a brief description of the school, including an overview of the mission and vision, educational program, community and local partnerships, and the school's leadership and governance. The following sections will be entered into AdvancEd Assist.

Description of the school (6000 character limit)

- a. Describe the school's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large.
- b. What unique features and challenges are associated with the community/communities the school serves?

School's Purpose (6000 character limit)

- a. Provide the school's purpose statement and ancillary content such as mission, vision, values, and/or beliefs. Describe how the school embodies its purpose through its program offerings and expectations for students.
 - i. Address why the school was founded? What educational need were the founders seeking to address in your community?
 - ii. Describe any changes to the school's mission or substantial revisions to the educational program as described in the current charter that the school proposes to make for the next charter term. Discuss any associated challenges or risks.
 - iii. Describe any substantial modifications pertaining to the educational program that the school intends to request should it be renewed for an additional charter term.

Notable Achievements and Areas of Improvement (6000 character limit)

- a. Describe the school's notable achievements and areas of improvement in the last three years.
- b. Describe areas for improvement that the school is striving to achieve in the next three years.
- c. Note: consider both student and teacher recognition or achievements (e.g. teacher of the year awards, special certifications)

Additional Information (6000 character limit)

III. Self-Assessment

The following self-assessments will be completed in AdvancEd Assist.

- a. Purpose and Direction
- b. Governance and Leadership
- c. Teaching and Assessing for Learning

- d. Resources and Support System
- e. Using Results for Continuous Improvement

IV. Student Performance Diagnostic

The chart below provides an overview of the school's academic performance for length of charter contract. This snapshot of academic data provides information to assist schools in the process of completing Sections II and III of the Renewal Application.

Renewal recommendations will be based on all evidence of school performance in the record, including but not limited to the school's responses in this part. For your convenience, please reference appropriately the sections from the **Academic Performance Framework:**

<http://goo.gl/s8HZwH>.

The following information will be entered into the Student Performance Diagnostic in AdvancEd Assist.

- a. Student Performance Data Document
 - This document provides schools an opportunity to supplement the record of performance by submitting evidence that informs the school's performance in relation to OCS's Accountability Framework. Responses should reference the indicators and measures from the Accountability Performance Frameworks to which the information applies (*e.g.*, 2.1 Student Progress Over Time, 2.4 Post-Secondary Readiness).
 - Responses may include, but are not limited to, information about interim assessments or progress reports; evidence of performance on school-or mission-specific goals; and evidence of progress for any areas in which the school has not previously met or is not currently meeting the performance standard.
- b. Areas of Notable Achievement

Which area(s) are above the expected levels of performance?

 - Describe the area(s) that show a positive trend in performance
 - Which area(s) indicate the overall highest performance?
 - Which subgroup(s) show a trend toward increasing performance?
 - Between which subgroups is the achievement gap closing?
 - Which of the above reported findings are consistent with findings from other data sources?
- c. Areas in Need of Improvement
 - Which area(s) are below the expected levels of performance?
 - Describe the area(s) that show a negative trend in performance.
 - Which area(s) indicate the overall lowest performance?
 - Which subgroup(s) show a trend toward decreasing performance?
 - Between which subgroups is the achievement gap becoming greater?
 - Which of the above reported findings are consistent with findings from other data sources?

V. Stakeholder Assessment (recommended)

The following information will be entered into the Stakeholder Assessment Diagnostic in AdvancEd Assist.

- a. Areas of Notable Achievement
 - Which area(s) indicate the overall highest level of satisfaction or approval?
 - Which area(s) show a trend toward increasing stakeholder satisfaction or approval?
 - Which of the above reported findings are consistent with findings from other stakeholder feedback sources?
- b. Areas in Need of Improvement
 - Which area(s) indicate the overall lowest level of satisfaction or approval?
 - Which area(s) show a trend toward decreasing stakeholder satisfaction or approval?
 - What are the implications for these stakeholder perceptions?
 - Which of the above reported findings are consistent with findings from other stakeholder feedback sources?

VI. Organizational Performance

The OCS will review and verify the organizational documents submitted through CSAPPHIRE during the renewal process (see above for the specific list of required CSAPPHIRE submissions and updates). It is important for each school to upload the school's most recent version of each of the required documents in order for the OCS to make appropriate decisions related to Organizational Performance.

Along with the required CSAPPHIRE submissions, provide any organizational related evidence, supplemental data, or contextual information. Submissions may include evidence of current compliance in areas for which the school was found previously to be non-compliant or other updates relevant to previous school findings. Please reference appropriately the sections of the Organizational Performance Framework <http://goo.gl/0QvmDa>.

The following information will be entered into the Organizational Performance Diagnostic in AdvancEd Assist. **Responses required for Renewal Application:**

- Provide a reflection of the school's governance and organizational performance over the past charter term. Describe any anticipated changes to the governance and management of the school, including but not limited to board composition, board member roles, member recruitment, committee structure, and/or amendments to by-laws.
- Please specify whether the board intends to contract or terminate a contract with an education service provider (ESP), educational management organization (EMO), or charter management organization (CMO), and describe the nature of that contractual relationship.

If applicable, please provide evidence illustrating an effective working relationship with an ESP, and describe the ESP's roles and responsibilities in relation to the school's management and governing board; describe how the governing board holds the operator accountable for specific academic, operational or financial outcomes from the agreed upon contract.

Please describe any anticipated changes to service contract or provider over the next charter term, including, but not limited to, intentions to terminate your contractual relationship with your management organization. If terminating, describe in detail the plans for carrying out the primary operational and educational activities for which the service provider had been responsible.

- Describe the current condition of the school’s facility, and its capacity to serve students. Discuss any anticipated changes in facilities needs and/or location, which includes any changes to lease terms and/or building plan. If the facility is leased, how does the board oversee the terms of the lease agreement?
- If any organizational deficiencies or findings were noted in any of the annual independent audits, prior notices of deficiencies, onsite reviews, or prior renewal letter, please note such deficiencies and how they were remedied.
- Describe the plan for providing transportation to students to attend the school, including transportation to extra-curricular activities, if applicable.

VII. Financial Performance

The OCS will review and verify the financial documents submitted through CSAPPHIRE during the renewal process (see above for the specific list of required CSAPPHIRE submissions and updates). It is important for each school to upload the school’s most recent version of each of the required documents in order for the OCS to make appropriate decisions related to Financial Performance. Please reference appropriately the sections of the Financial Performance Framework <http://goo.gl/vSOezX>.

Financial Assurance: With respect to financial performance, provide an assurance and any evidence, that the school is current in meeting its liabilities including, but not limited to, lease/mortgage, payroll taxes, debt service payments, and employee benefits.

Three-year Financial Projections: Complete a three-year projected budget for the campus and network level (if applicable). The budget detail should make clear the assumptions on which the school bases its key revenue and expenditure projections. The three year projected budget should include the Board of Directors’ review and attached minutes. If there is intent to add to or change facilities, this should be included in the budget projection as well as new lease terms and/or building plans under Organizational Plans. Specific documents reviewed during the renewal process will include:

1. Current Board approved budget with minutes.
2. Prior year’s Board approved budget with minutes.
3. Current facility/school lease term and conditions.
4. Applicable insurance policies, such as employee health insurance, facility insurance, liability, and their respective renewal dates
5. Current accrual-based audits
6. Enrollment plan for the next three years (*e.g.*, grade level and projected student enrollment). Identify how the school plans to sustain its enrollment and what plan(s) the school has to continue to recruit students.
7. Charter agreement
8. Documentation of other contracted services, including cost and scope of services (*e.g.* food service, marketing, legal, accounting).
9. Form 9

The following information will be entered into the Financial Performance Diagnostic in AdvancEd Assist.
Responses required for Renewal Application:

- In what ways does the board assure that financial resources provide adequate support for the school's overall program and to improve student achievement? Please reflect on the allocation, challenges, trends and any shifts in resources directed toward Student Academic Achievement, Student Instructional Support, Overhead and Operational, and Nonoperational (See Form 9).
- If any financial deficiencies or findings were noted in any of the annual independent audits, prior notices of deficiencies, onsite reviews, or prior renewal letter, please note such deficiencies and how they were remedied.

FINANCIAL PERFORMANCE FRAMEWORK BALL STATE UNIVERSITY			Meets
			Does Not Meet
			Falls Far Below
1. NEAR TERM INDICATORS			
1.a.	Current Ratio (Working Capital Ratio)	Current Assets divided by Current Liabilities	
1.b.	Cash to Current Liabilities	Cash divided by Current Liabilities	
1.c.	Unrestricted Days Cash	Unrestricted Cash divided by ((Total Expenses-Depreciation Expenses)/365)	
1.d.	Enrollment Variance	Actual Enrollment divided by Enrollment Projection in Charter School Board-Approved Budget	
1.e.	Default		
2. SUSTAINABILITY INDICATORS			
2.a.	Total Margin	Net Income divided by Total Revenue and Aggregated Total Margin: Total 3 Year Net Income divided by Total 3 Year Revenues	
2.b.	Debt to Asset Ratio	Total Liabilities divided by Total Assets	
2.c.	Cash Flow	Multi-Year Cash Flow = (Year 3 Total Cash)-(Year 1 Total Cash); One-Year Cash Flow = (Year 2 Total Cash)-(Year 1 Total Cash)	
2.d.	Debt Service Coverage Ratio	(Net Income + Depreciation + Interest Expense)/(Annual Principal, Interest, and Lease Payments)	

Financial Performance Framework – Data Points	
Current Assets	
Current Liabilities	
Cash	
Unrestricted Cash	
Total Expenses	
Depreciation Expenses	
Enrollment Projection in Charter School Board-Approved Budget	
Actual Enrollment	
Default	
Net Income	
Total Revenue	
Aggregated Total Margin	
Total 3 Year Net Income	
Total 3 Year Revenues	
Total Liabilities	
Total Assets	
Year 1 Total Cash	
Year 2 Total Cash	
Year 3 Total Cash	
Depreciation	
Interest	
Interest Expense	
Annual Principal, Interest, and Lease Payments	

School Data Summary Document

Xavier School of Excellence
South Bend, IN
In Operation since 2009 (4 Years)
EMO: American Quality Schools
Grade Range: K-8

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total Student Enrollment	258	333	368	368	322	299	249	

2015-2016 ENROLLMENT & DEMOGRAPHIC INFORMATION		
	#	%
Total Enrollment	249	
Ethnicity/Race		
White	24	9.6
Black	155	62.2
Hispanic	41	16.5
Asian		
Native American		
Multiracial	29	11.6
Special Populations		
Students with IEPs	47	18.9
English Language Learners	13	5.2
Eligible for Free and Reduced Lunch	229	91.9

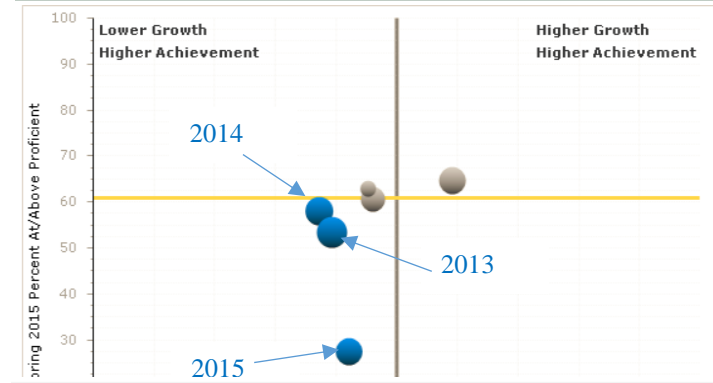
	A-F	Data Results Under Intervention /Assessment Policy (2012)	NWEA % meeting reading growth target	NWEA % meeting LA growth target	NWEA % meeting math growth target	ISTEP % Passing Math	ISTEP % Passing ELA	ISTEP % Passing Math & ELA
SY 2009-10	A	n/a	55.2%	59.8%	66.7%	59.13%	53.91%	48.70%
SY 2010-11	C	Does not meet standard	55.4%	56.5%	56.4%	59.64%	61.11%	49.07%
SY 2011-12	C	Does not meet standard	n/a	n/a	n/a	65.75%	67.40%	53.89%
SY 2012-13	F	Does not meet standard	58%	54%	57%	53.6%	55.4%	43.2%
SY 2013-14	F	Does not meet standard	54.8%	58.5%	56%	58.1%	56.4%	45%
SY 2014-15	D	Does not meet standard	36.7%	50.7%	40.9%	27.5%	39.3%	23%
SY 2015-16	D	Does not meet standard	36.6%	47.2%	39.6%	17.8%	35.3%	15.2%
SY 2016-17	D					7.4%	30.3%	5.6%

Math Growth:

2010: Low growth, low achievement
 2011: Low growth, low achievement
 2012: High growth, low achievement
 2013: Low growth, low achievement
 2014: Low growth, low achievement
 2015: Low growth, low achievement

Year	# Tested	Pass %	Median Growth %
Spring 2010	101	62.4	45.5
Spring 2011	159	60.4	46.0
Spring 2012	175	59.0	59.0
Spring 2013	194	53.6	39.0
Spring 2014	179	58.1	37.0
Spring 2015	178	27.5	42.0

XAVIER SCHOOL OF EXCELLENCE (7571): SCHOOL ACHIEVEMENT & GROWTH



XAVIER SCHOOL OF EXCELLENCE (7571): SCHOOL ACHIEVEMENT & GROWTH



ELA Growth:

2010: Low growth, low achievement
 2011: Low growth, low achievement
 2012: High growth, low achievement
 2013: Low growth, low achievement
 2014: Low growth, low achievement
 2015: High growth, low achievement

Year	# Tested	Pass %	Median Growth %
Spring 2010	100	55.0	32.5
Spring 2011	155	61.3	42.0
Spring 2012	175	65.7	54.0
Spring 2013	195	55.4	43.0
Spring 2014	179	56.4	37.0
Spring 2015	178	39.3	52.0

	IREAD TEST N	IREAD PASS N	IREAD Pass %	% ELL	% F/R Lunch	Final Pass %
2011-12	34	20	58.8	2.9	85.3	
2012-2013	37	28	75.7	1.1	67.7	
2013-14	32	25	78.13			84.4
2014-15	40	19	47.5			85.0
2015-16	29	12	41.4			35.7