



ADVANCING EDUCATIONAL EXCELLENCE

# Governing Authority Training: Roles and Responsibilities

2022-2023

# 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.

The site visit reports include reviews on performance against the comprehensive plan of the school.

# 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.

- 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 components of the total state support payment which includes total payments before retirements, as shown on the monthly statement of settlement, minus any incentive based funding that includes, but is not limited to the Quality Community Schools support grants.

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	4 stars or higher	3 stars	2 stars	1 star
VA	5 stars	4 stars	2 – 3 stars	1 star
Gap Closing	4 stars or higher	3 stars	2 stars	1 star
Prepared for Success	4 stars or higher	3 stars	2 stars	1 star
Graduation rate (four years)	Greater than or equal to 96.5%	From 90% to less than 96.5%	From 84% to less than 90%	Less than 84%
Improving At-Risk K-3 Readers	Greater than or equal to 88%	From 68% to less than 88%	From 58% to less than 68%	From 0% to less than 58%
Performance versus local market: PI	Ranked in the 80th percentile or higher in PI score	Ranked in 70th–79th percentile in PI score	Ranked in 50th–69th percentile in PI score	Ranked in bottom half in PI score
Performance versus local market: VA	Ranked in the 80th percentile or higher in VA score	Ranked in 70th–79th percentile in VA score	Ranked in 50th–69th percentile in VA score	Ranked in bottom half in VA score
Performance versus statewide charters: PI	Ranked in the 80th percentile or higher in PI score	Ranked in 70th–79th percentile in PI score	Ranked in 50th–69th percentile in PI score	Ranked in bottom half in PI score
Performance versus statewide charters: VA	Ranked in the 80th percentile or higher in VA score	Ranked in 70th–79th percentile in VA score	Ranked in 50th–69th percentile in VA score	Ranked in bottom half in VA score

# Performance and Accountability Indicators

Supplemental information (not rated)	Exceeds the standard	Meets the standard	Does not meet the standard	Falls far below the standard
<b>Internal Assessments</b>	School regularly administers an internal growth assessment and uses the data collected to inform instructional practice and show continuous improvement	School regularly administers an internal growth assessment and uses the data collected to inform instructional practice	School regularly administers an internal growth assessment	School does not regularly administer an internal growth assessment
<b>Mission specific goals (section A.7 of this contract)</b>	School has developed mission specific goals, regularly analyzes progress in achieving mission specific goals, and met a majority of its mission specific goals.	School has developed mission specific goals, regularly analyzes progress in achieving mission specific goals	School has developed mission specific goals	School has not developed mission specific goals
<b>Family and student survey</b>	School administered the K-2, 3-5 and 6-12 surveys by November 1 and June 1, had a 70% or higher response rate, and shared the results with the school's board	School administered the K-2, 3-5 and 6-12 surveys by November 1 and June 1, had a 55-69.9% response rate and shared the results with the school's board	School administered the K-2, 3-5 and 6-12 surveys by November 1 and June 1, had 40% to 54.9% response rate, and shared the results with the school's board	School administered the K-2, 3-5 and 6-12 surveys by November 1 and June 1, had a response rate of lower than 39.9% and shared the results with the school's board

# 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
<b>Current ratio of assets to liabilities</b>	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
<b>Days' cash</b>	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
<b>Current-year enrollment variance</b>	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 negative for the most recent year	Cash flow is negative for the 2 most recent 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	95% or higher	90%–94.9%	75%–89.9%	74.9% or below
Special-education compliance performance indicator score (most recent annual)	3.75-4.0 points	Needs assistance 3.0-3.74 points	1.25-2.99 points	Less than 1.25 points



## Conditional and Alternative Benchmarks

### **Conditional Indicators for contracts with conditions for an automatic renewal term**

The contract term will be eligible for renewal, contingent upon the School meeting the required benchmarks, which include Performance Index (PI), Value Added (VA), Graduation Rate, Improving At-Risk K-3 Readers and both PI and VA versus the local market and statewide charters. Schools that do not meet the benchmarks may be eligible for renewal; however, the School will complete the Sponsor's standard contract renewal application process. The Sponsor will subsequently make a decision regarding renewal based on the School's renewal application.

### **Alternative Accountability Framework**

Any schools with multiple buildings or facilities under the same Local Education Authority (IRN) where report card results are not reported separately for each building or facility, have an alternative accountability framework to report achievement. The framework may include high school completion, college and career readiness, parent engagement, growth, school climate, attendance and governance indicators.

# Questions?

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

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