

Charter School Board Development Series

Session 3

MEASURE or METRIC

INSTRUCTIONS: Place an “X” in the appropriate column if the item in the center is a Measure or a Metric.

Measure	Item	Metric
	Teacher value added to student achievement	
	Percentage of students with less than 10 absences	
	Number of reported student incidents	
	Average score growth on weekly assessments	
	Student behavior	
	Resource usage	
	Percentage of assignments turned in complete	
	Average number of copies made per month	
	Number of unexcused absences	
	Total hours of professional development classes attended by staff	
	Average number of days spent on each curriculum unit	
	Total expense per staff person	
	Analytic reasoning	
	Attendance	
	Professional development	
	Staff efficiency	
	Homework completion	
	Percentage of self-paced learning modules completed	
	Total number of parent conferences attended	
	Fundraising	

PERFORMANCE MANAGEMENT FINAL EXAM!

INSTRUCTIONS: Place the number of the term listed below on the Performance Management Chart on the next page. You will need to determine if each term is an indicator, measure, metric, or target.

- | | |
|--|---|
| 1. Financial health | 18. Highly qualified teachers |
| 2. Exposure to art | 19. All students display at least one art project |
| 3. Number of days from receipt of invoice to payment | 20. Financial health |
| 4. Parent engagement | 21. % of total fundraising from each source |
| 5. Free or reduced-price lunch eligibility | 22. Graduation rate |
| 6. Parent attendance at school events | 23. 30% or less of total fundraising is from each source |
| 7. % of students eligible for free or reduced-price lunch | 24. 97% of students attend school each day |
| 8. Accounts payable | 25. Longitudinal growth |
| 9. 100% of teachers attending at least two professional development sessions | 26. % on track to proficient on state exam |
| 10. % parents attending at least one parent-teacher conference | 27. Status score |
| 11. Parent engagement | 28. 75% of students score proficient or better on state exam |
| 12. Parent support of student learning | 29. Meet or exceed state average on state exam |
| 13. 100% of parents sign student planners each week | 30. % of 9 th grade cohort that graduates in 4 years |
| 14. 75% of students served are eligible for free or reduced-price lunch | 31. Student achievement |
| 15. Teacher effectiveness | 32. 95% of the 9 th grade cohort graduates in 4 years. |
| 16. % of teachers attend at least two professional development sessions | 33. Student engagement |
| 17. Serving mission | 34. Teacher effectiveness |
| | 35. % of students attending school each day |
| | 36. % of highly qualified teachers |

Indicator	Measure	Metric	Target
Student achievement			
		% proficient or better on state exam	
Post-secondary readiness			
	Attendance		
			100% core subject teachers are highly qualified
	Professional development		
			80% of parents attend at least one parent-teacher conference
		% parent signed student planners each week	
Serving mission			
		Number of students displaying at least one art project	
	Fundraising by source		
			Invoices paid within 30 days of invoice

XYX CHARTER SCHOOL

Principal's Report

Prepared Mr. John Q. Principal

7-20-09

1. Academics

A. **Terra-Nova Results-** All students in grades K-3 took the Terra-Nova nationally normed test on June 9th and 10th. Per our accountability plan, XYZ Charter School uses Mean Normal Curve Equivalent (NCE) scores to track and report student progress. NCE scores can be subtracted, added, averaged, etc. to evaluate achievement gains.

- NCE score differences of plus or minus seven are considered to be significant.
- NCE score differences of zero on the same students over different school years/grades indicate typical or normal growth.
- NCE score differences greater than zero indicate academic growth that is above and beyond growth of elementary students across the nation.

TerraNova Spring 09'

Grade	Reading	Math	Language	Total
Kindergarten	59.1	55.3	N/A	58.1
1 st grade	50	52	N/A	55
2 nd grade	56	59	N/A	58
3 rd grade	48	48	50	49
Average NCE	53.25	53.5	50	55

Table shows the NCE scores of all students who took the Spring 09' test in grades

Attached are tables and graphs illustrating the results of the Terra Nova in reading and Math. The first table shows Fall 08' to Spring 09' comparison for grades 1-3 in Reading, Math and Combined. Results indicate that students in all three grades made academic growth this year. Students in grades 1 and 2 made significant growth in both reading and math.

- In **Reading**, the 1st-grade students increased their NCE score by **12 points**, from **38** in the Fall 2008 to **50** in the Spring 2009. Likewise the 2nd-grade students increased their NCE score by **10 points**, from **46** in Fall 2008 to **56** in Spring 2009. The 3rd-grade students increased their NCE score by **4 points**, from **44** in Fall 2008 to **48** in Spring 2009.
- In **Math**, the 1st-grade students increased their NCE score by **17 points**, from **35** in Fall 2008 to **52** in Spring 2009. Likewise the 2nd-grade students increased their NCE score by **19 points**, from **39** in Fall 2008 to **58** in Spring 2009. The 3rd-grade students increased their NCE score by **7 points**, from **41** in Fall 2008 to **48** in Spring 2009.

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The second table shows a Spring 08' to Spring 09' cohort analysis. Only students who took the most recent Terra Nova and the spring 08' test in the previous grade are included in the table. Only 2nd grade students showed an increase in NCE scores.

- In **Reading**, the 2nd-grade cohort increased its NCE score by **4 points**, increasing from **50** in Spring 2008 to **54** in Spring 2009.
- In **Mathematics**, the 2nd-grade cohort increased its NCE score on the TerraNova nationally normed scale by **11 points**, increasing from **47** in Spring 2008 to **58** in Spring 2009.

2. 2009-10 Recruitment

- a. We currently have (66) kindergarten students, (8) 1st graders, (9) 2nd graders, (8) 3rd graders and (4) 4th graders who have been accepted for 2009-10 school year. There are 13 students on the waiting list in grades (4) 2nd (6) 3rd graders (3) 4th graders. (8) students will not be returning next year.

3. Staffing 2009-2010

- a. 5 staff members will not be returning for the 2009-2010 school year. 3 for personal reasons; 2 did not have their contracts renewed.
- b. 2 new 4th grade teachers have been hired, as well as 2 new cooperating teachers. 1 cooperating teacher will be moving in to a lead teaching role next year in 2nd grade.

4. Events

- a. August 17th Professional Development Begins
- b. August 28th Open house for 09-10 school year

5. Compliance

- a. 8/3 Accountability Progress Report Due to CSI

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Terra Nova Results Fall 08'to Spring 09' Comparison

	Reading			Language		
	Fall 08 NCE	Spring 09 NCE	Δ	Fall 08 NCE	Spring 09 NCE	Δ
1st grade	38	50	+12			
2nd grade	46	56	+10			
3 rd grade	44	48	+4	40	49	+9

	Math			Total		
	Fall 08 NCE	Spring 09 NCE	Δ	Fall 08 NCE	Spring 09 NCE	Δ
1st grade	35	52	+17	39	55	+16
2nd grade	39	58	+19	46	58	+12
3 rd grade	41	48	+7	40	49	+9

**All XYZ Charter School students who took both tests from this school year (Fall 2008 and the Spring 2009 test) are included in this table.

Spring 08' to Spring 09' Cohort Analysis

	Reading			Math		
	Spring 08 NCE	Spring 09 NCE	Δ	Spring 08 NCE	Spring 09 NCE	Δ
1st grade	50	48	-2	55	52	-3
2nd grade	50	54	+4	47	58	+11
3 rd grade	47	47	0	55	49	-6

**Only XYZ Charter School students who took both the most recent test in spring 2009 and the Spring 2008 test in their previous grade are included in this table.

APPENDICES: SUPPORTING MATERIALS AND ADDITIONAL RESOURCES

Appendix I: LPS Academic Dashboard

LPS uses this dashboard to track not only proficiency based on quarterly benchmark assessments, but also college readiness and school culture metrics.

LPS Education Dashboard												April 18, 2007 Board Meeting				Last Updated: 4/12/2007						
												1		2		3		4		5		
ACADEMICS	3rd Benchmark Assessment Results																					
	English Overall	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+							
	Grade 9	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
	Grade 10	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
	Grade 11	x%	x%	x%	x%																	
	Grade 12	x%	x%																			
	Math Overall	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+							
	Algebra	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
	Geometry	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
	Algebra 2	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
	Science Overall	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+							
	Biology	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
	Chemistry	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
	Soc Sci Overall	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+	% PRO+	% BAS+							
	World Hist 9	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%							
World Hist 10	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%								
US Hist 11	x%	x%	x%	x%																		
COLLEGE-READINESS	CA High School Exit Exam (CAHSEE) Results - Cumulative																					
		% Passed		% Passed		% Passed		% Passed		% Passed												
		English	Math	English	Math	English	Math	English	Math	English	Math	English	Math	English	Math							
	Grade 10	?	x%	x%	?	x%	x%	?	x%	x%	?	x%	x%									
	Grade 11	?	x%	x%	?	x%	x%															
	Grade 12	?	x%	x%																		
	Progress Towards Meeting UC (a-g) Credit Requirements																					
		% On Track		% On Track		% On Track		% On Track		% On Track												
	Grade 9																					
	Grade 10	In Process																				
Grade 11																						
Grade 12																						
Grade 12: HS Grad-Ready & College Admissions																						
% HS Diploma Ready	In Process																					
% 4Yr College Admitted	X%																					
CULTURE	Student Culture																					
	Clubs/sports % involved	X%		X%		X%		X%		X%												
		IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT	IN	OUT							
Transfers	?	y	y	?	y	y	?	y	y	?	y	y	?	y	y							

LPS also uses a dashboard to track recruitment efforts and new hires.

LPS Recruiting Dashboard as of 4/1/07									
Open Positions	Total Budgeted	Open Positions (FTE)				Hiring			Positions To Be Filled
		New Positions	Transfers Out	Attrition Estimate	Total Open Positions	Offers Pending	Transfers In	Hires	
Region 1									
Teachers	16.50	-	-	4.50	4.50	-	-	-	4.50
Admin	7.20	0.50	-	3.00	3.50	-	1.00	-	2.50
Total	23.70	0.50	-	7.50	8.00	-	1.00	-	7.00

Appendix II: Aspire's Financial Dashboard

		Region 1					
		School #1	School #2	etc.			
		#	#	#	#	#	#
CURRENT ENROLLMENT							
Net change from 9/15/06		x	x	x	x	x	x
ADA	January	x%	x%	x%	x%	x%	x%
	February	x%	x%	x%	x%	x%	x%
	March	x%	x%	x%	x%	x%	x%
Re-enroll	% of enroll	x%	x%	x%	x%	x%	x%
	% from feeder	x%	x%	x%	x%	x%	x%
Wait list	06-07						
	#	y	y	y	y	y	y
	% of enroll	x%	x%	x%	x%	x%	x%
Transfers Out	January-07	-	-	-	-	-	-
	February	-	-	-	-	-	-
	March	-	-	-	-	-	-
FFFL forecast (thousand)	05-06	\$X	\$X	\$X	\$X	\$X	\$X
	January	\$X	\$X	\$X	\$X	\$X	\$X
	February	\$X	\$X	\$X	\$X	\$X	\$X

Appendix III: Uncommon's Academic Dashboard

KEY SCHOOL DEMOGRAPHICS

USI Dashboard Sample

Enrollment Breakdown

Male	x%	Black	x%
Female	x%	Latino	x%
Free/ Reduced Lunch	x%	White	x%
Special Ed	x%	Asian	x%
ELL./LEP	x%	Other	x%
Last updated:	xxx		

Staffing

Category	#	Student Ratio
FTE Teachers	x	x
Administrators	x	x
Total Staff	x	x

Avg Class Size x

ENROLLMENT AND ATTENDANCE OVER TIME

Schoolwide Enrollment

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Actual Enrollment	N/A	x	x	x	x	x	x	x	x	x	x	x
Budgeted Enrollment	N/A	x	x	x	x	x	x	x	x	x	x	x

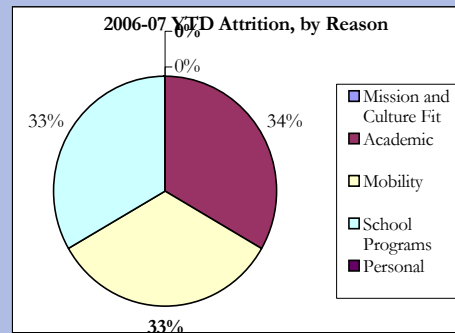
indicates actual enrollment below budgeted enrollment
indicates 5% increase/decrease over previous month's enrollment

Attrition Rate: # of Students Leaving the School

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	YTD #	YTD %	YE %
'06-07	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
'05-06	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Reasons for Attrition: Students Leaving from 1-Sep to 28-Feb

Date	Gr.	Reason
16-Oct	7	Mobility: Exam School
3-Nov	5	Academic: Parent-Initiated
3-Nov	7	School Programs: Transportation



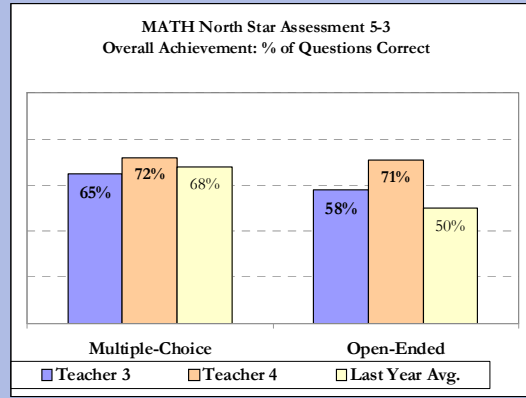
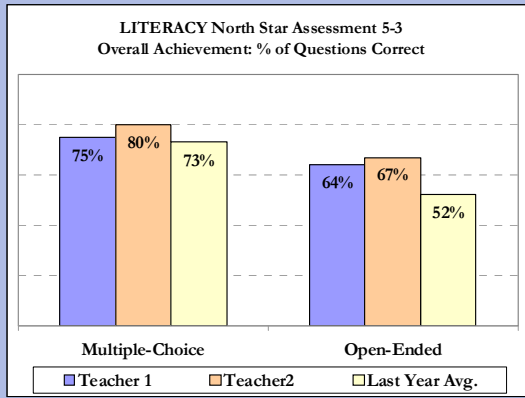
Average Daily Attendance

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD%	YE %
2006-07	N/A	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%
2005-06	N/A	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%	x%

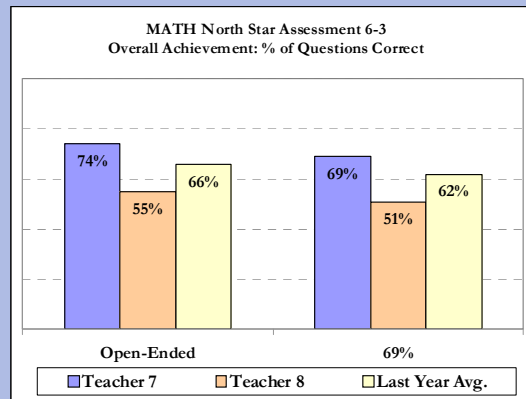
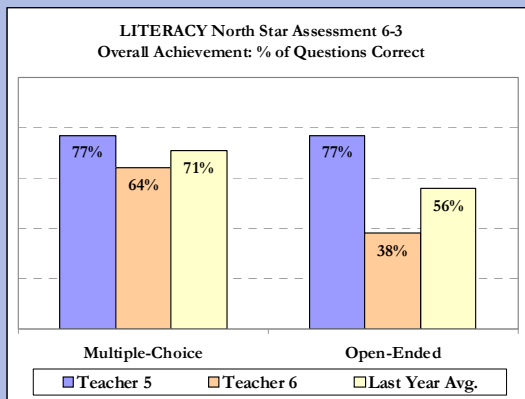
Appendix III continued : Uncommon's Academic Dashboard

STUDENT ACHIEVEMENT: INTERIM ASSESSMENT DATA

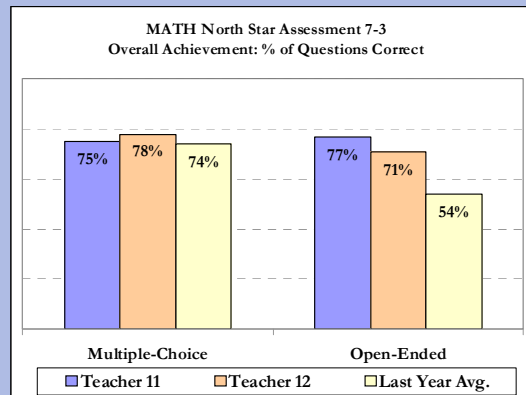
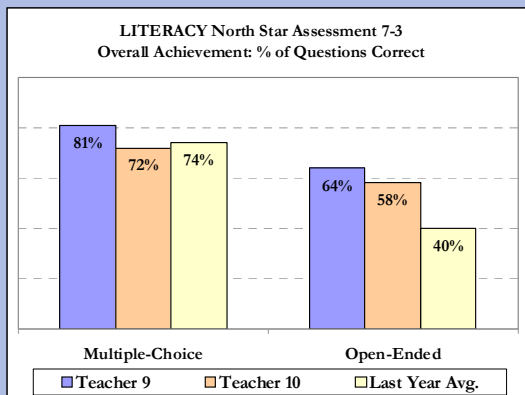
Grade 5



Grade 6



Grade 7



Appendix IV: Sample Performance Dashboard Measures

ACADEMIC DATA

- Percentage Proficient on standardized tests
- Number of Correct Scores on interim assessments (by question)
- Percentage Proficiency + and Basic + on interim assessments by subject
- Power standards (percentage correct, listed by standard)
- Percentage passing high school exit exam
- State rankings
- Progress toward meeting credit requirements
- Percentage high school diploma-ready
- Percentage graduated
- Percentage admitted to 4-year college
- Improved in writing (2 levels of growth)

ORGANIZATIONAL DATA

- Demographics
- Enrollment
- Average Daily Attendance
- Student Attrition/ Number of Transfers Out
- Staff Attrition (and reasons for)
- Average Class Size/Student Ratio
- Waitlist by month (year to year)
- Re-enrollment rate
- Percentage of students involved in clubs/sports
- Staff total open positions/offers pending/positions to be filled
- Staff diversity statistics
- Drop Outs
- Suspensions
- Number of Parent Volunteer Hours
- Community Service Hours
- Teacher Grade for school (teacher satisfaction)
- Parent Grade for school (parent satisfaction)
- Teacher performance (score created in teacher evaluation)

FINANCIAL DATA

- YTD Revenue
- YTD Expense
- YTD Income
- YTD Cash Balance
- Per Pupil Expenditures
- Per Pupil Income
- Variances to date
- Supplemental Hours
- Fundraising (School-based and central office)
- Facility Cost/Quality

XYZ Charter School Goals / Milestones

Program/Activity	Accountability	Year 1 (2009-10)	Year 2 (2010-11)	Year 3 (2011-12)	Year 4 (2012-13)
Enrollment	Charter Renewal Exhibit 7	Full enrollment at all schools: School #1 - 268 students School #2 - 150 students	Full enrollment at all schools: School #1 - 342 students School #2 - 219 students	Full enrollment at all schools: School #1 - 412 students School #2 - 285 students School #3 - ## students	Full enrollment at all schools: School #1 - 481 students School #2 - 348 students School #3 - ## students
	Charter Renewal Exhibit F-3		School #1: 8 applications per available seat (400 total) School #2: 5 applications per available seat (250 total)	Applications received up 10% from previous year: School #1: 440 School #2: 275	Applications received up 10% from previous year: School #1: 484 School #2: 302 School #3: ##
	Charter Renewal Exhibit F-3		Waiting Lists: School #1: 350 students School #2: 200 students	Waiting Lists: School #1: 440 apps -50=390 School #2: 275 apps -50=225	Waiting Lists: School #1: 484 apps -50=434 School #2: 302 apps -50=252 School #3: ##
		95% of students re-enroll from previous year in School #1 (excluding students who move out of commuting distance)	95% of students re-enroll from previous year in all network schools (excluding students who move out of commuting distance)	95% of students re-enroll from previous year in all network schools (excluding students who move out of commuting distance)	95% of students re-enroll from previous year in all network schools (excluding students who move out of commuting distance)
	Exhibit F-4	93% attendance rate across all network schools	94% attendance rate across all network schools	94% attendance rate across all network schools	94% attendance rate across all network schools
Student Achievement					
<i>Terra Nova Administration</i>	Charter Renewal Exhibit D-21	Administer Terra Nova to all new incoming students (at all grade levels) at the beginning of the year	Administer Terra Nova to all new incoming students (at all grade levels) at the beginning of the year	Administer Terra Nova to all new incoming students (at all grade levels) at the beginning of the year	Administer Terra Nova to all new incoming students (at all grade levels) at the beginning of the year
		Administer Terra Nova to all students at end of school year	Administer Terra Nova to all students at end of school year	Administer Terra Nova to all students at end of school year	Administer Terra Nova to all students at end of school year
<i>Reading/ELA Results</i>	Charter Renewal Exhibit 12-2	95% of all students performing at/above 50 th percentile on Terra Nova	95% of all students performing at/above 50 th percentile on Terra Nova	95% of all students performing at/above 50 th percentile on Terra Nova	95% of all students performing at/above 50 th percentile on Terra Nova
		Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above	Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above	Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above	Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above
		100% of students demonstrate minimum of one year's growth from 2008-09 Terra Nova administration	100% of students demonstrate minimum of one year's growth from 2009-10 Terra Nova administration	100% of students demonstrate minimum of one year's growth from 2010-11 Terra Nova administration	100% of students demonstrate minimum of one year's growth from 2011-12 Terra Nova administration

XYZ Charter School Goals / Milestones

Program/Activity	Accountability	Year 1 (2009-10)	Year 2 (2010-11)	Year 3 (2011-12)	Year 4 (2012-13)
	Charter Renewal D-2	At least 95% of all network students perform at or above Level 3 on the New York State English Language Arts (ELA) examination	At least 95% of all network students perform at or above Level 3 on the New York State English Language Arts (ELA) examination	At least 95% of all network students perform at or above Level 3 on the New York State English Language Arts (ELA) examination	At least 95% of all network students perform at or above Level 3 on the New York State English Language Arts (ELA) examination
		25% of all network students perform at or above Level 4 on the New York State English Language Arts (ELA) examination	30% of all network students perform at or above Level 4 on the New York State English Language Arts (ELA) examination	35% of all network students perform at or above Level 4 on the New York State English Language Arts (ELA) examination	40% of all network students perform at or above Level 4 on the New York State English Language Arts (ELA) examination
<i>Mathematics</i>		95% of all students performing at/above 50 th percentile on Terra Nova	95% of all students performing at/above 50 th percentile on Terra Nova	95% of all students performing at/above 50 th percentile on Terra Nova	95% of all students performing at/above 50 th percentile on Terra Nova
		Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above	Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above	Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above	Students performing at/above 75 th percentile on Terra Nova: 33% of 2 nd & 3 rd graders 50% of 4 th graders and above
		100% of students demonstrate minimum of one year's growth from 2008-09 Terra Nova administration	100% of students demonstrate minimum of one year's growth from 2009-10 Terra Nova administration	100% of students demonstrate minimum of one year's growth from 2010-11 Terra Nova administration	100% of students demonstrate minimum of one year's growth from 2011-12 Terra Nova administration
		At least 95% of all network students perform at or above Level 3 on the New York State Mathematics examination	At least 95% of all network students perform at or above Level 3 on the New York State Mathematics examination	At least 95% of all network students perform at or above Level 3 on the New York State Mathematics examination	At least 95% of all network students perform at or above Level 3 on the New York State Mathematics examination
		33% of all network students perform at or above Level 4 on the New York State Mathematics examination	38% of all network students perform at or above Level 4 on the New York State Mathematics examination	43% of all network students perform at or above Level 4 on the New York State Mathematics examination	48% of all network students perform at or above Level 4 on the New York State Mathematics examination
<i>Special Education</i>		100% of students with IEPs meet or exceed performance goals as set by the Committee on Special Education as measured by the Terra Nova and New York State examinations in reading/ELA and mathematics	100% of students with IEPs meet or exceed performance goals as set by the Committee on Special Education as measured by the Terra Nova and New York State examinations in reading/ELA and mathematics	100% of students with IEPs meet or exceed performance goals as set by the Committee on Special Education as measured by the Terra Nova and New York State examinations in reading/ELA and mathematics	100% of students with IEPs meet or exceed performance goals as set by the Committee on Special Education as measured by the Terra Nova and New York State examinations in reading/ELA and mathematics
<i>AYP & State Standing</i>		All network schools meet AYP overall and in reading/ELA and math	All network schools meet AYP overall and in reading/ELA and math	All network schools meet AYP overall and in reading/ELA and math	All network schools meet AYP overall and in reading/ELA and math
		All network schools receive "Good Standing" Designation by New York State	All network schools receive "Good Standing" Designation by New York State	All network schools receive "Good Standing" Designation by New York State	All network schools receive "Good Standing" Designation by New York State
<i>Graduation Rates</i>					100% of 8 th graders graduate

XYZ Charter School Goals / Milestones

Program/Activity	Accountability	Year 1 (2009-10)	Year 2 (2010-11)	Year 3 (2011-12)	Year 4 (2012-13)
					100% of 5 th graders who began in 2009-10 graduate
					100% of 6 th graders who began in 2010-11 graduate
<i>Selective high school acceptance</i>					75% of graduating 8 th graders are accepted in highly selective public, private, and/or boarding high schools
Finance		Revenues & expenses within 2% of budget projections	Revenues & expenses within 2% of budget projections	Revenues & expenses within 2% of budget projections	Revenues & expenses within 2% of budget projections
		Expenses lower than board-approved budget at both CMO and school levels	Expenses lower than board-approved budget at both CMO and school levels	Expenses lower than board-approved budget at both CMO and school levels	Expenses lower than board-approved budget at both CMO and school levels
		Maintain positive cash flow and end-of-year cash balance	Maintain positive cash flow and end-of-year cash balance	Maintain positive cash flow and end-of-year cash balance	Maintain positive cash flow and end-of-year cash balance
		On track to break even: School #1 by 2013-14 (full enrollment; see financial model for exact #) School #2 by 2013-14 (1 year after full enrollment; add exact #)	On track to break even: School #1 by 2013-14 (full enrollment; add exact #) School #2 by 2013-14 (1 year after full enrollment; add exact #)	On track to break even: School #1 by 2013-14 (full enrollment; add exact #) School #2 by 2013-14 (1 year after full enrollment; add exact #)	On track to break even: School #1 by 2013-14 (full enrollment; add exact #) School #2 by 2013-14 (1 year after full enrollment; add exact #)
Leadership, HR & Organization Development		Maintain community representation on local school board	Maintain community representation on local school board	Maintain community representation on local school board	Maintain community representation on local school board
		100% of teachers return from previous year (excluding those who move out of commuting distance and those who are dismissed by the school for performance or behavioral reasons)	100% of teachers return from previous year (excluding those who move out of commuting distance and those who are dismissed by the school for performance or behavioral reasons)	100% of teachers return from previous year (excluding those who move out of commuting distance and those who are dismissed by the school for performance or behavioral reasons)	100% of teachers return from previous year (excluding those who move out of commuting distance and those who are dismissed by the school for performance or behavioral reasons)
Parent Satisfaction		85% survey response rate at all network schools	85% survey response rate at all network schools	85% survey response rate at all network schools	85% survey response rate at all network schools
		95% of parents give the school an "A" grade (based on the education their student is receiving)	95% of parents give the school an "A" grade (based on the education their student is receiving)	95% of parents give the school an "A" grade (based on the education their student is receiving)	95% of parents give the school an "A" grade (based on the education their student is receiving)
		95% of parents are satisfied with their student's progress at the school	95% of parents are satisfied with their student's progress at the school	95% of parents are satisfied with their student's progress at the school	95% of parents are satisfied with their student's progress at the school
Reports & Compliance					
<i>Reporting to Partners</i>		Quarterly financial statements	Quarterly financial statements	Quarterly financial statements	Quarterly financial statements

XYZ Charter School Goals / Milestones

Program/Activity	Accountability	Year 1 (2009-10)	Year 2 (2010-11)	Year 3 (2011-12)	Year 4 (2012-13)
		Audited financial statements	Audited financial statements	Audited financial statements	Audited financial statements
		Semiannual milestone reports	Semiannual milestone reports	Semiannual milestone reports	Semiannual milestone reports
		Semiannual operations reports			
		Submit evaluation data for norm-referenced and state assessments and other related metrics	Submit evaluation data for norm-referenced and state assessments and other related metrics	Submit evaluation data for norm-referenced and state assessments and other related metrics	Submit evaluation data for norm-referenced and state assessments and other related metrics

ADDITIONAL RESOURCES

Accountability Plan Template: SUNY Authorized Charter Schools. Charter Schools Institute.
<http://www.newyorkcharters.org/schoolsAccountability.htm>

Performance Dashboards: Key Strategies from New Schools' Portfolio Ventures. New Schools
Venture Fund. <http://newschools.org/files/PerformanceDashboards.pdf>