

T H O M A S B.
FORDHAM
F O U N D A T I O N

ADVANCING EDUCATIONAL EXCELLENCE

Governing Authority Training: Roles and
Responsibilities

2020-2021

Introduction

Roles and Responsibilities Overview:

The sponsorship contract separates and defines the roles and responsibilities of the sponsor and the school in Articles III and IV. We encourage all governing authority members to review the contract, prior to the issuance of this report. In addition, a sponsor representative will present the report twice annually: both prior to the school year after the spring site visit and after school has ended after the fall site visit.

Our annual performance review is presented to the board as part of our Foundation Sponsorship Annual Report.

Roles and Responsibilities

Responsibilities of the Governing Authority in Article III

- Compliance with provision in 3314;
- notification procedures;
- maintaining insurance and indemnification;
- disclosures and conflicts;
- federal requirements including NCLB, IDEA and FERPA; and
- data reporting.

Roles and Responsibilities

Responsibilities of the Sponsor in Article IV

- Compliance with provisions in 3314;
- issuance of reports;
- monitoring, compliance and technical assistance;
- communication;
- evaluation of standards in Exhibit IV (performance and accountability); and
- conflicts of interest and selling of services prohibition.

Site Visit Reports

Each report examines implementation of the school's comprehensive plan incorporating the education, financial, operational and governance plans. Additionally, the report sets forth the academic performance of the school against the terms of the school's sponsorship contract. Information contained in this report will inform, and may be published in, the Sponsorship Annual Report (released each November).

Information from site visit reports may also inform decisions related to contract renewal or non-renewal.

School Performance

School performance against the accountability plan will be published in the Fordham Foundation's annual report. The annual report – a statutory requirement - is issued by November 30 and is sent to the Ohio Department of Education (ODE), and policy makers.

Parents/families are individually notified of the report and provided a link from which they may download the report.

School performance for the most recent year is detailed in the Fall Site Visit Report.

School performance against the term of the contract is detailed in the Annual Governing Authority Report sent with the Fordham Sponsorship Annual Report.

Review on Performance Annual Report

Performance review includes:

- Academic Performance
- Fiscal Performance
- Legal Compliance
- Organization and Operation

Performance rubric

- Exceeded expected performance (E): The school met all contractual academic, fiscal or organization and operation indicators.
- Met expected performance (M): The school met a majority of contractual academic indicators.
- Did not meet expected performance (D): The school met fewer than half of contractual academic indicators.

Legal Review

Provided annually with Sunshine Law Training to all school leaders and governing authority members.

Most recent changes to statute impacting community schools, with the effective date of legislation.

New rules and guidance that take place during the current school year. For 2020, this included an Auditor of State STARS rating system presentation.

- Key highlights of bills.
- Links to resources and additional information.
- Ongoing review of legislative changes in the Monthly Board Update.

Executive Summary in Site Visit Reports

Review of the Comprehensive Plan

- As of the date of the issuance of the site visit report, how the school is implementing the Education and Governance plans as set forth in its contract with the Thomas B. Fordham Foundation.
- The Education Plan review includes:
 - Student enrollment and records review
 - Climate and discipline
 - Classroom observations
 - Assessment and interventions



Environmental observations, including facilities and general student areas, and meetings with administration and school leadership.



At least 3 stakeholders, including school staff, are interviewed. This may include: administrators, teachers, students, parents, community organizations or governing authority.



Strengths, Weaknesses and Follow-up Action required as a result of monitoring; performance or site visit observations are noted along with any corrective action plans for performance or compliance.

General Observations in Site Visit Reports

Financial Summary and Reports

Monthly Financial Reviews (Sent to the Governing Authority and the Treasurer)

- The sponsor monitors several items and shares a monthly report with the governing board from monthly meetings with the school's governing board and treasurer.
- Items monitored in the reviews include: cash management, working capital, CCIP review, key fiscal compliance items, FTE review and proactive recommendations and discussions.

Financial Management and Audits

The sponsor is involved in the oversight of the school's mandatory annual financial audit conducted by the Auditor of State (AOS) or a third-party IPA auditing firm. In addition to citing audit findings, Sponsor collects certain data from these audit reports and compiles them for school-specific risk assessment and for trend analysis that is crucial for appropriate sponsor oversight. This includes:

- Statement of net position as of most recent audit
- Statement of revenues and expenses for the FY
- Past enrollment levels
- Other analyses such as: per pupil funding, per pupil expenditures and debt asset ratio

An audit summary over the term of the contract is provided with the annual governing authority report.

Renewal Decisions

“When considering Contract renewal, the SPONSOR will examine the Community School’s performance during the term of this Contract. The SPONSOR will examine with particularity the Community School’s fidelity to Exhibit 1 (Education Plan) and the school’s performance against the requirements of Exhibit 4 (Academic and Organizational Accountability Plan).”

The renewal policy states that Fordham will not renew schools that meet less than sixty-six percent of contractual indicators.

The annual report to the governing authority, based on the most recent year data, shows the percentage of contractual indicators indicating if the school is on track for renewal.

Renewal Decisions

The sponsor conducts a high-stakes review prior to renewal which includes performance over the term of the contract.

Exhibit IV of each contract includes a performance framework that defines the measures, metrics and targets required of schools for contract renewal.

In Article II of each contract the process for renewal is defined.

Additional Renewal Information

Each school has access to their Comprehensive Plan for any changes or updates to the Education, Financial, or Operations and Governance sections of the plan they would like to submit. When the school receives renewal notification from the Fordham Foundation, access to their Comprehensive Plan, and the Renewal Evaluation Rubric, and Renewal Information Timeline will be made available.

Fordham Foundation staff and consultants will review renewal applications and will use the Renewal Evaluation Rubric to provide evidence-based recommendations to the sponsor's board regarding renewal decisions. The renewal rubric includes both academic and non-academic measures based on contractual performance indicators for academics, finance, and operations. The Renewal Evaluation Rubric is available in the available resources on our website.

Additional Renewal Information

Every school should include any updates to the following portions of their Comprehensive Plan:

- Exhibit I, II and III, the school's Academic, Financial or Governance Plans
- Exhibit IX, Facilities Addendum
- Exhibit X, Blended Learning Statement (if applicable)

The most recent five-year forecast and three years of audited financial results will be used to complete the financial and operations portion of the performance and accountability rubric. Additional information considered would include any corrective action plans submitted to the sponsor or to the Ohio Department of Education, including the Office of Community Schools, Office of Reading and Literacy, and the Office of Exceptional Children.

Timeline for renewal

Renewal Notification

- Information regarding the renewal process sent
- July

Renewal Application

- Application available in EdLusion
- August

Renewal application review

- September

Renewal decision

- Recommendation to Fordham Board October
- Decision communicated to School Board in November

Evidence-based Recommendation Scoring and Criteria

Total points percentage based on the number of years over the term of the contract (minimum of three most recent years)

Academic including multiple measures of student achievement

YR 1 points + yr 2 points + yr 3 points + yr 4 points + yr 5 points = _____
total points _____ percent

Financial measures

yr 1 points + yr 2 points + yr 3 points + yr 4 points + yr 5 points = _____
total points _____ percent

Operations and governance measures including Financial Audits

yr 1 points + yr 2 points + yr 3 points + yr 4 points + yr 5 points = _____
total points _____ percent

Site visit reports

yr 1 points + yr 2 points + yr 3 points + yr 4 points + yr 5 points = _____
total points _____ percent

Total

yr 1 points + yr 2 points + yr 3 points + yr 4 points + yr 5 points = _____
total points _____ percent

Indicator Scoring

To be considered for conditional renewal, the Ohio Department of Education requires that schools must meet sixty-six percent of the contractual performance indicators (as set forth in the Charter School Renewal Evaluation Rubric and Process); and to be considered for an unconditional renewal, schools must meet seventy-five percent of their contractual indicators.

High Stakes Review Multiple Years of Student Achievement

The sponsor will append the most recent governing authority annual report, which includes a report on multiple years of student achievement over the terms of the contract.

Multiple years of student achievement are taken into consideration, and points assigned, in the Charter School Renewal Evaluation Rubric and Process.

High Stakes Review Financial Audits

The most recent governing authority annual report includes an audit review over the term of the contract. At a minimum, the most recent three years of audits are reviewed for any findings and corrective actions. An audit indicator is included within the Operations and Governance performance indicators.

A community school's fiscal and operational viability is reviewed based on the following indicators: the school cannot be in 'unauditable' status; the school cannot be in probationary (for financial or operational reasons), suspended or closed status; the school cannot have any unresolved findings for recovery (as identified on annual fiscal audits); and the school must have received an 'unqualified' opinion on the school's most recent annual fiscal audit. The school should have documentation for how any issues have been remedied.

High Stakes Review Site Visit and Compliance Reports

The sponsor will append the most recent site visit report, including a review of performance and compliance.



The site visit report also includes status and follow up action required on any corrective action plans or interventions, if applicable.

Fee Structure

“The Community School will pay a sponsorship fee on or before the tenth (10th) day of the month for the term of this Contract, of the total amount of payments for operating expenses that the school receives from the state. The components of the total state foundation payment are the state formula amount, disadvantaged-pupil impact aid (DPIA), parity aid, and special education

The Sponsorship Fee will be based on the number of full-time enrollment (FTE) from the Community School Settlement statement and will be the sum of 2 percent from a school’s total state support for the first three hundred (300) FTEs and 1.5 percent for all additional FTEs.

Where the majority of the GOVERNING AUTHORITY membership are the same at one or more community schools sponsored by the Fordham Foundation, or at least two schools sponsored by the Fordham Foundation have a contract with the same operator, we may combine the FTEs for each individual community school into a Total Fee. Total Fee will be comprised of all FTEs for each community school, as applied pro rata to each school.”

Fee Structure

Should any of the following events occur, the sponsorship fee for the school at which the event occurred will increase to 2 percent for all FTEs and for the remainder of the school year and that school will be removed from the Total Fee calculation for the remainder of the school year:

- Two consecutive audits demonstrate noncompliance, deficiencies, material weaknesses, or any other material findings;
- Site-visit-records compliance or Epicenter compliance (accurate/complete and on time) falls below 79 percent for the year in any one category of records reviewed; or
- The Community School is delinquent on any payments due to the Ohio Department of Education, the State Teachers Retirement System, the School Employees Retirement System, or any other state agency.

Performance and Accountability Indicators

Primary academic indicators	Exceeds the standard	Meets the standard	Does not meet the standard	Falls far below the standard
PI	80% or higher	50%–79%	30%–49%	29% and below
VA	Greater or equal to +2	Greater or equal to -2 but less than +1	–Greater or equal to -2 but less than -3	Greater or equal to to -3
Graduation rate (four years)	89% - 100%	79% - 88.9%	69% - 78.9%%	Below 69%
Graduation rate (five years)	90%–100%	80%–89.9%	60%–79%	Below 69%
Improving At-Risk K-3 Readers	56.6% - 78.2%	13.2% - 56.5%	5% - 13.1%	Below 5%
Performance versus local market: PI	Ranked in top 20th percentile in PI score	Ranked in 70th–79th percentile in PI score	Ranked in 50th–69th percentile in PI score	Ranked in bottom 49th percentile in PI score
Performance versus local market: VA	Ranked in top 20th percentile in VA score	Ranked in 70th–79th percentile in VA score	Ranked in 50th–69th percentile in VA score	Ranked in bottom 49th percentile in VA score
Performance versus statewide charters: PI	Ranked in top 20th percentile in PI score	Ranked in 70th–79th percentile in PI score	Ranked in 50th–69th percentile in PI score	Ranked in bottom 49th percentile in PI score
Performance versus statewide charters: VA	Ranked in top 20th percentile in VA score	Ranked in 70th–79th percentile in VA score	Ranked in 50th–69th percentile in VA score	Ranked in bottom 49th percentile in VA score

Performance and Accountability Indicators

Secondary academic indicators	Exceeds the standard	Meets the standard	Does not meet the standard	Falls far below the standard
VA: Overall grade	A or B	C or D	F	NA
PI: Overall grade	A or B	C or D	F	NA
VA: Gifted	A or B	C or D	F	NA
VA: Disabilities	A or B	C or D	F	NA
VA: Lowest 20%	A or B	C or D	F	NA
AMOs (gap closing)	A or B	C or D	F	NA
Dual-enrollment credits	A or B	C or D	F	NA
Industry credentials	A or B	C or D	F	NA
Honors diplomas awarded	A or B	C or D	F	NA
AP score	A or B	C or D	F	NA
IB score	A or B	C or D	F	NA
College Admission Test	A or B	C or D	F	NA
School regularly administers internal growth assessment	NA	Yes	No	NA
School met a majority of its internal/mission specific goals (section A.7 of this contract)	NA	Yes	No	NA

Performance and Accountability Indicators

Financial measures of success (current year)	Exceeds the standard	Meets the standard	Does not meet the standard	Falls far below the standard
Current ratio of assets to liabilities	Ratio is greater than or equal to 1.1	Ratio is between 1.0 and 1.1; AND one-year trend is positive (current year's ratio is higher than last year's)	Ratio is between 0.9 and 1.0 or equals 1.0; OR ratio is between 1.0 and 1.1 AND one-year trend is negative	Ratio is less than or equal to 0.9
Days' cash	60 or more days' cash	Between 30 and 60 days' cash	Between 15 and 30 days; OR between 30 and 60 days' cash AND one-year trend is negative	Fewer than 15 days' cash
Current-year enrollment variance	Actual enrollment equals or is within 95% of budgeted enrollment in most recent year	Actual enrollment is 90%–95% of budgeted enrollment in most recent year	Actual enrollment is 80%–90% of budgeted enrollment in most recent year	Actual enrollment is less than 80% of budgeted enrollment in most recent year

Performance and Accountability Indicators

Financial measures of success (prior years)	Exceeds the standard	Meets the standard	Does not meet the standard	Falls far below the standard
Multiyear ratio of assets to liabilities	Ratio is greater than or equal to 1.1 for at least the 2 most recent years	Ratio is between 1.0 and 1.1 for at least the most recent year	Ratio is below 1.0 for the most recent year; OR below 1.0 in the 2 most previous years out of 3 years	Ratio is 0.9 or less for the most recent year; OR is 0.9 or less in the 2 most previous years out of 3 years
Cash flow	Cash flow is positive for at least the 2 most recent years	Cash flow is positive for at least 1 of the most recent 2 years	Cash flow is not positive for at least 1 of the most recent 2 years	Cash flow is negative for any 2 consecutive years

Performance and Accountability Indicators

Operations/ governance primary indicators	Exceeds the standard	Meets the standard	Does not meet the standard	Falls far below the standard
Records compliance	90% or higher	79%–89%	60%–78%	59% or below
On-time records submission rate	90% or higher	79%–89%	60%–78%	59% or below
Financial records submitted monthly	90% or higher	79%–89%	60%–78%	59% or below
Annual audit	Two consecutive years of no findings, findings for recovery, noncompliance citations, questioned costs, or material weaknesses, as set forth in the audit	No findings, findings for recovery, noncompliance citations, questioned costs, or material weaknesses, as set forth in the audit	Audit contains fewer than three of the following: findings, noncompliance citations, questioned costs, or material weaknesses, or findings for recovery (less than \$5,000 combined), as set forth in the audit	Audit contains three or more of the following: findings, noncompliance citations, questioned costs, or material weaknesses, or findings for recovery (in excess of \$5,000 combined), as set forth in the audit
LEA special-education performance determination (most recent annual)	Meets requirements	Needs assistance	Needs intervention	Needs substantial intervention

Performance and Accountability Indicators

Operations/ governance secondary indicators	Exceeds the standard	Meets the standard	Does not meet the standard	Falls far below the standard
Five-year forecasts submitted to the ODE by statutory deadlines		Yes	No	
Preopening assurances documentation		Completed and available 10 days before the first day of school	Not completed and not available 10 days before the first day of school	
Annual report		Submitted to parents and the sponsor by the last day of October	Not submitted to parents and the sponsor by the last day of October	

Questions?

Please reach out to our sponsorship team with any questions or concerns.

- Theda Sampson – Contract and Renewal, Evaluation and Monitoring tsampson@fordhamfoundation.org
- Miles Caunin – Financial, Audit and Facilities mcaunin@fordhamfoundation.org
- Gwen Muhammad – Data and Site Visits gmuhammad@fordhamfoundation.org
- Kathryn Mullen Upton – Vice President Community School Sponsorship and Dayton Initiatives kmullenupton@fordhamfoundation.org
- Lisa Halpin – School Support and Technical Assistance lhalpin@fordhamfoundation.org