Our Mission

_Fight educational inequity in St. Louis by supporting successful charter public schools._

In support of efforts to overcome educational inequity and ensure that all children receive the quality education they deserve without regard to income-level, race or ethnicity, the University of Missouri-St. Louis currently sponsors six charter public schools in St. Louis. UMSL’s College of Education established the Charter Schools Office over two years ago to provide oversight and support to its schools.

Our Schools

We are proud to sponsor eight unique schools:
- The Biome: Currently grades K-3 and expanding to grade 8
- Lafayette Preparatory Academy: grades K-6 and expanding to grade 8
- North Side Community School: Pre-K through 5
- Preclarus Mastery Academy: Currently grades 4 – 8
- Premier Charter School: K – 8; formerly known as St. Louis Charter School
- St. Louis College Prep
  - Middle School: 6 – 8
  - High School: Currently grades 9 – 11 expanding to grade 12
- St. Louis Language Immersion Schools: K - 8
- The Arch Community School: Currently grades K – 3 expanding to grade 5

Two more schools will come on board in 2018:
- Tessera Hall Academy will open its doors to female students in grades 6 and 7.
- Vernare School will open its doors to Kindergarten through grade 2 students.
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Section 1: Sponsor Commitment and Capacity

Our Role

A Missouri charter public school must have a sponsoring agency in order to open and continue operating and in most cases that agency is a local university (school districts and the Missouri Charter School Commission can also sponsor). A public charter school is accountable to its sponsor for specific academic and non-academic outcomes outlined in the school “charter” (or contract) and a performance contract with its sponsor. Charter schools are also accountable to the Missouri Department of Elementary and Secondary Education (DESE) and are subject to the federal No Child Left Behind Act. Most significantly, however, charter public schools are accountable to the students and families attending them.

Both the Dean of the College of Education, Ann Taylor, and the Executive Director of UMSL’s Charter School Office, Bill Mendelsohn, believe that the sponsor’s responsibility to hold its schools accountable to its students and their families through vigilant oversight is paramount. We regularly evaluate our schools’ in the areas of student performance, governance, leadership and finance and ensure that our schools are compliant with state and federal statutes.

But this is just one aspect of our role. We deeply believe in the visions of our schools. If the students they serve are successful, their lives will be transformed through their ability to access the same opportunities available to their counterparts living in suburban school districts. So we also believe that our primary role is to support our schools in their quest to reach their visions for their students. We actualize this support in three ways:

- **Partnership:** Work together with our schools to assess progress towards their vision, identify areas for improvement and develop solutions to address them.

- **Empowerment:** Provide direct resources from UMSL and the Charter School Office to school leaders that enable them to accelerate progress towards their vision.

- **Connection:** Connect charter schools to local, state and national resources that support their efforts to achieve their vision.

Our Organizational Structure

- UM President
- UMSL Chancellor
- UMSL Provost
- UMSL Vice-Provost
- College of Education Dean
  - Charter School Office Executive Director
  - Charter School Office Assistant Director
    - Consultants
    - University Resources
    - External Resources
Our Staff

Bill Mendelsohn, Executive Director
Bill received his Bachelors degree in history from Yale University. He received his Masters degree in Education and an Educational Specialist Degree in Program Evaluation from Stanford University.

Bill taught high school Social Studies and history for 31 years, primarily in the St. Louis school districts of Kirkwood and Clayton. He served as department chair at Kirkwood and was the District Coordinator for Social Studies - K-12 for seventeen years at Clayton. Bill was Missouri’s Social Studies Teacher of the Year in 1985. The Bill Mendelsohn Excellence in Teaching Award is given annually to an outstanding Clayton High School teacher as selected by the senior class, faculty and administration.

During his teaching career, Bill served on the boards of the Conference on Education and the International Education Consortium. He was a consultant for the College Board, conducting workshops for Advanced Placement U.S. teachers. For the Educational Testing Service, Bill wrote questions for the AP U.S. History exam, scoring rubrics for its essay questions and training for the readers who assessed the essays.

Upon retirement from teaching in 2008, Bill joined the national staff of Teach For America where he designed training and professional development for staff and corps members (teachers) to improve teacher effectiveness. He also served as the Social Studies Content Area Specialist.

Tad Hartmann, Assistant Director
Tad received his Bachelor of Arts degree in elementary education from Webster University. He has completed coursework at Southern Illinois University-Carbondale in Animal Sciences and also a Pre-Med concentration at Valparaiso University. He is currently completing coursework at the University of Missouri-Saint Louis with a focus on educational policy.

Tad is in his twenty first year of direct involvement in urban education in the city of Saint Louis. He began his career in the Saint Louis Public Schools where he taught grades 1-5 for thirteen years. During this time, he designed and implemented the curriculum for a hands-on inquiry-based science lab for grades Pre K through 6. Tad was a lead Science teacher for the Vashon Compact urban renewal project. He completed the National Boards/Elementary Generalist candidacy program. SLPS nominated him for Missouri Teacher of the Year in 2000 and named Tad Community School Teacher of the Year in 2001. He was nominated nationally for National Science Teacher of the Year in 2005.

Tad left SLPS in 2007 and entered the charter school arena as a founding member of the Academy of Environmental Science and Mathematics. As part of its administrative team, he served as instructional coordinator and federal programs director. In these positions, he also supported the team’s work with school management, budgeting, state and federal compliance issue resolution, SPED B compliance and general operations.
**Our Permanent Consultants**

**Dr. Thurma DeLoach**
Dr. DeLoach received her Bachelor's degree in Psychology at the University of Delaware and Masters degree in Communication Disorders: Learning Disabilities from Northwestern University. She received her Ph.D. in Education: Special Education from the University of Kansas.

Throughout her long career in education, Thurma has served as Assistant Superintendent for Special Services for the Wentzville R-IV School District and Executive Director of Special Programs for the Kirkwood School District. She is a 2013 recipient of the Missouri Council of Administrators of Special Education's Distinguished Service Award.

Thurma partners with our schools to develop and implement:
- Strong systems for supporting the academic and social-emotional needs of students including students with advanced learning potential.
- Research-based and compliant systems for students eligible for Special Education services or Section 504 accommodations.

**Shannon Spradling**
Shannon is a native of Carthage, Missouri and currently resides in the Kansas City Metropolitan Area. Shannon has been involved in education and non-profits his entire adult life. He received his Bachelor of Science in Business Administration from Missouri Southern State University with a dual major in accounting and finance. Upon completion of college, he worked for the Missouri Department of Elementary and Secondary Education for five years. There he served as an accountant in the School Food Service Section, budget analyst in the Desegregation Section and as a consultant in the School Finance Section. Shannon then went to work for the Genesis School, Inc., an alternative school serving inner city youth in Kansas City, MO, as the Chief Financial Officer/Director of Administration. During his seventeen years at Genesis, he completed his Masters in Business Administration from Rockhurst University with an emphasis in management. After Genesis, he then worked for the Missouri Charter Public School Association (MCPSA) as the Chief Administrative Officer, serving as the internal CAO and consulting with Missouri charter schools externally. After serving two years with MCPSA, Shannon began his own consulting service to non-profits and charter schools serving organizations statewide.

Shannon reviews our schools’ annual budgets, monthly financial statements, financial controls and annual audits to ensure that financial and operational practices are in compliance with state and federal guidelines. He supports our schools’ efforts to maintain a strong, solvent fiscal status.

**Our Partners**

**University of Missouri, St. Louis**
Our office connects our schools to valuable resources at UMSL in general and the College of Education in particular. UMSL programs that have worked with our schools in the past include, but are not limited to:
- School Psychology
- School Counseling
- Math Education
• School Leadership
• Science Education
• Studio Schools
• The School of Optometry
• The Gateway Writing Program
• Governing Board Development
• Character Education
• Continuing Education for teachers
• Regional Institute of Tutorial Education

St. Louis Region
We also connect our schools to educational resources beyond UMSL. They include, but are not limited to:
• Big Brothers, Big Sisters
• BJC-Children’s and BJC Behavioral Health
• George Warren Brown School of Social Work at Washington University
• CHADS Coalition for Mental Health
• Character Plus
• Social Venture Partners; Regional Business Council
• The Federal Reserve Education Department
• IFF (financing and real estate services)
• The Little Bit Foundation
• Springboard Educational Organization

Financial Support
Missouri’s Department of Elementary and Secondary Education (DESE) funds charter school sponsors to support their efforts to fulfill state-mandated responsibilities. In turn, our office allocates some of these funds to support our school’s efforts to reach their visions. Two key elements of this direct funding are:

• Continuing education for teachers and staff: Our office funds scholarships for teachers taking courses at UMSL to improve their teaching and school leadership skills.
• Mini-grants: Our schools can request funds to support initiatives that meet identified areas of need. These include but are not limited to:
  o Professional development for teachers and staff
  o School leader coaching
  o Curriculum audits
  o Curriculum development
  o Purchase of curriculum materials, texts, and science supplies
  o Board training and development
  o Strategic planning.

Research
The UMSL Charter School Office does not conduct research primarily for publication on any of its charter schools. We do collect data and monitor student achievement at our schools as part of our oversight responsibilities. We carry this out in a manner that maintains student and teacher...
privacy. At times, our office does receive requests to conduct research from UMSL faculty or the charter schools themselves. The UMSL CSO’s highest priority is to not overburden its charter schools with time-consuming research requests of questionable value to the school. Regarding research on our schools, UMSL’s Charter School Contract reads as follows:

**Article I, Section 5**

The parties hereto agree that UMSL is a research university and that <school name> will be open to the review of UMSL research proposals and be willing to engage in projects that will provide mutual benefit to <school name> and UMSL in promoting scientific evidence to improve the educational enterprise.

Our office interprets this section to mean the following:

1. Our schools are expected to review proposals from UMSL researchers and can engage in any project that the school decides would be beneficial to the school.
2. UMSL cannot and will not compel a school to engage in any research project.

Any time “human subject” research, or research being conducted primarily for publication, is requested and agreed upon, then prior approval by the UMSL Social Science Institutional Review Board (IRB) must be obtained. The following factors are considered when approving research:

1. Will the research provide valuable information to the administration of the UMSL Charter School Office or the charter school they sponsor?
2. Is the research of an applied nature resulting in better services to students?
3. Does the research provide valuable historical information about charter schools?
4. Does the research fill an important void in educational research, especially charter school educational research?
5. Is the person conducting the research a member of the University of Missouri System?

The UMSL Charter School Office’s executive director will make final determination on all research.

**Our Office**

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Tad Hartmann: Phone 314.516.4874
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Statutory Requirements: Sponsor Commitment and Capacity

The following statutes and codes form the basis of UMSL's responsibilities related to commitment and capacity:

✓ _168.133.1_: UMSL will retain records ensuring that all individuals working in the sponsor's office who have contact with students will complete criminal background and FCSR checks.

✓ _160.400.11(5)_: UMSL will provide capacity to review all data for charter schools in the Missouri Comprehensive Data System.

✓ _160.400.16(1) – (6)_: UMSL will development policies and procedures guiding our sponsorship of charter schools as outlined in this section.

✓ _5_CSR_20-100.260 (5)_: This section of the Code of State Regulations pertaining to Standards for Charter Sponsorship details the sponsor's monitoring responsibilities related to sponsor commitment and capacity.
Section 2: Application Process and Decision Making

UMSL seeks high-quality applications from individuals and groups who have the skill, capacity and vision to initiate and sustain high quality public charter schools. Priority is given to applications that focus on alternative education, and educating high-risk students and the reentry of dropouts (Missouri Revised Statutes 160.405.2(5)). Over the last decade, UMSL has learned a great deal about what it takes to establish and operate a high quality public charter school. Clearly a strong educational program is a critical ingredient for success. Equally important are the organizational and financial practices, systems and leadership that support the program. As more has been learned about the elements of successful charter schools, these lessons have translated into policies and practices for determining which applications should be approved and which should not.

Application Submission Deadlines

UMSL CSO will accept applications at any time after an applicant first submits a prospectus and is then invited to apply. Our office has 90 days to review the full application and determine if it will sponsor the proposed school. Missouri Statutes require charters be granted by the State Board of Education by January 31 in order to open school the following school year. In order to meet this deadline, the UMSL CSO must receive the application by July 1.

Applications received July 1 or after will be reviewed for opening a year following the next school year, unless otherwise decided by the UMSL CSO. We are now accepting applications for 2019-20 school openings.

Application Process

UMSL’s application process in brief is as follows:
- Step 1: Prospectus Submission
- Step 2: Application Submission
- Step 3: Application Evaluation and Capacity Interviews
- Step 4: UMSL CSO Decision
- Step 5: DESE Submission and State Board Approval

STEP 1: Prospectus Submission

All new school applicants begin the process by submitting a prospectus. This “executive summary” describes the basic elements of the applicant’s plan for establishing a charter school.

Prospectus Content
A thorough prospectus addresses the following:
- The school’s mission
- The school’s location and targeted student population
- The number of students the school plans to serve in the first year and when it is at full enrollment, the grades served, and the anticipated opening date
• The school design:
  o If a replication of an existing model, include links to websites and performance data along with contact information for existing school(s)
• A day in the life of the school for students, staff, parents, etc.
• Expected academic, operational, financial outcomes
• Evidence for, or explanation of, how the school design can produce those outcomes
• The school’s innovation
• The founding team:
  o List of 501©3 board members and any identified staff
  o A description of the capacity to open and operate the school
• Plans to secure a facility for the school
• A cash flow statement for the period from application to opening.
• Resumes, vitas, and/or any other relevant information regarding the school’s founding board and any identified staff. These pages do NOT count towards the five-page maximum.

Prospectus Format
• Maximum five (5) pages
• Submitted electronically via email as a PDF to Bill Mendelsohn - mendelsohnb@umsl.edu
• All pages numbered
• One-inch margins on all sides
• Minimum 11-point font
• Times New Roman or Cambria font
• All spelling and grammar correct
• Spacing standard single space
• No attachments or ancillary documents
• Embed links to research, charter management organizations, existing schools as applicable
• The resumes, vitas, and cash flow statement do not need to follow the previous editorial requirements, but should be part of the single PDF.

Initial Review and Invitation to Apply
Once received, the UMSL CSO will have fourteen (14) days to review the prospectus. At this stage, the submitted documents should demonstrate that the founding team has:

• A compelling reason to open a charter school—whether by doing something different, better, or for a different population—as schools of choice, the applicant should be able to show a need and demand for their proposed school, for the population they intend to serve, in the area they intend to offer it;

• A sound educational model—whether an established school model or a new innovation, the founders will have a strong research or experiential basis for a high expectation of a quality education for their expected population;

• Strong support—may be financial or in-kind, but starting a charter school is a resource intensive endeavor with a high possibility of failure, so a successful
operator will have spent years developing the support network of families, agencies, teachers and other educational professionals, and funding to be successful; and

- Board capacity—with the diversity of skills and knowledge, experience, and ability to attract and identify strong school leadership and provide stability to nurture the organization.

The UMSL CSO reserves the right but is not obligated to request additional information based on the Prospectus prior to determining whether to invite the applicant to submit a full application. Additional reviews, such as professional consultant evaluations, interviews and due diligence on programs the applicant proposes to use, also may be conducted.

If the prospectus and additional information based upon it demonstrate the foregoing characteristics, the UMSL CSO will invite the applicant to submit a full application. **In order to open school the following school year, the UMSL CSO must receive the school's application by July 1.**

**STEP 2: Application Submission**

The applicant submits an application that details the education, organization, governance and business plans of the school. You can find the full application and guidance on our webpage. The applicant must provide evidence of capacity of the founding group to govern and manage a public school. A successful application provides data on prior school success or evidence as to why the innovative approach has a likelihood of success. It also has appendices that include:

- Articles of Incorporation and Bylaws
- Five-Year Budget and year-one cash flow analysis with budget assumptions noted
- Board Member resumes, with a minimum of seven board members

The founding board of the school must formally approve the application and its board president must sign the DESE Cover Page.

We highly recommended that all applicant or prospective applicants consult the collection of approved charter applications available online at DESE: [http://dese.mo.gov/quality-schools/charter-schools/applications](http://dese.mo.gov/quality-schools/charter-schools/applications).

**STEP 3: Application Evaluation and Capacity Interview**

Once submitted, the Charter School Office staff, its portfolio of consultants, and the Dean of UMSL’s College of Education rigorously evaluate each application. The process includes a thorough review of the written proposal including its financial operations, five-year budget projections, and student support systems. The review may include analyses by external consultants to assure the applicants have the experience and capacity to govern and manage a high performing public school and have considered the myriad details required to start and maintain one. The office will also exercise due diligence to examine the applicant team’s experience and capacity. The UMSL Application Guidance includes specific evaluation criteria.
Applicants must present the following elements in the completed application:

- A clear and compelling mission and vision
- A quality educational program
- A solid business plan
- Strong evidence that effective governance and management structures, systems and expertise are in place
- Profiles of founding team members demonstrating diverse and necessary capabilities
- Clear evidence of the applicant’s capacity to execute its plan successfully
- A viable plan and financial capacity to secure a facility to house the school
- A closure plan

Prior to the final decision, applicants are required to participate in a capacity interview with Charter School Office Staff and the Dean of UMSL’s College of Education. Participants must include the charter public school governing board chair and school leader (if identified). The applicant team may also consist of board members, and any identified staff.

The purpose of the interview is to further determine the capacity of the governing group and founding staff, their understanding of their roles and their knowledge of their model. Interviews are highly structured, with specific questions relating to the application, the backgrounds of the petitioners and the needs of the community.

The UMSL CSO will grant sponsorship approval only to those applicants that have demonstrated competence and capacity to succeed in all aspects of the school, consistent with the stated approval criteria outlined in the application guidance.

**STEP 4: UMSL CSO Decision**

The UMSL Charter School Office will issue a written letter of acceptance or denial within 45 days from receipt of the application. If the office chooses not to sponsor an applicant, the letter of denial will provide reasons for denial with a copy sent to the Department of Elementary and Secondary Education.

**STEP 5: DESE Submission and State Board Approval**

Once the Charter School Office approves the application, it will work with the applicant team to prepare it for submission to the Missouri State Board of Education (MOSBOE). Together, our office and the applicant team will negotiate and approve a five-year performance contract that includes measurable student academic achievement targets and include it in the application appendices. To examine the performance contract template, see Appendix 4: UMSL Charter School Performance Contract Template. The team will also approve an assurance statement that the school will comply with all state and federal statutes and regulations that govern Missouri’s charter public schools.

The final application and agreements, with a sponsorship letter from the UMSL CSO are submitted to the MOSBOE for approval, as outlined in Missouri’s Revised State Statutes. The
Department of Elementary and Secondary Education has 60 days to review the application on behalf of the State Board of Education and may offer recommended changes to assure alignment with statute and regulations. Applicants are not required to accept Department recommendations outside of statutory or regulatory requirements.

Currently, MOSBOE reviews applications no later than the January meeting for schools that plan to open the following calendar year. The Office of Quality Schools (OQS) of DESE—shepherds the application through the state board approval process. To be placed on the agenda of the January state board of education meeting, the OQS requires submission of the final version of the application no later than **November 1**. MOSBOE also reviews applications earlier in the year. Final applications should be submitted to DESE at least six weeks prior to a particular state board meeting date. Accompanying the application will be a statement of finding that the application meets all requirements.

**UMSL-Charter School Contract**

Upon the MOSBOE’s approval of the application, UMSL and the approved school agree to a separate contractual agreement that lays out additional terms defining the relationship between the two. The term of this contract covers the period from the MOSBOE approval date to the end of the first five years of the school’s operation. To examine the full contract template, see Appendix 2: **UMSL-Charter School Contract Template**.

**Third Party Providers of Educational Design and/or Management**

A charter school that contracts with third party providers of educational design and/or management must include additional provisions and structures within its application that verify rigorous, independent contract oversight by its governing board and the school’s financial independence from the external provider. This includes the following:

- Its governing board is independent from the third party provider’s management and/or governing board.
- The school’s finances are separate from the provider’s finances.
- The school’s financial operations and decision-making are independent of the provider’s operations and governance.

UMSL does NOT accept applications from Educational Management Organizations that practice a policy of retaining ownership of the building in which the charter schools they manage are located.

**Charter Amendment Process**

It is possible that once a school begins operation, school leadership will determine that a provision of the charter needs to be revised or eliminated. The process for amending the charter is as follows:

- The school leader submits proposed amendment to the board of directors.
- The board approves the proposed amendment at one of its meetings.
• The board president submits a letter along with the proposed amendment requesting UMSL CSO approval
• UMSL CSO approves the amendment
• Within 30 days, UMSL CSO sends written notification that we approved the amendment to the school’s board of directors and to DESE.

Statutory Requirements - Application Process and Decision Making:

The following statutes and codes form the basis of UMSL’s responsibilities related to the application process and decision making:

_160.405.2(1):_ UMSL will provide an application process that will determine if an applicant is sufficiently qualified to operate a charter school

_160.405.2(2):_ UMSL will provide applicants written letter(s) of denial, with the reasons for denial, and copy the state board

_160.405.2(4):_ When granting charters to similarly qualified applicants, UMSL will give priority to charter schools oriented to high-risk and reentry of dropouts

_160.405.3:_ UMSL-approved charter applications will be submitted to the state board of education with:
  • A statement of findings related to meeting legal requirements
  • A plan to monitor the academic performance of the applicant

_160.405.5(8):_ Any request for further review by the state board of education includes:
  (a) Documentation that a copy of the charter application was provided to the St. Louis Public School District Board of Education
  (b) A statement outlining the reasons for approval or disapproval addressing statutory requirement

_5_CSR_20-100.260 (2):_ This section of the Code of State Regulations pertaining to Standards for Charter Sponsorship details the sponsor’s responsibilities related to the charter school application process and decision making.

UMSL-Charter School Contract – Related Sections

Also refer to [Appendix 2: UMSL-Charter School Contract](#): Article II.
Section 3: Board Support

The ability of the charter school to carry out its mission and vision depends on the strength of its organizational foundation. A critical element of this foundation is the charter school board itself. The board carries the mission of the school into the community and brings the views of the community into the school. The success of the charter school often rests on the success of the charter school board.

Recognizing this critical piece, the UMSL Charter School Office focuses energy towards general board oversight, development and support.

Oversight/Compliance

As part of its oversight responsibilities, the CSO:

- Ensures that board members have a criminal background check and FCSR check (Family Care Safety Registry), as is done for all school employees as part of the board selection/induction process.
- Monitors the submission of required ethics commission paper work annually.
- Attends all board of directors’ meetings as our capacity allows.
- Requires boards to submit all meeting agendas, document packets, monthly financial reports and approved minutes to our office for review.
- Monitors the school website and meetings to ensure that all meetings/business is conducted in compliance within the frameworks of the Missouri Sunshine Laws.
- Requires that board submit all board policies and amendments to our office for review; with special regard to areas of state and federal compliance or areas of possible conflict of interest.

Development and Support

The CSO encourages and ensures that charter board members have adequate development, support and training to fulfill their position by:

- Requiring the board to complete an annual board self-evaluation.
- Evaluating school governance as part of the school annual review.
- Requiring the board to develop an annual board development plan based on the self-evaluation.
- Informing the board of development opportunities offered by organizations such as the Missouri School Board Association and the Missouri Charter Public School Association.
- Monitoring board participation in board trainings.
- Annually allocating funds with the specific intention of offsetting board-training costs.
Statutory Requirements – Board Support:

The following statutes and codes form the basis of our schools’ and UMSL’s responsibilities related to board support:

- **160.400.7, RSMo**: The charter board retains status as a Missouri non-profit corporation.

- **105.483 and 105.492, RSMo**: Charter board members submit ethics commission paperwork annually.

- **160.400.15, RSMo**: Charter boards have policies in place to prevent conflict of interests with the charter school.

- **160.400.14, RSMo**: All charter board members have criminal background and FCSR checks.

- **610.010-610.030, RSMo**: UMSL must monitor whether charter school board and committee business is conducted as outlined in the Missouri Sunshine Laws.

- **5_CSR_20-100.260 (3)**: This section of the Code of State Regulations pertaining to Standards for Charter Sponsorship details the sponsor’s monitoring responsibilities related to board support.

UMSL-Charter School Contract – Related Sections

Also refer to Appendix 2: UMSL-Charter School Contract: Articles II, IV and V.
Section 4: Student Achievement

Simply stated, the most important priority for our schools is supporting academic progress that puts all students on paths of opportunity in their lives. Your charter application describes the curricular and instructional program in place to meet this priority as well as how you intend to monitor student academic progress. The state and UMSL CSO expect you to administer internal benchmark assessments during the school year that enable teachers to adjust instruction if necessary to meet each student’s academic needs. Each spring, your students are required to participate in Missouri’s statewide system of assessments (MAP). DESE compiles your school’s annual state-assessment, attendance, graduation and other student measures to determine your school’s Annual Performance Report (APR). This report, released to the public, is a key indicator of how well your school is succeeding in preparing your students for success in school and beyond.

Oversight/Compliance

As part of its oversight responsibilities, the CSO:

- Ensures that the school curriculum is aligned to Missouri Learning Standards

The Performance Contract

The UMSL CSO’s foremost responsibility is to monitor your students’ academic achievement to ensure that they are receiving a quality education. Each summer, our office carefully reviews your school’s APR and MAP outcomes and, if necessary, revisits the Performance Contract that was incorporated in the charter with your school leader. The Performance Contract lays out the school wide academic and attendance targets for each year of the charter. (Refer to Appendix 4: UMSL-Charter School Performance Contract Template.) Our office seriously considers APR scores and student achievement outcomes relative to the Performance Contract when making expansion, intervention, renewal, revocation and closure decisions. (Refer to Section 8 below for our policies, processes and procedures concerning these decisions).

Support

In addition to oversight and accountability, our office strongly believes in supporting your efforts to deliver an instructional program that drives successful student achievement. We partner with you to identify areas of strength and improvement and encourage your instructional leaders to use this knowledge to inform decisions around actions that effectively address areas of improvement. Once these decisions are made, we help connect the school to external resources necessary to execute them, and in many cases, provide financial support.
Statutory Requirements – Student Achievement:

The following statutes and codes form the basis of our schools’ and UMSL’s responsibilities related to student achievement:

**_160.405.4(6)(a), RSMo:_** UMSL will monitor that our schools:
- Design a method to measure pupil progress toward the pupil academic standards adopted by the state board of education pursuant to the provisions of Section 160.514, RSMo
- Collect baseline data for the purpose of determining how the charter school is performing and, to the extent applicable, shall participate in the statewide system of assessments comprised of the essential skills tests and the nationally standardized norm-referenced achievement tests, as designated by the state board of education pursuant to the provisions of Section 160.518, RSMo.

**_160.405.8:_** UMSL shall have policies and processes in place related to school intervention and revocation of the charter based on performance deficiencies.

**_5_CSR_20-100.260 (4):_** This section of the Code of State Regulations pertaining to Standards for Charter Sponsorship details the sponsor’s monitoring responsibilities related to student achievement.

**UMSL-Charter School Contract – Related Sections**

Also refer to Appendix 2: UMSL-Charter School Contract: Articles II, IV and V.
Section 5: Fiscal Management

As schools are in the business of educating students, academic performance should be the primary outcome by which a charter school is evaluated. But a charter school cannot provide students with a good education if it cannot meet payroll, afford to keep the lights on in the building, or worse yet, improperly uses public funds that should be spent in the classroom. Clearly, fiscal health is a key indicator of charter school success, and monitoring financial performance and position is inherent to quality charter school sponsorship.

Oversight/Compliance

The UMSL CSO and its financial consultants closely monitor school financial operations and performance to ensure that the necessary safeguards are in place to maintain a solvent fiscal status. As part of oversight responsibilities mandated by state statute and DESE, the Charter School Office and its financial consultants:

- Monitor all monthly financial reports and remain in constant communication with school leaders and their financial teams regarding the budget and monthly expenses.

- Ensure that the school acquires the services of a qualified independent auditor to conduct an annual financial audit and that the summary is published in a local newspaper for public access.

- Monitor that all financial controls are in place to assure that all state and federal revenue are expended for sole purpose of operating the school.

- Ensure that the schools utilize the coding procedures prescribed in the Missouri Financial Accounting Manual.

- Ensure that the school board of directors reviews a monthly check register and approves payments exceeding an amount agreed upon with the CSO prior to issuing payment.

- Ensure that the school board of directors has control of all bank accounts where state and federal money is deposited.

- Monitor compliant fiscal management of all federal funds.

- Ensure that the school has in place and follows a procurement process when contracting for services and purchases (when required by law).

- Monitor the submission of the Annual Secretary of the Board Report (ASBR).
**Financially Stressed Status and Other Financial Concerns**

In the case that a charter school is identified by DESE as having a fiscal status of financially stressed, the CSO ensures that the school develops a budget and plan to rectify any financial deficits.

In the case that a charter school’s expenditures for the preceding fiscal year exceed receipts, the CSO will examine whether this is due to recurring costs, and if this is the case, ensure that the school develops a budget and plan to rectify any further financial deficits.

**Statutory Requirements – Fiscal Management:**

The following statutes and codes form the basis of our schools’ and UMSL’s responsibilities related to fiscal management:

- **160.417.1 - 4 RSMo:** UMSL will provide oversight with any financially stressed schools as they develop a budget and financial plan.

- **160.405.4(4) RSMo:** UMSL will ensure that the charter school acquires the services of a qualified, independent auditor to conduct an annual financial audit.

- **160.405.4(4) RSMo:** UMSL will ensure that all required financial controls are in place to assure that the revenue received for school operations are expended for that purpose:
  1. A requirement that a monthly check register is reviewed and approved by the local board prior to issuing payment.
  2. The bank account where state funds are deposited must be established and under the control of the charter board.

- **160.415.5 RSMo:** UMSL will closely monitor the submission of the Annual Secretary of the Board Report (ASBR) and the annual audit to the Department of Elementary and Secondary Education.

- **34 CFR 80.36:** UMSL will ensure that the charter school will have a procurement process in place as required by the *Code of Federal Regulations*.

**Fiscal Guidance for Federal Grant Programs:** UMSL will closely monitor that the charter school shows fiscal management of federal grant programs in accordance with terms these guidelines.

- **165.121.5, RSMo:** UMSL will closely monitor that the school’s annual audit summary is published in a local newspaper.

- **160.405.1(10), RSMo:** UMSL will closely monitor that the charter school utilizes the coding procedures prescribed in the *Missouri Financial Accounting Manual*.

- **5_CSR_20-100.260 (5):** This section of the Code of State Regulations pertaining to *Standards for Charter Sponsorship* details the sponsor’s monitoring responsibilities.
related to fiscal management.

**UMSL-Charter School Contract – Related Sections**

Also refer to [Appendix 2: UMSL-Charter School Contract](#): Articles II, IV, V and VI.

**Links to Related Documents: Fiscal Management**


Section 6: Reporting

The State of Missouri has a responsibility to thoroughly and effectively monitor public charter schools since public money funds the schools’ daily operations and educational services. Most of this accountability piece is in the form of data submission to DESE. The objective is to create a level of transparency and accountability assuring that a quality educational product is available for each student from the time they enter kindergarten through high school commencement. In addition, safeguards must be in place to protect student and family data that may be deemed “personal” or “private.” Finally, a charter school must notify DESE if it amends its charter.

Oversight/Compliance

To assist schools in meeting these requirements, UMSL CSO has access to many of our charter schools’ document submission portals at DESE, where we can directly review their documents. We also serve as a liaison between DESE and our schools when DESE reports missing documentation. We offer support to help a school submit any missing data or documents to DESE. In addition, our schools must submit data and/or documents that DESE does not directly collect to fulfill our own oversight and compliance responsibilities. Schools upload these documents directly to our office’s data storage system maintained at a Google Drive site. Finally, during our annual review of each of our schools, we monitor our schools’ student and family record keeping systems. In these ways, the UMSL CSO:

- Ensures that data submissions are accurate, complete and timely.
- Monitors that schools maintain student record systems that can be transferred electronically for state and federal reporting.
- Monitors that the schools keep records on file that meet the requirements of the general record retention schedule and the public school record retention schedule. https://www.sos.mo.gov/CMSImages/LocalRecords/General.pdf http://www.sos.mo.gov/cmsimages/localrecords/publicschool.pdf
- Ensures that the UMSL CSO annually submits information on the school’s performance to the Joint Committee on Education.
- Ensure charter schools adopt policies consistent with the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act (HIPAA) guidelines to the extent they are applicable.
- Ensure that appropriate school personnel have access to Missouri Student Information System (MOSIS) and core data to make accurate, complete and timely data submissions.
- That approved changes to a charter throughout the term of the charter will be submitted within thirty (30) days of approval and an electronic copy will be submitted to the department reflecting approved changes. (For our charter amendment process, refer to Section 2 above.)
Statutory Requirements – Reporting

The following statutes and codes form the basis of our schools’ and UMSL’s responsibilities related to reporting:

- **160.400.17(1), RSMo:** By Oct. 1 each year, UMSL will identify any charter schools experiencing financial stress and report this information to DESE. If DESE designates that a school is financially stressed, by Nov 1, UMSL will notify the charter school board, and ensure that the board develop and approve a budget and education plan to be submitted to the sponsor within 45 days. Minimum requirements for what must be included in the plan are specified. UMSL may make suggestions to improve the plan. DESE may withhold any payment of financial aid otherwise due to the school until the sponsor and charter school are in full compliance with these requirements.

- **109.255, RSMo:** UMSL will closely monitor that the charter school retains necessary records as required by the general record retention schedule and the public school retention record as authorized in this section.

- **160.400.12, RSMo:** Sponsors receiving funds under subsection 11 of this section shall be required to submit annual reports to the Joint Committee on Education demonstrating they are in compliance with subsection 17 of this section.

- **5_CSR_20-100.260 (6):** This section of the Code of State Regulations pertaining to Standards for Charter Sponsorship details the sponsor’s monitoring responsibilities related to reporting.

UMSL-Charter School Contract – Related Sections

Also refer to Appendix 2: UMSL-Charter School Contract: Articles II, IV and V.

Links to Related Documents: Reporting

- **Family Educational Rights and Privacy Act (FERPA)** to the extent that it is applicable to charter schools. [http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html](http://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html)

- **Health Insurance Portability and Accountability Act (HIPAA)** guidelines to the extent they are applicable to charter schools [http://www.hhs.gov/ocr/privacy/](http://www.hhs.gov/ocr/privacy/)
Section 7—Oversight and Evaluation

The charter school concept is built on the premise that in return for greater autonomy, charter schools are held accountable to commitments and agreements made in their charters, as well as to all applicable federal and state statutory and regulatory requirements. Through oversight, it is the sponsor’s role to ensure that:

- They uphold their agreements and commitments as stated in their charters.
- They are in compliance with federal and state statutes and regulations.
- Their organizational and financial operations and academic programs are strong.

Annual Review Process

The UMSL CSO fulfills its oversight responsibilities by conducting an ongoing standards-based* annual review process in a variety of ways throughout the school year. It begins with an examination of a host of information about an individual school, some of it provided by the school to our office; including sponsor-required documents, assessment data, and financial audits that provide evidence of academic and organizational health. Our office carefully reviews this information along with DESE generated reports including annual MSIP-5 data and the Annual Performance Review (APR). While such documentation provides important information on how a school is performing, the UMSL CSO understands that “seeing is believing” and has incorporated monthly on-site visits into its charter school annual review process along with an in-depth full day site visit held in the spring on each campus. The UMSL CSO executive director and assistant director review all board meeting agendas, minutes and document packets and attend most board meetings. The executive director meets periodically with each school’s board president. The Dean of UMSL’s College of Education visits the school and meets with the school leader once a year. The school’s board president attends this meeting. Each month, our consultants, Dr. Thurma DeLoach and Shannon Spradling, review school performance related to student support and school finance, respectively. Our office also stays in close communication with various offices within DESE to monitor school compliance with state and federal guidelines and works with our schools to address any issues that may arise. Upon release of MSIP-5 and APR data, our office finalizes each school’s Annual Review Report that identifies areas of strength and improvement. The school’s board of directors are required to review this report.

* Refer to Appendix 3: UMSL Charter School Annual Review Standards and Indicators.

The Full Day Site Visit

The site visit provides a mechanism for our office to verify and corroborate information collected throughout the year by gauging the culture and climate of a school, gathering additional evidence on school performance from a range of perspectives. The UMSL CSO site visit includes:

- School Leader Interviews
- Teacher Interviews
- Staff Interviews
- Parent Interviews
- Student Interviews
- Board Member Interviews
Required Document Submission

To better assure that schools meet and maintain all of their State/Federal/Local compliance and reporting responsibilities, the UMSL CSO has developed a Required Document Submission Checklist. While many documents require an annual submission, some are monthly (such as financial reports, board meeting minutes, agendas and board packets).

Ensuring Non-discrimination

Charter schools in Missouri must comply with non-discrimination laws that protect the rights of all students, faculty and staff. The UMSL CSO has the following systems in place to monitor that all schools have the necessary non-discrimination safeguards to meet local, state and federal compliance:

- Monthly School Leader Visits
- Review of board meeting agendas, minutes and document packets
- Attendance at board meetings
- Annual Review
- UMSL CSO Required Document Checklist: board policies and school procedures
- Monitoring of lotteries

Parent, Student and Community Concerns

A charter school board is required by law to have a policy that addresses parent, student and community concerns.

The UMSL CSO monitors that a policy, along with processes and procedures, is in place and that the school follows the policy through:

- Monthly school leader visits
- Regular attendance at board meetings
- Annual Review Process
- Review of student and parent surveys
- UMSL CSO Required Document Checklist:
  - Board policies and school procedures
  - Student and parent handbooks
- Monitoring parent complaints received by our office
Teacher Certification and Background Checks

It is a goal for all of the UMSL sponsored charter schools to employ only certified teachers and staff (when applicable) as required by state law and the NCLB act. A school must have a plan in place to rectify any certification issues as they arise. All school board directors and school faculty and staff are required by law to undergo criminal background and Family Care Safety Registry (FCSR) checks.

The UMSL CSO regularly monitors teacher/staff certification and compliance with background check statutes by:

- Reviewing certification data in ePeGS
- UMSL CSO Required Document Checklist:
  - Board policies
  - Assurance of Board Criminal Background and FCSR Checks
  - Assurance of Faculty/Staff Criminal Background and FCSR Checks
- Reviewing the school's certification intervention plan
- Monthly school leader visits
- Annual Review

Our office works with our schools to address any compliance issues that arise.

State-Federal-Local Statute Compliance

Charter schools must meet and maintain the same compliance requirements in certain educational areas as any publicly funded educational institution in the state of Missouri. Compliance areas include but are not limited to: Special Education, Federal Programs (Title I, II and III), vocational/career education, food service. Related to this are services for foster, homeless, migrant and English language learner (ELL) students. Locally, our schools must obtain building, elevator, and health and safety permits. The UMSL CSO monitors a wide variety of compliance areas through:

- UMSL CSO Required Document Checklist:
  - Board policies and school plans
  - Permits
- Monthly school leader visits
- Annual Review

Links to Related Documents: State-Federal-Local Statute Compliance


**MAP Testing**

It is a state requirement that all students attending charter schools in the state of Missouri participate in the Missouri Assessment Program (MAP). The UMSL CSO monitors that all students participate through:

- Monthly school leader visits
- UMSL CSO Required Document Checklist:
  - Board policy and school procedures
  - State exam testing calendar

Our office also identifies resources on test security and data analysis and shares them with our schools.

**Links to Related Documents: MAP Testing**


**Voluntary Interdistrict Choice Corporation (VICC)**

Charter schools enrolling eligible students under the Voluntary Interdistrict Choice Corporation must maintain accurate state reporting as required by state law. UMSL CSO responds in a timely manner to DESE concerns about students enrolled under the Voluntary Interdistrict Choice Corporation. Our office also regularly provides our schools with updates on student eligibility and county districts currently participating in the program. [http://www.choicecorp.org/](http://www.choicecorp.org/)

**Statutory Requirements – Oversight and Evaluation:**

The following statute and code form the basis of UMSL’s oversight and evaluation of its charter schools:

- **160.410.1(2):** A charter school shall enroll:
  - (1) All pupils resident in the district in which it operates;
  - (2) Nonresident pupils eligible to attend a district’s school under an urban voluntary transfer program

- **5.CSR.20-100.260 (7):** This section of the Code of State Regulations pertaining to Standards for Charter Sponsorship details the sponsor’s Oversight and Evaluation responsibilities.

**UMSL-Charter School Contract – Related Sections**

Also refer to [Appendix 2: UMSL-Charter School Contract](#): Articles II, IV, V and VII.
Section 8—Intervention, Renewal, Revocation, and Closure

Our mission states that our office will “fight educational inequity in St. Louis by supporting successful charter schools.” Throughout the length of their charters, our schools may struggle to reach their visions for success. It is during these times when the decision-making process guiding our office’s actions must be transparent and consistently applied. When should the office intervene in a school’s management and operations? What conditions could lead to revocation of a school’s charter and termination of its contract with UMSL? What does it take for a school to successfully renew its charter? What happens if UMSL recommends that a school close its doors? The state of Missouri requires all charter school sponsors to have policies and processes in place to guide and carry out decisions concerning intervention, renewal, revocation and closure. This section presents our policies and procedures.
School Intervention Policy, Process and Procedures

**Intervention Policy**
*(Adapted from UMSL Contract template: Article 5: Sections 1 and 2)*

If UMSL determines that a school is failing to meet one or more required performance standards as established in the UMSL-school contract, but that such failure does not warrant termination, UMSL may designate the school to be in a probationary status for a defined period of time, not to exceed two years. During the probationary period, UMSL will require the school to implement a mutually agreed upon remedial plan with clear, measurable student performance outcomes to correct performance deficiencies described in writing by UMSL. UMSL may put the school on probation on any of the following grounds:

A. Failure to meet academic performance standards as set forth in the UMSL-Charter School Contract, the charter school application, the annual Performance Contract, or as reasonably required of the school in writing by UMSL. Specific criteria for intervention and/or probation are dependent on the opening configuration and subsequent expansion of grade levels of the school. For an example of specific performance standards that, if not met, could lead to interventions and probation, refer to Appendix 5: Intervention Criteria. It presents an excerpt from Vernare School’s charter application.

B. Failure to meet generally accepted standards of fiscal management;

C. Failure to provide information necessary to confirm compliance with all provisions of the charter and sections 160.400 to 160.425 and 167.349 within thirty (30) days following receipt of written notice requesting such information;

D. Material or intentional violation of applicable federal or state laws; or

E. There is a change in the provisions of Sections 160.400 through 160.425, RSMo which alters or amends the responsibilities and obligations of either Acronym or UMSL and the parties hereto are unable to agree upon amendments to this Charter School Contract necessary to conform its terms and conditions to said statutory amendments.

Data and factors that inform UMSL’s decision to intervene include, but are not limited to:

- School APR
- MSIP 5 data
- Attendance
- UMSL’s Annual Review
- End of year fund balance
- Fiscal management concerns
- Statutory non-compliance, including but not limited to: teacher certification, improper investment of funds, Special Education corrective action plans.
- Health and safety issues
**Intervention Process and Procedures**

**Probation**
The UMSL CSO provides a charter school with clear, adequate and evidence-based notice of problems. If the problems cannot be resolved in a timely manner, the UMSL Charter School Office’s Executive Director will draft a letter placing the school on probation, not to last more than two years.

**School Improvement Plan (SIP)**
The school, with the support of UMSL CSO drafts a school improvement plan with clear, measurable outcomes that address the identified problems. The plan also includes a timeline with benchmarks and the personnel responsible for attaining each benchmark. The school board and UMSL CSO must approve the SIP. Refer to Appendix 6: School Improvement Plan Template.

**Monitoring of School Improvement Plan (SIP)**
UMSL-COE will monitor execution of the plan on a regular basis. The school will report progress on a regular basis to inform UMSL’s monitoring including providing any data requested by UMSL to determine progress towards outcomes.

**Re-evaluation**
At benchmark points and the end of the probationary period, the UMSL COE will assess the extent to which the school has reached the SIP outcomes and make a determination among one or more of the following options:

1. Remove probation status
2. Renewal of the charter
3. Non-renewal of the charter
4. Termination of sponsorship and revocation of the charter
5. Immediate closure of the school
School Renewal Policy, Process and Procedures

School Renewal Policy

The UMSL Charter School Office implements a transparent and rigorous process that uses comprehensive data to make merit-based renewal recommendations to the Missouri State Board of Education.

The UMSL Charter School Office’s renewal decisions are supported by analyses and weighing data regarding a charter school’s performance over time in relation to the goals and terms of its charter application and Missouri’s pupil academic standards as adopted by the State Board of Education. Renewal decisions are informed by a comprehensive set of multiple sources, including the Missouri Assessment Program results, standardized test results, and internal building measures.

Renewal Criteria

The UMSL Charter School Office grants renewal only to charter schools with a quality educational program that has achieved the goals and standards set in its charter application, is organizationally and financially viable, and has been faithful to the terms of its charter application and applicable laws.

In order for UMSL Charter School Office to recommend a charter school for renewal, the school must demonstrate that it:

1. Meets academic performance standards as set forth in the Charter School Contract and the school’s Performance Contract. Standards for increasing student achievement include, but are not limited to:
   a. Demonstrates steady improvement in scores on the Missouri Assessment Program (MAP Test).
   b. Demonstrates one month or more academic gain per month of instruction as measured on internal standardized tests.
   c. Demonstrates MAP index scores better than district schools with similar demographics.


3. Provides evidence when requested to confirm compliance with all provisions of the charter and charter school statutes, regulations and codes.

4. Is in compliance with applicable federal or state laws, including Missouri State Charter School Law.

5. Is faithful to the terms of its charter application.

6. Providing an education of equal or greater quality than peer schools of similar size, demographics and scope in the St. Louis Public School District.

A charter school may have an expedited renewal process if it has an annual performance report consistent with a classification of accredited for three of the previous four years and is fiscally viable.
Specific standards and indicators our office uses to inform renewal decisions can be found in Appendix 3: Annual Review Standards and Indicators document.

UMSL is confident that our renewal decisions reflect sound and defensible judgments about school performance. Renewal decisions are not compromised by political influence. UMSL will provide a clear written procedure and timetable for making its renewal decision and if necessary, oversight of closure of an individual charter school; including but not limited to implementation of a closure plan, relocation of its students, transfer of student records, and dissolution of assets.

**Renewal Decision Making Process and Procedures**

1. **Introductory Meeting with the School** - late spring of the fourth year of the charter

   Charter school leaders meet with the UMSL CSO leaders. The primary purpose of this meeting is twofold:
   
   a. Clarify the decision-making process that determines if the school qualifies for renewal and continued sponsorship. The UMSL CSO will also inform the school leaders whether or not it is probable that the UMSL CSO will support renewal.
   
   b. Clarify the renewal application guidelines and process to be followed for subsequent submissions.

2. **UMSL Renewal Decision**

   **Note: In recent years, DESE’s release of the school’s most recent state assessment data has been in late October, making it challenging to adhere to the time line laid out in this section. Our office will make every effort to set up reasonable deadlines for each step of the renewal process.**

   UMSL CSO leaders will prepare a recommendation to renew or not renew the school’s charter for another five years for submission to UMSL’s Dean of the College of Education based upon careful analysis of the following:

   - The school’s student academic and financial performance over the first four years of the charter term
   - The school’s most recent state assessment data on student academic performance, along with that data’s relationship to performance data from previous years
   - UMSL’s annual reviews of the school over the first four years of the charter term
   - The school’s performance compared to schools within St. Louis Public School District with comparable enrollment and grade level configurations.

   The CSO leaders will meet with the Dean of the UMSL College of Education to review the recommendation.

   The Dean for the College of Education will render one of two decisions:

   1) **Support Renewal**: The Dean will direct the UMSL Charter School Office’s leaders to notify the charter school to submit a full renewal application. Subsequent to this decision:
- The UMSL Charter School Office’s Director will notify DESE that UMSL agrees to sponsor the renewing charter school.
- The school will follow the UMSL CSO Renewal Application process. (See below).

2) **Deny Renewal**: The dean will direct the UMSL Charter School Office’s leaders to notify the charter school formally in writing that the UMSL CSO will not renew sponsorship of the school following the term of the existing charter. Notification will include the reasons for the decision.

Upon receipt of the decision not to renew, the UMSL CSO and the school will prepare for closure during year five of the charter. The school will follow the UMSL CSO closure policy, processes and procedures.

**Renewal Application Process and Procedures**

If UMSL supports renewal, the school will complete a renewal application for submission to the Missouri State Board of Education through the Department of Elementary and Secondary Education. The renewal application process is more streamlined than the one for new charter school applications. In brief, here are the three steps in the renewal process:

Step 1: Application Submission
Step 2: DESE Submission and State Board Approval
Step 3: Contract Renewal

**STEP 1: Application Submission** - No later than November 1

**Application Template**
Currently, the UMSL Charter School Office recommends that our charter schools use DESE’s renewal application template. The department is piloting a new renewal application template so schools are unable to access it online at this time. The UMSL CSO office will provide the most current template to schools up for renewal.

**Required elements**
The UMSL Charter School Office requires all applicants to present the following elements in their renewal application:
- A clear and compelling mission and vision
- A quality educational program backed up with a Performance Contract
- A sound business plan and projected budget for the next five years
- Strong evidence that effective governance and management structures and systems will continue to be in place
- Plans for the school’s growth and development over the five-year length of the renewal charter
- Clear evidence of the applicant’s capacity to execute its plans successfully
- Assurance that the school understands the procedures for closure and distribution of assets.
- Appendices that include:
Articles of Incorporation and Bylaws
Five-Year Budget and year-one cash flow analysis with budget assumptions noted
Prospective Board Member resumes
A five-year Performance Contract

UMSL Collaboration and Review
The Charter School Office staff, its portfolio of consultants, and the UMSL Dean of the College of Education rigorously evaluate each element of the application. The CSO may raise concerns or recommend revisions and will work with the school to address them to finalize the document.

Five-Year Performance Contract
The UMSL CSO office and the applicant team will negotiate and approve a five-year performance contract that includes measurable student academic achievement targets and include it in the application appendices.

Board Approval
The board of the school must formally approve the application and its board president must sign it.

STEP 2: DESE Submission and State Board Approval
Once finalized and approved, a digital copy of the renewal application and agreements, with a sponsorship letter from the UMSL CSO, are submitted to the Department of Elementary and Secondary Education for the Missouri State Board of Education’s approval, as outlined in Missouri’s Revised State Statutes. The deadline for submission to DESE is January 1.

The Department of Elementary and Secondary Education reviews the application on behalf of the State Board of Education and may offer recommended changes to assure alignment with statute and regulations. Applicants are not required to accept Department recommendations outside of statutory or regulatory requirements.

At the Missouri State Board of Education February meeting, DESE’s Coordinator of the Charter Schools Program office and the UMSL CSO Director present the renewal application for review and approval. A hard copy of the final renewal application must be submitted to:
- Missouri State Board of Education, c/o: DESE Charter School Director, Jefferson State Office Bldg., 205 Jefferson St, Jefferson City, MO 65102
- St. Louis Public Schools, c/o Charter School Liaison, 801 N. 11th Street, St. Louis, MO 63101

STEP 3: The School and UMSL Renew Their Contract
Upon the MOSBOE’s approval of the application, UMSL and the approved school agree to a separate contractual agreement that lays out additional terms defining the relationship between the two. The term of this contract covers the next five years of the school’s operation. To examine the full contract template, see Appendix 2: UMSL-Charter School Contract Template.
School Revocation Policy, Process and Procedures

School Revocation Policy
(Adapted from UMSL Contract template: Article 5: Sections 1 and 2)

UMSL may terminate the Charter School Contract at any time if the charter school commits a serious breach of one or more provisions of the Charter School Contract. A “serious breach” is defined as a breach that relates to a material violation of Article II, Article IV, Section 6.2, Section 7.2, and/or Article VIII of this Charter School Contract and as further defined under Missouri law. (For the complete text of Article II, Article IV, Section 6.2, Section 7.2, and Article VIII, refer to Appendix 2: Charter School Contract Template)

UMSL may also terminate the Charter School Contract on any of the following grounds:

A. Failure to meet academic performance standards as set forth in this Charter School Contract, as set forth in the annual Performance Contract or as reasonably required of the school in writing by UMSL;

B. Failure to meet generally accepted standards of fiscal management;

C. Failure to provide information necessary to confirm compliance with all provisions of the charter and sections 160.400 to 160.425 and 167.349 within thirty (30) days following receipt of written notice requesting such information;

D. Material or intentional violation of applicable federal or state laws; or

E. There is a change in the provisions of Sections 160.400 through 160.425, RSMo which alters or amends the responsibilities and obligations of either the school or UMSL and the parties hereto are unable to agree upon amendments to this Charter School Contract necessary to conform its terms and conditions to said statutory amendments.

Data and factors that inform UMSL’s decision to revoke a charter include, but are not limited to:

- School APR and MSIP 5 data
- Attendance
- UMSL’s Annual Review
- End of year fund balance
- Fiscal management concerns
- Statutory non-compliance, including but not limited to: teacher certification, improper investment of funds, Special Education corrective action plans.
- Health and safety issues
School Revocation Process and Procedures
(Adapted from UMSL Contract template: Article 5: Sections 3-6)

Notification
At least ninety (90) days prior to terminating this Charter School Contract in accordance with the provisions of Article V hereof, UMSL shall notify a school’s board of directors in writing of the proposed action and the reasons therefore. Prior to such termination, and within two (2) weeks after receipt of such notice from UMSL, a school’s board of directors may request a hearing.

Hearing
If the charter school’s board of directors makes a timely written request for such a hearing to the UMSL CSO, the hearing shall be conducted in accordance with administrative hearing process established by the University of Missouri System and UMSL. To learn more about the process, refer to Appendix B: Revocation Hearing Process.

- A hearing, with oral testimony and written argument before the UMSL Administration, or their designee, will take place within two weeks of the written request from the board, unless both sides agree to a different time.
- Written notice from the UMSL Administration, or their designee, of the final revocation decision shall be provided within two weeks following the hearing.

Section 160.405.8(4), RSMo provides that final decisions of UMSL to terminate this Charter School Contract prior to the end of the term thereof shall be subject to an appeal to the State Board of Education, which shall determine whether the charter shall be revoked.

If revocation is upheld, a Closure Transition Team, consisting of representation from the UMSL-CSO, the charter school board, and the charter school shall be appointed to follow the UMSL-CSO closure process to ensure a smooth transition for students and staff. For more information concerning the school closure process, refer to the UMSL-CSO closure policy, processes and procedures below.

Timing
Except as provided in Section 5.6 of the Charter School Contract, no termination of the Charter School Contract by UMSL shall be effective until the conclusion of the school year in which such decision to terminate is made by UMSL.

Provisions for Immediate Closure
Section 5.6 of the Charter School Contract states that “If UMSL determines that continued operation of the charter school presents a clear and immediate threat to the health and safety of the children enrolled therein, the effective date of such termination shall be the date upon which UMSL renders its final decision to terminate.”
School Closure Policy, Process and Procedures

Closure Policy

The UMSL CSO understands that closure of a charter school can be very difficult for school stakeholders, particularly students, families, and school staff. The criteria for a decision for closure appear in the Renewal and Revocation Policies described above. If closure of a school is determined necessary, for any reason, the UMSL Charter School Office will work with the charter school’s board of directors and school management to ensure the orderly closure of the school to protect the best interests of displaced families and staff with a focus on assisting successful transitions for all parties involved.

Closure Process and Procedures

Transition Team
The UMSL CSO will implement and oversee a Transition Team dedicated to ensuring the smooth transition of students and staff. Although oversight remains the statutory responsibility of the UMSL CSO, the Transition Team may play a significant role in the carrying out the closure process.

Communication
The UMSL CSO will closely monitor that the school communicates in a clear, adequate and timely manner with parents, school staff, the community and all stakeholder groups regarding the closure to ensure that students, families, school staff and the community have the support needed for student transfer/transition.

Student Records
The UMSL CSO will closely monitor all of the charter school’s transference of student records in accordance with privacy rules set forth in the Family Educational Rights and Privacy Act (FERPA) and any applicable state record retention schedules/policies and laws, including but not limited to:
- Conducting a review to determine that all student records are complete and located in a secure location
- Compiling student records into an electronically transferable format
- Provide staff for the purpose of transferring student records to other schools as the charter school closes
- Transferring, in a timely manner, all student related records for retention and historical accessibility to the local school district

Business and Personnel Records
The UMSL CSO will oversee the gathering and retention of all personnel, governance, and financial records according to the Public School Records Retention Schedule (PSRRS).

Submission of Final Data and Reports
The UMSL CSO will coordinate and oversee completion of all data and reporting for the closing charter school, including but not limited to:
• Annual Secretary of the Board Report
• Final audit submitted before December 31 of the year of closing
• Any state/federal final program reports
• Any state/federal program final expenditure reports (FER) submitted for all federal/state programs in which the school participated
• Core Data Reports
• Missouri Student Information System (MOSIS) data
• Any required student testing

Resolution of Financial Obligations
During the dissolution of an UMSL sponsored charter school the UMSL CSO shall coordinate efforts to ensure the meeting of financial obligation as required by law.

If a UMSL notifies a charter school of closure, the Department of Elementary and Secondary Education shall withhold funding to assure all obligations of the charter school are met. (Section 160.400)

The UMSL CSO is responsible for the oversight of all unobligated assets and contractually requires:
• Quarterly accountability reports on receipts and expenditures
• Quarterly bank statements for the closing school’s accounts
• Monitoring all expenditures during and after school closure
• A final independent audit (if more than 3 months lapse for the official closure of the charter school)

Charter schools must satisfy all of its financial obligations within twelve months of a notification of closure as stated in subsection 8 of section160.405. After satisfaction of all its financial obligations, any remaining state and federal funds shall be returned to the Department of Elementary and Secondary Education for disposition as stated in subdivision (17) of subsection 1 of section 160.405. (Section 160.415)

If the charter school does not have sufficient funds to close out the school, the UMSL CSO has a statutory responsibility for any oversight and reporting.

Disposition of Assets

State Funds
The UMSL CSO will monitor that the distribution of all of the closing school’s remaining assets purchased with state funds will be determined by the school’s plan/policy in place for disposition of assets. The CSO will reasonably assure that the reallocation of equipment and materials from the closed charter school follow the students to their new school. Any remaining, un-obligated state-funded assets of the school shall be returned to the Department of Elementary and Secondary Education for their disposition.
Federal Funds
For equipment or materials purchased with federal funds exceeding a total of five thousand dollars ($5,000) and in accordance with federal guidelines, the UMSL CSO shall verify that:

- A physical verification that federally purchased equipment or electronic items is conducted.
- An inventory of available items is sent to all local education agencies (LEAs) and the district within the charter school resides within 60 days of closure.
- An opportunity for LEAs/districts interested in acquiring inventory items to send a written request to the school and the UMSL CSO.
- Distribution of equipment or materials is based on:
  - Any equipment or materials purchased for an individual Education Plan (IEP) for a student with disabilities must follow that student to his/her new school.
  - All equipment and materials purchased with Federal IDEA Part B funds must be sent to a public special education program for use by students with disabilities.
  - All materials purchased with specific funding sources (Perkins, TITLE I, TITLE III) must be sent to other LEAs participating in those programs.
  - The percentage of students transferring from the closed school to the requesting LEA/district
    - By lottery

Remaining Assets
Any remaining other assets, including those acquired through donations, gifts, or grants; or other sources, shall be disposed of upon dissolution of the school’s board in accordance with the articles of incorporation of the school and the Missouri Nonprofit Corporation Act.
**Statutory Requirements - Intervention, Renewal, Revocation, and Closure:**

The following statutes and codes form the basis of UMSL’s responsibilities related to intervention, renewal, revocation and closure:

- **_160.400.16(6), _160.405.1(15), _160.405.1(17) and 160.415.12:** UMSL will develop policies and procedures to be implemented if a charter school should close.

- **_160.405.8:** UMSL shall have policies and processes in place related to school intervention and revocation of the charter based on performance deficiencies.

- **_160.405.9:** UMSL’s renewal process for its charter schools shall be based on the thorough analysis of a comprehensive body of objective evidence based on a number of specific student performance, fiscal and compliance criteria.

- **5_CSR_20-100.260 (8):** This section of the Code of State Regulations pertaining to Standards for Charter Sponsorship details the sponsor’s responsibilities related to the intervention, renewal, revocation and closure.

- **5_CSR_20-100.265:** This section of the Code of State Regulations details the sponsor’s responsibilities related to developing processes and procedures for closure.

**UMSL-Charter School Contract – Related Sections**

Also refer to Appendix 2: UMSL-Charter School Contract Articles II, IV and V.

**Links to Related Documents: Intervention, Renewal, Revocation, and Closure**


Appendices
Appendix 1: Standards for Charter Sponsorship

Chapter 100—Office of Quality Schools

5 CSR 20-100.260 Standards for Charter Sponsorship

PURPOSE: This rule establishes the standards and indicators for charter sponsorship as required by the Missouri Department of Elementary and Secondary Education. These standards serve as the foundation for the sponsor application process as required by section 160.403, RSMo, and the evaluation process for sponsors required in section 160.400.171, RSMo.

(1) Standard 1—Sponsor Commitment and Capacity. The sponsor recognizes that chartering is a means to foster excellent schools that meet identified needs, creates organizational structures to facilitate meeting these needs, and commits human and financial resources necessary to conduct its sponsoring duties effectively and efficiently. The sponsor shall implement steps to closely monitor the following:

(A) Provides capacity to serve as a sponsor by employing, contracting for services, or seeking expertise in other ways to ensure capacity to carry out all sponsoring activities essential to charter school oversight (including, but not limited to education leadership, curriculum, instruction, assessment, special education, federal programs, performance accountability, law, finance, and nonprofit governance);

(B) Retains records showing that all individuals working in a sponsor’s office and/or in the capacity of sponsor who have any contact with students complete a criminal background check and Missouri’s Family Care Safety Registry (FCSR) check as outlined in section 168.133.1, RSMo;

(C) Provides capacity within their organization to review all data for charter schools in the Missouri Comprehensive Data System (MCDS) as outlined in section 160.400.11(5), RSMo;

(D) Ensures development of policies and procedures as outlined by section 160.400.16(1)—(6), RSMo;

(E) Provides an annual report showing that ninety percent (90%) of state funds received for sponsoring are used to support charter school operations and compliance as outlined in section 160.400.11, RSMo; and

(F) Maintains capacity for intervention purposes when charter sponsors have two (2) or more persistently low achieving charter schools, as verified by their Annual Performance Report (APR), before expanding their charter portfolio.

(2) Standard 2—Application Process and Decision Making. The sponsor shall implement steps to closely monitor the application process that includes clear application and guidance; follows fair, transparent procedures, and rigorous criteria; and grants only those charter applications that demonstrate a strong capacity to establish and operate a quality charter school. The sponsor shall implement the following:

(A) Produces a thorough charter application process as outlined in section 160.400.11(2), RSMo, including the items as stated in section 160.405.1(1)—(17), RSMo;

(B) Maintains consistent criteria for accepting, approving, and denying charter applications and does so in accordance with a clearly established timeline;

(C) Requires the charter applicant to provide evidence of accountability regarding sizable fiscal and organizational performance included in the charter application process, including:

1. Budget assumptions with balanced budgets; and
2. Positive cash flow reserve funds;

(D) Advises charter applicants of the meaning of local education agency (LEA) status as it concerns the operation of the charter school as permitted in section 160.415.4, RSMo;

(E) Includes additional contractual provisions that verify rigorous, independent contract oversight by the charter governing board and the school’s financial independence from the external provider (for any school contracting with a third-party provider for education design and operation or management);

(F) Meets the Missouri Department of Elementary and Secondary Education’s (department) timelines by submitting to the State Board of Education (board) any new charter applications before October 1 of the year prior to the proposed opening date of the charter school. Renewal applications must be submitted before January 1 of the year that the charter is scheduled to be renewed; and

(G) Submit an electronic copy of the approved charter for department files.

(3) Standard 3—Board Support. The sponsor shall implement steps to offer ongoing support, including but not limited to: training, organization, ethical conduct, knowledge, commitment, compliance, leadership oversight, contract management, accountability, transparency, and the interpretation of the Missouri public charter school statutes/rules for charter school board(s). The sponsor shall:

(A) Ensure charter board members have adequate training to fulfill their position;

(B) Place charter schools on probation and/or revoke or non-renew a school’s charter for poor governance if the charter school board does not follow statutory requirements, correct violations of statutory requirements, or continues to repeat the same violations, including, but not limited to the following:

1. The charter board retains status as a Missouri non-profit corporation as outlined in section 160.400.7, RSMo;

2. Charter board members submit ethics commission paperwork annually as outlined in sections 105.483 and 105.492, RSMo;

3. Charter boards have policies in place to prevent conflict of interests with the charter school as outlined in section 160.400.15, RSMo; and

4. All charter board members have criminal background and FCSR checks as outlined in section 160.400.14, RSMo;

(C) Demonstrate oversight of charter boards in a variety of ways, including but not limited to reviewing board minutes, attending board meetings, and verifying reporting processes; and

(D) Monitor whether charter school board and committee business is conducted as outlined in the Missouri Sunshine Laws, sections 610.010—610.080, RSMo.

(4) Standard 4—Academic Performance. The sponsor shall take steps to closely monitor state performance standards, as defined by the department, are included in the sponsor/charter contract. The sponsor—

(A) Ensures that performance contracts are aligned to the pupil academic standards adopted by the State Board of Education as outlined in section 160.405.4(6)(a), RSMo;

(B) Mandates intervention based on performance deficiencies as outlined in section 160.405.8(1)(a), RSMo;

(C) Establishes clear procedures and consequences for failure to meet requirements and outcomes set in the sponsor/charter contract; and

(D) Does not approve additional sites or expansion of grade levels for a charter school identified as persistently low achieving, as verified by its APR.
Appendix 1: Standards for Charter Sponsorship

5 CSR 20-100—DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION
Division 20—Division of Learning Services

(5) Standard 5—Fiscal Management. The sponsor shall implement steps to closely monitor the charter school performance management and financial actions that support a solvent fiscal status, including:

(A) A charter school identified as financially stressed develops a budget and education plan as outlined in section 160.417.3, RSMo. The department may withhold any payment of financial aid due to the charter school until such time as the charter school and sponsor have fully complied as outlined in section 160.417.5, RSMo;

(B) Charter schools that have been notified that expenditures for the preceding fiscal year exceed receipts, must take action to examine whether this has occurred due to recurring costs. If this is the case then the sponsor ensures that a budget and financial plan will be developed by the charter as outlined in section 160.417.3, RSMo;

(C) Reviews annual financial audits of schools, conducted by a qualified independent auditor as stated in section 160.405.4(4), RSMO;

(D) Ensures that adequate financial controls are in place to assure that revenue received for operation of the charter school are expended for expenses related to the operation of the charter school—
1. A requirement that a monthly check register is reviewed and approved by the local board prior to issuing payment for amounts in excess of one thousand dollars ($1,000); and
2. The bank account where state funds are deposited must be established and under the control of the charter board. If a management company is contracted, personnel associated with the company shall not have direct access;

(E) Closely monitors that charter schools show fiscal management of federal grant programs in accordance with terms outlined in "Fiscal Guidance for Federal Grant Programs;"

(F) Closely monitors that charter schools have a procurement process in place as required by the Code of Federal Regulations 34 CFR 80.36;

(G) Closely monitors that the Annual Secretary of the Board Report (ASBR) and the annual audit are submitted to the department in the time frame outlined by Missouri statutes and that these documents are not compiled by the same auditing service. The department may withhold any payment of financial aid due to the charter school until such time as the charter school and sponsor have fully complied as outlined in section 160.415.5, RSMo;

(H) Closely monitors that the annual audit summary is published as outlined in section 165.121.5, RSMo; and

(I) Closely monitors that charter schools utilize the coding procedures prescribed in the Missouri Financial Accounting Manual as outlined in section 160.405.1(10), RSMo.

(6) Standard 6—Reporting. The sponsor shall implement steps to closely monitor all reports/data required by Missouri and federal law are submitted and submitted in a timely manner for the department and/or legislature. The sponsor shall closely monitor the following:

(A) Timely, accurate, and complete submission of all data required as outlined in section 160.400.17(1), RSMO;

(B) Charters shall maintain student records that can be transferred electronically for state and federal program reporting requirements;

(C) Charter schools retain necessary records as required by the general record retention schedule and the public school record retention schedule as authorized by section 109.255, RSMO;

(D) That an annual report per charter school is submitted to the joint committee on education as outlined in section 160.400.12, RSMO;

(E) Sponsor ensures charter schools adopt policies consistent with the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act (HIPAA) guidelines to the extent they are applicable;

(F) Appropriate charter personnel have access to the Missouri Student Information System (MOSIS) and core data; and

(G) That approved changes to a charter throughout the term of the charter will be submitted within thirty (30) days of approval and an electronic copy will be submitted to the department reflecting approved changes.

(7) Standard 7—Over sight and Evaluation. The sponsor conducts oversight and evaluates performance for both federal and state compliance. The sponsor shall implement steps to closely monitor the following:

(A) Non-discrimination as required by federal and state laws;

(B) The charter board has a policy to promptly address parent, student, and community concerns at the local level;

(C) Monitors data related to certification and background checks and has policy/intervention plans to address when schools are not in compliance;

(D) The compliance with all state and federal statutes and guidelines, including but not limited to: special education; all title programs; vocational/career education; food service; and services for foster, homeless, migrant, and English language learner students;

(E) All eligible students participate in the Missouri MAP; and

(F) Charter schools enrolling eligible students under the urban voluntary transfer program (St. Louis metropolitan area) are reported accurately as outlined in section 160.410.1(2), RSMO.

(8) Standard 8—Intervention, Renewal, Revoke, and Closure Decision Making. The sponsor shall implement steps to closely monitor transparent and rigorous processes that use comprehensive academic, financial, and operational management data to make decisions about intervention, renewal, revoke, and closure. The sponsor shall implement the following:

(A) Develops and maintains policies that have been adopted for the following areas:

1. Establishes and makes known to schools at the outset an intervention policy stating the general conditions that may trigger intervention and the types of actions and consequences that may ensue;

2. Bases the renewal process and renewal decisions on thorough analyses of a comprehensive body of objective evidence defined by the performance framework in the charter contract. Sponsors grant renewal only to schools that have achieved the standards and targets stated in the charter contract, are organizationally and fiscally viable, and have been diligent in the terms of the contract and applicable law;

3. Revokes a charter during the charter term if there is clear evidence of extreme underperformance or violation of law or the public trust that imperils students or public funds; and

4. In the event of a school closure, oversees and works with the school governing board and leadership in carrying out a detailed closure protocol that ensures timely notification to parents; orderly transition of students and student records to new schools; and disposition of school funds, property, and assets in accordance with law as outlined in section 160.400.17(1), RSMO.

AUTHORITY


Appendix 2: UMSL-Charter School Contract Template

CHARTER SCHOOL CONTRACT
BETWEEN THE UNIVERSITY OF MISSOURI-ST. LOUIS AND NAME OF SCHOOL

RECITALS

This Charter School Contract entered into this 1st day of Date by and between THE CURATORS OF THE UNIVERSITY OF MISSOURI, on behalf of the University of Missouri-St. Louis (hereinafter referred to as “UMSL”), and any other campus, unit or department owned and operated by THE CURATORS OF THE UNIVERSITY OF MISSOURI deemed necessary to satisfy the statutory requirements for sponsorship of a charter school, and the Name of School, a Missouri nonprofit corporation incorporated pursuant to Chapter 355, RSMo., (hereinafter referred to as “Acronym” or “charter school”).

WHEREAS, the Missouri General Assembly has enacted statutes authorizing the establishment of independent, publicly supported schools known as charter schools;

WHEREAS, those statutes, Sections 160.400 to 160.425 RSMo, specify the method for establishing such charter schools and the requirements that must be met by such charter schools;

WHEREAS, UMSL is authorized by those statutes and/or Section 167.349, RSMo to serve as a sponsor of such charter school or schools, in accordance with the provisions of such statutes, as it may, in its discretion, determine to be appropriate;

WHEREAS, Acronym has submitted a request to UMSL that UMSL sponsor Acronym as a charter school, in accordance with the provisions of such statutes;

WHEREAS, UMSL has agreed to sponsor Acronym as a charter school, in accordance with the provisions of such statutes, and in accordance with the terms and conditions specified herein;

WHEREAS, Acronym’s charter application was accepted by UMSL on Date of Acceptance;

WHEREAS, Acronym’s charter application was approved by the Missouri State Board of Education on Date of Approval;

NOW, THEREFORE, in consideration of the above-premises and the individual and mutual covenants contained herein, the parties hereto agree as follows:

ARTICLE I: STATUS OF THE PARTIES

Section 1.1. Acronym is a Missouri nonprofit corporation incorporated pursuant to the provisions of Chapter 355, RSMo; is currently in good standing; and shall, throughout the term of this Charter School Contract, remain in good standing.

Section 1.2. Acronym is not a part of UMSL and is a separate legal entity, none of whose directors, officers or employees shall be deemed to be an agent of UMSL; has selected the method for election of officers specified in Section 355.326, RSMo, based on the class of corporation selected; currently has a board of directors, none of which is an employee of UMSL; and agrees that, throughout the term of this Charter School Contract, none of the members of Acronym’s board of directors shall be employees of UMSL. Meetings of Acronym’s board of directors shall be subject to the provisions of Sections 610.010 to 610.030, RSMo, the open meetings law.
Appendix 2: UMSL-Charter School Contract Template

Section 1.3. UMSL is one of the campuses of The Curators of the University of Missouri, a constitutionally established instrumentality of state government within the State of Missouri. In agreeing to sponsor Acronym as a charter school and in agreeing to the terms and conditions stated herein, UMSL is voluntarily exercising authority and powers expressly provided to it by the Missouri General Assembly in Sections 160.400 to 160.425 and Section 167.349, RSMo. Nothing contained in this Charter School Contract shall be deemed to be a waiver of UMSL’s autonomy, powers or immunities and Acronym shall not be deemed to be a part of UMSL.

Section 1.4. Acronym acknowledges that UMSL’s obligations and responsibilities as the sponsor of the charter school is limited to those obligations and responsibilities set forth herein; acknowledges that neither Acronym nor its directors, officers or employees have authority to act as an agent for UMSL or to enter into any contracts with third parties that purport to impose any obligations or responsibilities on UMSL or which otherwise bind UMSL in any manner whatsoever; acknowledges that by agreeing to be the sponsor of the charter school, UMSL does not assume any obligation with respect to any director, employee, agent, parent, guardian, student, or independent contractor of the charter school; and further acknowledges that this Charter School Contract is not intended to be for the benefit of any third party including, but not limited to, any director, employee, agent, parent, guardian, student, or independent contractor of the charter school.

Section 1.5. The parties hereto agree that UMSL is a research university and that Acronym will be open to the review of UMSL research proposals and be willing to engage in projects that will provide mutual benefit to Acronym and UMSL in promoting scientific evidence to improve the educational enterprise.

Section 1.6. The parties hereto agree that nothing contained herein is intended nor shall it be deemed to constitute a waiver of any privileges or immunities to which UMSL is otherwise entitled under the law and, in addition thereto, the parties acknowledge that Section 160.400.9 RSMo, provides that as the sponsor of the charter school, UMSL and its agents and employees are not liable for any acts or omissions of the charter school, including acts or omissions relating to the charter submitted by Acronym, the operation of the charter school and the performance of the charter school.

Section 1.7. Other than the expenses associated with sponsorship of a charter school described in Section 160.400.11 RSMo, UMSL does not expect to receive any compensation for acting as a sponsor and has not asked for nor received from Acronym any fee of any type for consideration of the application and proposed charter submitted by Acronym. UMSL has not imposed, as a condition for its consideration of the application and proposed charter, a promise of future payment of any kind by Acronym.

ARTICLE II: STATUTORY COMPLIANCE

Section 2.1. Acronym’s charter application, which was approved by the Missouri State Board of Education on Date of Approval, is incorporated as part of this Contract.

Section 2.2. Acronym, at the time it submitted its charter application to UMSL, provided a copy of such application to the school board of the district in which the proposed charter school is to be located, as required by the provisions of Section 160.405.1, RSMo. A copy of such application, dated Date of Application, is incorporated as a part of this Charter School Contract.
Appendix 2: UMSL-Charter School Contract Template

Section 2.3. **Acronym**'s charter application contains all that is required by Sections 160.400 to 160.425, RSMo, as confirmed by the application’s approval by the Missouri State Board of Education on February 18, 2014.

A. A mission and vision statement for **Acronym**'s charter school;

B. A description of **Acronym**’s organizational structure and the bylaws of the governing body of **Acronym** which shall be responsible for the policy, financial management, and operational decisions of the charter school, including the nature and extent of parental, professional educator, and community involvement in the governance and operation of the charter school;

C. A financial plan for the first three years of operation of the charter school, including provisions for annual audits;

D. A description of the charter school's policy for securing personnel services, its personnel policies, personnel qualifications, and professional development plan;

E. A description of the grades or ages of students to be served by the charter school;

F. The charter school's calendar of operation which shall include at least the equivalent of a full school term as defined in Section 160.011, RSMo; and

G. An outline of the criteria specified in Section 160.405, RSMo designed to measure the effectiveness of the charter school.

Section 2.4. **Acronym** shall be nonsectarian in its programs, its admission policies, its employment practices and all other aspects of its operations.

Section 2.5. **Acronym** shall comply with all laws and regulations of the state relating to health, safety and minimum educational standards.

Section 2.6. **Acronym** shall be financially accountable, use practices consistent with the Missouri financial accounting manual, provide for an annual audit by a certified public accountant and provide liability insurance to indemnify the school, its board of directors, its staff and its teachers against tort claims.

Section 2.7. **Acronym** shall provide a comprehensive program of instruction for the grade level(s) and age(s) specified in its application.

Section 2.8. **Acronym** shall design a method to measure pupil progress toward the pupil academic standards adopted by the state board of education pursuant to the provisions of Section 160.514, RSMo, and, within one hundred twenty (120) days after execution of this Charter School Contract, shall submit a description of such proposed method to UMSL for approval.

Section 2.9. **Acronym** shall collect baseline data during the term of this Charter School Contract for the purpose of determining how the charter school is performing and, to the extent applicable, shall participate in the statewide system of assessments comprised of the essential skills tests and the nationally standardized norm-referenced achievement tests, as designated by the state board of education pursuant to the provisions of Section 160.518, RSMo.
Appendix 2: UMSL-Charter School Contract Template

Section 2.10. **Acronym** shall complete and distribute an annual report card as prescribed in Section 160.522, RSMo.

Section 2.11. **Acronym** shall report to UMSL, to the school board of the district in which the proposed charter school is to be located and to the state board of education as to the charter school's teaching methods and any educational innovations and the results thereof, and shall provide data required for the study of charter schools pursuant to the provisions of Section 160.410.4, RSMo.

Section 2.12. **Acronym** shall assure that the needs of special education children are met in compliance with applicable federal and state laws and regulations.

Section 2.13. **Acronym** shall enroll all pupils resident in the school district in which it operates or who are eligible to attend the school district's schools under an urban voluntary transfer program who submit a timely application unless the number of applications exceeds the capacity of a program, class, grade level or building. If capacity is insufficient to enroll all pupils who submit a timely application, the charter school shall have an admissions process that assures all applicants of an equal chance of gaining admission except as follows:

A. A charter school may establish a geographical area around the charter school whose residents will receive a preference for enrolling in the charter school; provided, however, that such preferences do not result in the establishment of racially or socioeconomically isolated charter schools and provided further that such preferences conform to policies and guidelines established by the state board of education; and

B. A charter school may also give a preference for admission of children whose siblings attend the charter school or whose parents are employed at the charter school.

Section 2.14. **Acronym** shall not limit admission based on race, ethnicity, national origin, disability, gender, income level, proficiency in the English language or athletic ability, but may limit admission to pupils within the grade level(s) and age(s) specified in its application.

Section 2.15. **Acronym** shall be exempt from all laws and rules relating to schools, governing boards and school districts, except as provided in sections 160.400-160.425 RSMo and any amendments thereto. In addition to complying with the terms and conditions expressly provided in this Charter School Contract, **Acronym** shall comply with all provisions of Sections 160.400 through 160.425, RSMo and any amendments thereto.

ARTICLE III: TERM OF THE CHARTER SCHOOL CONTRACT

Section 3.1. The term of this Charter School Contract shall be for five (5) years, from **Date of contract** through and including June 30, **20XX**, unless this Contract is terminated prior to that time in accordance with the provisions of Article IV and Article V below.

Section 3.2. The renewal process begins in August of the year prior to the year the charter is considered for renewal by the State Board of Education. Should UMSL support renewal of the charter, a revised charter application shall be submitted to the state board of education in the final year of the current charter.
ARTICLE IV: PERFORMANCE AND COMPLIANCE MONITORING

Section 4.1. Notwithstanding its approval of Acronym’s application to operate a charter school, UMSL reserves the right throughout the term of this Charter School Contract to monitor the charter school's performance of its obligations under applicable laws and under this Charter School Contract, its management and its operations. Such monitoring shall include all relevant aspects of the charter school's performance, management and operations, and shall include but not be limited to, the following:

A. Acronym shall submit to UMSL’s liaison copies of the posted agenda for and copies of the minutes of all meetings of Acronym’s board of directors;

B. Acronym shall submit to UMSL’s liaison results of Acronym’s performance on UMSL’s annual Performance Contract by the date established by UMSL;

C. Acronym shall submit to UMSL’s liaison, by December 31 of each year, a copy of the required annual financial audit;

D. Acronym shall submit to UMSL’s liaison, at the time they are sent to the Missouri Department of Elementary and Secondary Education, a copy of the teacher certification lists;

E. Acronym shall submit to UMSL’s liaison, within ten (10) days after Acronym’s receipt of same, the results of all Acronym’s national norm reference tests and the results of the Missouri Assessment Program;

F. Acronym shall participate in an annual evaluation conducted by UMSL, or conducted at UMSL’s direction, and related initiatives and shall submit to UMSL’s liaison all relevant information and data related thereto;

G. Acronym shall provide to UMSL’s liaison, by dates established by UMSL, a copy of all of Acronym policies, including without limitation, policies relevant to compliance with all applicable state and federal laws;

H. Acronym shall submit to UMSL’s liaison, prior to the beginning of each school year, all items required by UMSL prior to the opening of the school year, including a copy of the Student/Parent Handbook that Acronym will utilize during the upcoming school year;

I. Acronym shall notify UMSL’s liaison, prior to the beginning of each school year and within ten (10) days following a change of individuals responsible, of the identity, address and telephone number, of Acronym’s employee or consultant who will be responsible during the school year, for understanding and complying with the expectations of the Missouri Financial Accounting System;

J. Acronym shall notify the UMSL’s liaison if and when Acronym’s conflict of interest policy has been violated and shall provide information, as reasonably requested by UMSL’s liaison, concerning said violation;

K. Acronym shall have in place adequate financial controls to assure that none of the revenues received for operation of the charter school are expended for expenses unrelated to the operation of the charter school, which shall include but not be limited to:
1. A requirement that a monthly check register is reviewed and approved by the charter school's board of directors;
2. The bank account where state funds are deposited must be established and under the control of the charter school's board of directors. If a management company is contracted, personnel associated with the company shall not have direct access; and
3. The adoption of a procurement policy that requires the charter school's board of director's approval of individual expenditures that are in excess of an amount agreed upon by the board and UMSL.

I. Acronym's Board of Directors will attend yearly board training approved by UMSL.

M. Acronym will cooperate with UMSL to develop and revise as needed a Performance Contract that establishes yearly goals to be used by both Acronym and UMSL to evaluate progress of Acronym.

N. Acronym will conduct an annual self-analysis of academic growth for each school year to be submitted to UMSL no later than July 1. These self-assessments must include school-collected data.

O. UMSL and the governing board and staff of Acronym shall meet from time to time, but no less frequently than once every year, to jointly review the charter school's performance, management and operations.

Section 4.2. Other than the expenses associated with sponsorship of a charter school described in Section 160.400.11 RSMo, UMSL does not expect to receive any compensation for acting as a sponsor and has not asked for nor received from Acronym any fee of any type for consideration of the application and proposed charter submitted by Acronym. UMSL has not imposed, as a condition for its consideration of the application and proposed charter, a promise of future payment of any kind by Acronym.

ARTICLE V: PROBATION AND TERMINATION OF CHARTER SCHOOL CONTRACT

Section 5.1. If UMSL determines that Acronym is failing to meet one or more required performance standards as established in this Contract, but that such failure does not warrant termination per Section 5.2 below, UMSL may designate Acronym to be in a probationary status for a defined period of time, not to exceed one year. During the probationary period, UMSL may require Acronym to implement a mutually agreed upon remedial plan and outcomes to correct performance deficiencies described in writing by UMSL. If Acronym fails to meet the mutually-agree upon remediation outcomes by the end of the probationary period, UMSL may elect to terminate this Charter School Contract.

Section 5.2. UMSL may terminate this Charter School Contract at any time if the charter school commits a serious breach of one or more provisions of the Charter School Contract. A “serious breach” is defined as a breach that relates to a material violation of Article II, Article IV, Section 6.2, Section 7.2, and/or Article VIII of this Charter School Contract and as further defined under Missouri law. UMSL may also terminate the Charter School Contract on any of the following grounds:

A. Failure to meet academic performance standards as set forth in this Charter School Contract, as set forth in the annual Performance Contract or as reasonably required of Acronym in writing by UMSL;
Appendix 2: UMSL-Charter School Contract Template

B. Failure to meet generally accepted standards of fiscal management;

C. Failure to provide information necessary to confirm compliance with all provisions of the charter and sections 160.400 to 160.425 and 167.349 within thirty (30) days following receipt of written notice requesting such information;

D. Material or intentional violation of applicable federal or state laws; or

E. There is a change in the provisions of Sections 160.400 through 160.425, RSMo which alters or amends the responsibilities and obligations of either Acronym or UMSL and the parties hereto are unable to agree upon amendments to this Charter School Contract necessary to conform its terms and conditions to said statutory amendments.

Section 5.3. At least ninety (90) days prior to terminating this Charter School Contract in accordance with the provisions of Article V hereof, UMSL shall notify Acronym’s board of directors in writing of the proposed action and the reasons therefore. Prior to such termination, and within two (2) weeks after receipt of such notice from UMSL, Acronym’s board of directors may request a hearing.

Section 5.4. If the charter school's board of directors makes a timely written request for such a hearing, the hearing shall be conducted in accordance with administrative hearing procedures established by UMSL. Section 160.405.8(4), RSMo provides that final decisions of UMSL to terminate this Charter School Contract prior to the end of the term thereof shall be subject to an appeal to the State Board of Education, which shall determine whether the charter shall be revoked.

Section 5.5. Except as provided in Section 5.6. below, no termination of the Charter School Contract by UMSL shall be effective until the conclusion of the school year in which such decision to terminate is made by UMSL.

Section 5.6. If UMSL determines that continued operation of the charter school by Acronym presents a clear and immediate threat to the health and safety of the children enrolled therein, the effective date of such termination shall be the date upon which UMSL renders its final decision to terminate.

ARTICLE VI: FUNDING SOURCES, TUITION AND FEES

Section 6.1. As a charter school, Acronym shall be eligible to receive state school aid and other funding to the extent provided in Section 160.415, RSMo and shall comply with all provisions of law set forth therein and all provisions of law incorporated by reference therein.

Section 6.2. Acronym may not charge tuition, nor may it impose fees that a school district is prohibited from imposing.

ARTICLE VII: AUTHORIZATION FOR EMPLOYMENT OF PERSONNEL

Section 7.1. As a charter school, Acronym may employ non-certificated instructional personnel; provided, however, that no more than twenty (20) percent of the full-time equivalent instructional staff positions at the charter school are filled by non-certificated personnel and provided further that all non-certificated instructional personnel shall be supervised by certificated instructional personnel. In addition pursuant to federal law, any charter school receiving Title I funds must comply with the requirements in the No Child Left Behind act, 20 USC § 6319 (2008), requiring that 100% of its instructional personal be certified as a “Highly Qualified Teacher” (HQT).
Appendix 2: UMSL-Charter School Contract Template

Section 7.2. **Acronym** shall ensure that all instructional employees of the charter school have experience, training and skills appropriate to the instructional duties of the employee, and shall ensure that a criminal background check and child abuse registry check are conducted for each employee of the charter school prior to the hiring of the employee. Appropriate experience, training and skills of non-certificated instructional personnel shall be determined by considering the following:

A. Teaching certificates issued by another state or states;
B. Certification by the National Standards Board;
C. College degrees in the appropriate field;
D. Evidence of technical training and competence when such is appropriate; and
E. Level of supervision and coordination with certificated instructional staff.

ARTICLE VIII: INDEMNIFICATION

Section 8.1. **Acronym** agrees to indemnify and hold UMSL, its board of curators and members thereof, its officers, employees and agents, harmless from all claims, demands and liability, including attorney fees and related costs, on account of injury, loss or damage, including, without limitation, claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage or any other losses of any kind whatsoever which arise out of or are in any manner connected with the charter school's operations or which are incurred as a result of the reliance of UMSL upon the accuracy of information provided to it by **Acronym** and not caused by the sole negligence of the University. In addition to the obligations imposed in the preceding sentence, **Acronym** agrees that the insurance required by the provisions of Section 160.405.4(4), RSMo and Section 2.5 of this Charter School Contract shall name The Curators of the University of Missouri, the University of Missouri-Columbia and its officers, employees and agents as additional named insureds for any covered loss of any kind whatsoever which they or any of them legally may be required to pay and which arise out of or are in any manner connected with the charter school's operations or which are incurred as a result of the reliance of UMSL upon the accuracy of information provided to it by **Acronym**.

ARTICLE IX: GENERAL TERMS AND CONDITIONS

Section 9.1. **Assignment**. This Charter School Contract is not assignable by **Acronym** without the prior written consent of the Chancellor of UMSL. This Charter School Contract is not assignable by UMSL or the Board of Curators of the University of Missouri without the prior written consent of the Chair of **Acronym** Board of Directors.

Section 9.2. **Successors and Permitted Assigns**. The terms and conditions of this Charter School Contract are binding on and shall inure to the benefit of the parties and their respective successors and permitted assigns.

Section 9.3. **Entire Contract**. This Charter School Contract, including the Charter Application incorporated herein, sets forth the entire agreement between UMSL and **Acronym** with respect to the subject matter of this Charter School Contract. All prior contracts, representations, statements, negotiations, understandings, and undertakings are superseded by this Charter School Contract.

Section 9.4. **Amendments**. None of the terms or conditions herein shall in any manner be altered, amended, waived, or abandoned, except by written agreement of the parties, executed by authorized representatives of the parties.
Section 9.5. Other Contracts. Nothing contained in this Charter School Contract or in the provisions of Section 160.400 through 160.425 RSMo requires or prohibits the parties from entering into separate contracts related to the Charter School's need to procure professional services from UMSL or its faculty and staff including, but not limited to, sponsored research contracts, consulting contracts, etc. If the parties desire to enter into such separate contracts, they will be in writing and shall set forth the terms and conditions thereof including the consideration to be paid therefore.

Section 9.6. Severability. If any provision of this Charter School Contract is held to be invalid or unenforceable, it shall be ineffective only to the extent of the invalidity, without affecting or impairing the validity or enforceability of the remainder of the provision or the remaining provisions of this Charter School Contract.

Section 9.7. Non-Waiver. No term or provision of this Charter School Contract shall be deemed waived and no breach or default shall be deemed excused, unless such waiver or consent shall be in writing and signed by the party claimed to have waived or consented. No consent by any party to, or waiver of, a breach or default of the other, whether expressed or implied, shall constitute a consent to, or waiver of, or excuse for any different or subsequent breach or default.

Section 9.8. Governing Law. This Charter School Contract shall be governed and controlled by the laws of the State of Missouri as to interpretation, enforcement, validity, construction and effect, and in all other respects. This Charter School Contract shall be construed fairly as to both parties and not in favor of or against either party, regardless of which party prepared the Charter School Contract.

Section 9.9. Counterparts. This Charter School Contract shall be executed in one or more counterparts and all such counterparts shall constitute one and the same instrument.

Section 9.10. Notices. Any and all notices permitted or required to be given hereunder shall be deemed duly given: (i) upon the date of actual delivery, if delivery is by hand; or (ii) the third business day following deposit into the United States mail if delivery is by first class mail, postage prepaid. Each such notice shall be sent to the respective party at the address indicated below or to such other address as may hereafter be designated by a party, by notice to the other party as provided in this section:
Appendix 2: UMSL-Charter School Contract Template

To UMSL:

Chancellor's Office

To Name of School:

__Address____________________________
____________________________

IN WITNESS WHEREOF, the parties hereto have executed this Charter School Contract and/or authorized same to be executed by their duly authorized representatives as of the date shown below their respective signatures.

THE CURATORS OF THE UNIVERSITY OF MISSOURI on behalf of the University of Missouri-St. Louis

By: __________________________________________
    Thomas F. George
    Chancellor

Date: __________________________

THE BOARD OF DIRECTORS OF NAME OF SCHOOL

By: __________________________________________
    Name, Board Chair

Date: __________________________
Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

< Year > Annual Review
<Name of School>

Contents:

Summary Page (page 2)

Evaluation Standards
Ten elements of school evaluation:
I. Transformative and Innovative Vision (page 3)
II. Substantive Student Academic Achievement (page 4)
III. Transformational Curriculum (page 5)
IV. Empowering Culture of Achievement (page 6)
V. Strong School Leaders (pages 7-9)
VI. Transformational Teachers (pages 10-11)
VII. Comprehensive Student Support System (pages 12-13)
VIII. Responsible Board Governance (pages 14-16)
IX. Sound Financial Operations (page 17-18)
X. Engaged Parents and Community (page 19)

NOTE:
In the Evidence columns, under Required Documents:

- Documents in **bold blue** must be submitted to the Charter School Office.
- Documents in **bold black** must be on hand, but do not need to be submitted to the Charter School Office.
Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

Summary Page

1. Areas of Strength
   Here are the top strengths that you can leverage to continuously improve and move you towards your vision.

2. Areas for Improvement
   Here are the key areas for improvement that are holding you back from reaching your vision.

3. Next Steps for 2014-15
   Here are key strategies and/or measures you should consider taking to leverage your strengths and address your areas for improvement.
I. Transformative and Innovative Vision
   A transformational school:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Develops a transformational mission and vision for its students and their families.</td>
<td>i. Reaching the vision clearly places students on paths of greater opportunity in life.</td>
<td>Required Documents:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>‣ Charter Application: (Met as part of the charter application approval process.)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>‣ Approved Charter Amendments</td>
</tr>
<tr>
<td>b. Students, parents and staff understand and are invested in the mission and vision.</td>
<td>a) Students, parents and staff can articulate the mission and vision. b) In their classrooms, teachers and students are mission driven as indicated by their enthusiasm, active and consistent participation and task completion.</td>
<td>Required Documents:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Evidence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>‣ Student, parent and staff interviews and survey data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>‣ Classroom observations</td>
</tr>
</tbody>
</table>

Progress made since last year’s evaluation:

Areas of strength:

Areas for improvement:
## II. Substantive Student Academic Achievement:
### A transformational school:

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Sets and meets clear, meaningful, and measurable academic goals and student learning objectives as stated in the charter through an accountability plan (performance contract) with its sponsor</td>
<td>i. Articulates its curricular content and performance standards, including minimum student performance standards for advancement or graduation.</td>
<td>Required Documents:</td>
</tr>
<tr>
<td>b. Demonstrates high expectations for student achievement</td>
<td>ii. Student achievement targets in the accountability plan (performance contract) propel students towards proficient and advanced scores on state assessments and success in future educational and occupational settings.</td>
<td>• Accountability Plan</td>
</tr>
<tr>
<td></td>
<td>iii. Uses multiple forms of assessment, including growth-math measures assessments, to inform instructional decision-making.</td>
<td>Other Evidence</td>
</tr>
<tr>
<td></td>
<td>iv. Implements assessments that collect data about students’ short-term acquisition and long-term mastery of essential knowledge.</td>
<td>• Teacher and instructional coordinator interviews</td>
</tr>
<tr>
<td></td>
<td>v. Analyzes assessments to gauge students’ progress towards meeting school performance goals and makes instructional adjustments, as needed, to improve student achievement.</td>
<td>• Internal formative and summative assessment data</td>
</tr>
<tr>
<td></td>
<td>vi. Tracks and disseminates growth data for students over time using both norm referenced measures and state assessments.</td>
<td>• MSIP-5 student achievement, attendance and retention data.</td>
</tr>
<tr>
<td></td>
<td>vii. Closes the achievement gap among sub-groups of students.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>viii. Complies with the accountability plan (performance contract) established with its sponsor.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ix. Maintains an attendance rate that aligns with the school’s performance contract.</td>
<td></td>
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<tr>
<td></td>
<td>x. Maintains a high graduation rate (secondary schools) that aligns with the school’s performance contract.</td>
<td></td>
</tr>
</tbody>
</table>

### Progress made since last year’s evaluation:

**Areas of strength:**

**Areas for improvement:**
III. Transformational Curriculum
A transformational school:

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
</table>
| a. Curriculum and instruction are aligned to the mission, vision and     | i. Curriculum scope and sequence provide opportunities for students to reach the school’s mission and vision.  
| educational philosophy of the school.                                    | ii. Instructional practices provide opportunities for students to reach the school’s mission and vision.                                                                                              | Required Documents:  
|                                                                           | iii. Curriculum and instruction are aligned to the educational philosophy of the school as described in the charter.                                                                               | - **Schoolwide Curriculum Scope and Sequence**                                              |
|                                                                           |                                                                                                                                                                                            | Other Evidence:  
|                                                                           |                                                                                                                                                                                            | - Classroom observations – including SPED and Title 1 programs  
|                                                                           |                                                                                                                                                                                            | - Student and staff interviews  
|                                                                           |                                                                                                                                                                                            | - Sample unit and lesson plans  
|                                                                           |                                                                                                                                                                                            | - Student work  
|                                                                           | i. Implements curriculum that clearly identifies and builds essential and enduring knowledge.                                                                                                  | - **Same as above**                                                                        |
|                                                                           | ii. Structures a curriculum scope and sequence aligned to Missouri’s Common Core Standards.                                                                                                    | Other Evidence:  
|                                                                           | iii. Ensures that the curriculum invests and prepares students to extend their learning and be successful beyond the classroom and beyond their school career (life-long learning, career readiness, college readiness, active citizenship). | - Same as above  
|                                                                           | iv. Uses a variety of instructional techniques to enhance content acquisition and meet the needs of a diverse student population.                                                              | - MSIP-5 student achievement, attendance and retention data                                 |
|                                                                           | v. Develops and implements clearly defined strategies to meet the needs of a diverse student population.                                                                                         |                                                                                             |
|                                                                           | vi. Utilizes high quality instructional materials, including technology, to support the curriculum                                                                                               |                                                                                             |

**Progress made since last year’s evaluation:**

**Areas of strength:**

**Areas for improvement:**
### IV. Empowering Culture of Achievement

A transformational school:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
</table>
| a. Supports students in a safe, healthy, and nurturing environment that invests them in achievement, builds character, increases responsibility, fosters inclusion and inspires joy. | i. Creates a school environment conducive to learning and growth.  
ii. Maintains a safe school environment free of violence and the threat of violence.  
iii. Implements processes to promote student health and wellness.  
iv. Ensures that students feel supported and respected by teachers and staff.  
v. Communicates and consistently implements a comprehensive student discipline policy that complies with the Missouri Safe School Act and the requirements of the Individuals with Disabilities Education Act. | **Required Documents:** |

**Other Evidence**
- Onsite observations  
- Parent surveys and interviews  
- Student surveys and interviews  
- Staff surveys interviews  
- Student support staff interviews (Counselors, nurses, social workers, School Psychologists)  
- Parent complaint/grievance records  
- Discipline, suspension and/or expulsion data

Progress made since last year's evaluation:

**Areas of strength:**

**Areas for improvement:**
## Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

### V. Strong School Leaders

A transformational school leader:

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Invests students, parents and staff in the mission and vision of the school.</td>
<td>i. Communicates the mission and vision on a frequent basis to students, parents and staff.</td>
<td>Required Documents:</td>
</tr>
</tbody>
</table>
|                                                                            |   ii. Monitors students, parents and staff to gauge their understanding of the mission and vision and the extent to which they’re striving to reach it. | Other Evidence:
|                                                                            |                                                                                                                     | - School leader interview                                                |
|                                                                            |                                                                                                                     | - Student, staff and parent surveys and interviews                      |
|                                                                            |                                                                                                                     | - School publications such as newsletters and announcements             |

**Required Documents:**
- Other Evidence
  - School leader interview
  - Student, staff and parent surveys and interviews
  - School publications such as newsletters and announcements

b) Employs a clear strategic approach to meeting the goals of improving student academic achievement

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. With the Board of Directors, develops strategic plans that ensure fidelity to the school’s vision by addressing critical issues; including school performance, financial management, human resource management, facilities, and quality improvement</td>
<td>Required Documents:</td>
<td></td>
</tr>
<tr>
<td>ii. Holds him/herself accountable for specific outcomes outlined in the charter and detailed in the school’s performance contract with the sponsor</td>
<td>- School Annual Calendar</td>
<td></td>
</tr>
<tr>
<td>iii. Engages in ongoing relevant professional development</td>
<td>- Strategic plan</td>
<td></td>
</tr>
<tr>
<td>iv. Utilizes an effective data communication instrument providing consistent, timely data regarding the school’s progress toward meeting agreed upon performance expectations (academic, operational, and financial)</td>
<td>- School Leader Mentoring Plan</td>
<td></td>
</tr>
<tr>
<td>v. Implements the academic program in alignment with the school’s charter and Missouri Common Core Standards</td>
<td>- School Leader Professional Development Plan</td>
<td></td>
</tr>
<tr>
<td>vi. Collects, assimilates, and disseminates student achievement data to inform a continuous cycle of school improvement</td>
<td>- Student Assessment Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other Evidence</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- School leader interview</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- School leadership team interviews</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Teacher interviews</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Student data analysis plans</td>
<td></td>
</tr>
</tbody>
</table>

**Required Documents:**
- Other Evidence
  - School leader interview
  - School leadership team interviews
  - Teacher interviews
  - Student data analysis plans

<table>
<thead>
<tr>
<th>Standards</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>c) Implements recruitment and enrollment strategies and practices that respect diversity and are consistent with the school’s charter, mission, and vision, as well as federal and state regulations</td>
<td>i. Implements student recruitment strategies that focus on the targeted population stated in its charter and that are inclusive of a diverse range of learners</td>
<td>Required Documents:</td>
</tr>
<tr>
<td></td>
<td>ii. Utilizes a public lottery process for open enrollment</td>
<td>- Enrollment Application</td>
</tr>
<tr>
<td></td>
<td>iii. Ensures no practices are implemented which may limit the opportunity for students with special needs to enroll</td>
<td>- Marketing/Recruitment Materials</td>
</tr>
</tbody>
</table>
|                                                                            |   iv. Ensures that student enrollment and attendance numbers are in line with the charter agreement, and provide evidence that the school is a viable school of choice for the community. | Other Evidence:
|                                                                            |                                                                                                                     | - School leader interview                                                |
|                                                                            |                                                                                                                     | - Observation of lotteries                                               |
|                                                                            |                                                                                                                     | - Enrollment and attendance data                                        |
|                                                                            |                                                                                                                     | - Core data                                                             |
### Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

| d) | Develops and sustains a school culture conducive to student learning | i. Maintains a clean and safe environment that supports the educational mission of the school.  
ii. Maintains open, consistent, clear communication among students, staff, parents, and administration  
iii. Maintains a school culture conducive to learning and continuous improvement  
iv. Communicates effectively to all stakeholder groups | **Required Documents:**  
Same evidence sources as described in Element IV above. |
|---|---|---|
| e) | Employs qualified staff, provides professional development opportunities to improve their performance. | i. Conducts personnel procedures and practices in a manner that promotes instructional effectiveness and continuous school improvement.  
ii. Conducts personnel procedures and practices in a manner that promotes the recruitment and retention of an effective instructional staff.  
iii. Provides professional development opportunities for all staff members that are aligned to the school's vision and advances their effectiveness in their roles. | **Required Documents:**  
Staff Organization Chart  
Employee School Handbook  
Assurance of Faculty/Staff Background Checks (FCSR and fingerprinting)  
Staff Professional Development Plan and Calendar  
Staff Mentoring and Coaching Plan  
Teacher Evaluation Plan (including blank evaluation forms) |
| f) | Understands and complies with the laws, policies, and state and federal requirements that govern charter schools | i. Participates regularly in professional development opportunities, which provide insight into the trends, issues, and potential changes in the environment in which charter schools operate  
ii. Allocates resources based primarily on their impact on student achievement, learning, and well-being  
iii. Implements business policies and procedures that promote school sustainability, operational integrity, and a focus on student achievement and learning results  
iv. Establishes programs and policies that enable all students to be served effectively  
v. Ensures timely submission of required data and reporting | **Required Documents:**  
*Health and Safety*  
Health Permits (food service)  
Fire Safety Permit  
Building Inspection/Certificate of Occupancy  
Elevator Inspection Certificate  
*Special Education*  
SPED Compliance Plans (IDEA & 504)  
*Title I*  
Title I Parent Meetings (sign in sheets)  
HQ Parent Notification Letters |
## Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

<table>
<thead>
<tr>
<th>vi.</th>
<th>Ensures that school is in compliance with state and federal laws, policies and requirements and provisions in its contract with UMSL in these areas:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Health and safety</td>
</tr>
<tr>
<td>b.</td>
<td>Student records</td>
</tr>
<tr>
<td>c.</td>
<td>Special Education</td>
</tr>
<tr>
<td>d.</td>
<td>Title I</td>
</tr>
<tr>
<td>e.</td>
<td>Free and reduced lunch</td>
</tr>
<tr>
<td>f.</td>
<td>Homeless and ELL students</td>
</tr>
<tr>
<td>g.</td>
<td>Fiscal management</td>
</tr>
<tr>
<td>h.</td>
<td>State testing</td>
</tr>
<tr>
<td>i.</td>
<td>Other operations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>vii.</th>
<th>Homeless and ELL Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>ELL Intervention Plan</td>
</tr>
<tr>
<td>b.</td>
<td>ELL Pupil Count/Percentages</td>
</tr>
<tr>
<td>c.</td>
<td>Homeless Student Policy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>viii.</th>
<th>Fiscal Management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Refer to Element IX: Sound Financial Operations below)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ix.</th>
<th>State Testing</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Quality Assurance – Grade Level Assessment Assurance Document</td>
</tr>
<tr>
<td>b.</td>
<td>State Exam Security Policy</td>
</tr>
<tr>
<td>c.</td>
<td>State Exam Testing Calendar</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>x.</th>
<th>Other Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Student/Parent Handbook</td>
</tr>
<tr>
<td>b.</td>
<td>Media Policy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>g)</th>
<th>Conducts an annual school self-evaluation and report</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>With the Board of Directors, produces an annual school self-evaluation aligned to the school evaluation standards of the charter school sponsor.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Required Documents:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• School Annual Self-Evaluation</td>
</tr>
</tbody>
</table>

### Progress made since last year’s evaluation:

- **Areas of strength:**

- **Areas for improvement:**
**VI. Transformational Teachers**

A transformational teacher:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Indicator</th>
<th>Evidence</th>
</tr>
</thead>
</table>
| **a. Understands and believes in the vision and innovative identity of the school.** | i. Develops an ambitious, measurable and inspiring course vision and goals aligned to the school’s vision and innovative identity.  
ii. Provides students with a clear picture of what reaching the vision and goals looks like. | Required Documents: Other Evidence  
- Teacher and student surveys and interviews  
- Classroom observations |
| **b. Takes responsibility for investing students in reaching their academic and personal growth goals.** | i. Believes that all students can learn.  
ii. Holds high expectations for all students  
iii. Inspires and motivates students to reach the vision and goals.  
iv. Builds a strong culture of achievement where the classroom environment is conducive to learning and growing.  
v. Builds strong, trusting relationships with students and their families.  
vi. Is passionate about the content of the curriculum and conveys that passion to students. | Required Documents: Other Evidence  
- Teacher surveys and interviews  
- Classroom observations  
- Student and parent surveys and interviews  
- Course scope and sequence, unit and lesson plans |
| **c. Develops and/or implements curriculum that is strongly aligned to student academic achievement and personal growth goals** | i. Designs a course scope and sequence that is tightly aligned to the vision and goals.  
ii. Designs a course that engages students in both critical thinking and meaningful discourse around enduring understandings and essential questions.  
iii. Designs units and lessons that:  
   o Are tightly aligned to course learning objectives and desired student outcomes.  
   o Build on what students already know and do and provide the scaffolding they need to reach the level of success commensurate with the vision and goals.  
   o Engage students with thought-provoking and ambiguous texts/materials that challenge their thinking and feelings.  
   o Give students opportunities to conduct research to answer a question, explore and take a stand on an issue, or develop solutions to a problem.  
   o Use writing to communicate their reflections and understandings  
   o Incorporate a variety of teaching methods that meet the needs of diverse student learning styles | Required Documents: Other Evidence  
- School leader/Curriculum leader interview  
- Teacher surveys and interviews  
- Classroom observations  
- Course scope and sequence, unit and lesson plans  
- Assessment plans/performance tracking systems  
- Student performance data (including state, formative and internal benchmark assessments) |
## Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Details</th>
<th>Required Documents:</th>
<th>Other Evidence</th>
</tr>
</thead>
</table>
| **d. Employs best instructional practices to engage students in learning and raise academic achievement.** | i. Keeps instruction student centered and inquiry oriented  
ii. Continually orient students to content  
iii. Continually orient students to each other  
iv. Continually checks for student understanding and makes appropriate adjustments as necessary | | |
| **e. Tracks student progress towards academic and personal growth goals and makes adjustments as necessary.** | i. Uses multiple forms of assessment, including growth-measures assessments, to inform instructional decision-making.  
ii. Evaluates students’ progress towards meeting course and school performance goals and modifies goals, as needed, to improve student achievement.  
iii. Tracks and disseminates growth data for students over time using both norm referenced measures and state assessments.  
iv. Builds student skills in tracking their own progress and motivates them to take charge of their own academic and personal growth.  
v. Pursues professional development opportunities to address areas for growth in their own teaching. | | |

**Progress made since last year’s evaluation:**

**Areas of strength:**

**Areas for improvement:**
## VII. Comprehensive Student Support System

The support staff of a transformational school:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Indicators</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Develops and utilizes a comprehensive, developmental student support</td>
<td>i. Collects and uses academic, behavior and attendance data to:</td>
<td>Required Documents:</td>
</tr>
<tr>
<td>system that proactively assists all students to develop and apply skills</td>
<td>o Plan appropriate programs for students both individually and collectively.</td>
<td>• SPED Compliance Plans (IDEA &amp; 504)</td>
</tr>
<tr>
<td>for maximum academic, career, and personal/social growth during the</td>
<td>o Monitor student performance and provide appropriate interventions in cooperation with all</td>
<td>• ELL Intervention Policy</td>
</tr>
<tr>
<td>school years.</td>
<td>stakeholders for student success.</td>
<td>• Title I Needs Assessment and Plan</td>
</tr>
<tr>
<td></td>
<td>ii. Assists all students with developing academic, career, and personal/social skills;</td>
<td>Other Evidence:</td>
</tr>
<tr>
<td></td>
<td>helping them to utilize reasoning, understand connections and make complex choices.</td>
<td>• Student support team interviews</td>
</tr>
<tr>
<td></td>
<td>iii. Uses a variety of activities, resources and strategies; including individual and group</td>
<td>• School leader interviews</td>
</tr>
<tr>
<td></td>
<td>counseling, classroom presentations, academic advising, parent education and other responsive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>services</td>
<td></td>
</tr>
<tr>
<td>b. Advocates for students and provides professional expertise to help</td>
<td>i. Proactively facilitates communication and collaboration within and among the school, home</td>
<td>Required Documents:</td>
</tr>
<tr>
<td>school personnel, parents/guardians and community members to increase</td>
<td>and community to promote and build trust, understanding and partnerships with all segments</td>
<td>• Homeless Student Policy</td>
</tr>
<tr>
<td>the effectiveness of student success.</td>
<td>of the school community.</td>
<td>Other Evidence:</td>
</tr>
<tr>
<td></td>
<td>ii. Seeks solutions and provide referrals to overcome barriers to effective involvement in</td>
<td>• Student support team interviews</td>
</tr>
<tr>
<td></td>
<td>education and success of students.</td>
<td>• School leader interviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Staff, student and parent surveys</td>
</tr>
<tr>
<td>c. Develops and implements policies and procedures to ensure that all</td>
<td>i. Ensure that teachers have the expertise to identify students who may have special needs</td>
<td></td>
</tr>
<tr>
<td>children with disabilities are identified and evaluated; and if eligible,</td>
<td>and communicates regularly with teachers to share concerns.</td>
<td>Other Evidence:</td>
</tr>
<tr>
<td>receive services that meet their specific needs.</td>
<td>ii. Follows protocol related to parent concerns in a timely manner.</td>
<td>• Student support team interviews</td>
</tr>
<tr>
<td></td>
<td>iii. Develops and implements a system (internal or external) to evaluate students.</td>
<td>• School leader interviews</td>
</tr>
<tr>
<td></td>
<td>iv. Develops and implements appropriate services that meet each student’s individual needs.</td>
<td>• DESE CAPs</td>
</tr>
<tr>
<td></td>
<td>v. Is in compliance with all special education statutes and procedures.</td>
<td>• Staff, student and parent surveys</td>
</tr>
<tr>
<td>d. Develops and implements policies and procedures to ensure that all</td>
<td>i. Develops and implements a plan that’s in compliance with state and federal guidelines that</td>
<td></td>
</tr>
<tr>
<td>children who qualify as homeless receive all necessary services and</td>
<td>ensures homeless students have an equal opportunity to a public education.</td>
<td>Required Documents:</td>
</tr>
<tr>
<td>support to meet their specific</td>
<td></td>
<td>• Homeless Student Policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Evidence:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Student support team interviews</td>
</tr>
</tbody>
</table>
## Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

<table>
<thead>
<tr>
<th>Needs.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>e. Develops and implements policies and procedures to ensure that all children who qualify as ELL receive necessary services and support to meet their specific needs.</td>
<td>i. Develops and implements a plan that’s in compliance with state and federal guidelines that ensures ELL students receive necessary services and support to meet their specific needs.</td>
</tr>
<tr>
<td>Required Documents:</td>
<td>Other Evidence</td>
</tr>
<tr>
<td>• School leader interviews</td>
<td>• Student support team interviews</td>
</tr>
<tr>
<td>• DESE compliance reports</td>
<td>• School leader interviews</td>
</tr>
<tr>
<td>• Staff, student and parent surveys</td>
<td>• DESE compliance reports</td>
</tr>
<tr>
<td></td>
<td>• Staff, student and parent surveys</td>
</tr>
</tbody>
</table>

### Progress made since last year's evaluation:

**Areas of strength:**

**Areas for improvement:**
## VIII. Responsible Governance  
The Board of Directors of a transformational school:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Indicator</th>
<th>Evidence</th>
</tr>
</thead>
</table>
| a. Operates legitimately and in the best interest of its students and mission. | i. Considers implications of decisions on the mission of the school.  
ii. The Board annually self-evaluates using a standardized tool that assesses performance based on setting goals, developing policy, communication with the school and community and oversight of school leadership.  
iii. Ensures the board and school have all necessary insurance policies in place. | Documents  
- Board Self-Evaluation  
- Insurance Policies  
  - Directors and Officer Coverage  
  - General Liability  
  - Professional Liability  
  - Property  
  - Workmen Compensation  
  - Employee Dishonesty/Crime (minimum $500k)  
Other Evidence  
- Observation of board meetings  
- UMSL Sponsor communication with board president and/or directors |
| b. Recruits and maintains a strong governing board with diverse backgrounds and skills sets | i. Includes individuals who are experienced in managing organizations and well versed in charter law  
ii. Maintains among its Directors a balance of skills and professional expertise (i.e. K-12 education, business, marketing, legal, accounting, fundraising, real estate etc.) necessary to fulfill all Board obligations.  
iii. Provides new board members a formal orientation on the purpose and educational vision of the school, the school’s performance objectives, and their roles and legal responsibilities  
iv. Seeks information and professional development opportunities related to charter operation, laws, and effective non-profit board work | Documents  
- Board Organizational Structure Chart  
- Board Director Profiles/Contact Information  
- Assurance of Board Criminal Background and FCSR (child abuse registry) Checks  
- Board Development Plans  
- Board Member Financial Disclosure Confirmation  
Other Evidence  
- Director interviews |
| c. Conducts its business in compliance with all state statutes and regulations | i. Meetings are regularly scheduled and appropriately conducted.  
ii. Governance records and documentation are appropriately created and maintained.  
iii. School business is conducted in a transparent manner subject to the provisions and sections 610.010 to 610.030, open meetings law; free of conflict of interest, and models best practices regarding governance roles and responsibilities. | Documents  
- Board Meeting Agenda  
- Board Meeting Calendar  
- Board Meeting Document Packets  
- Board Meeting Minutes - Approved  
Other Evidence  
- Observation of board meetings  
- Board meeting notices and signage |
## Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

<table>
<thead>
<tr>
<th>d. Ensures that policies are complete, regularly reviewed, updated as needed, and followed in a fair and consistent manner</th>
<th>i. Develops, adopts, and follows a comprehensive set of bylaws which at a minimum include conflicts of interest policies, meeting protocols and procedures, and formal delineations of roles and authorities within the charter school</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ii. Regularly reviews board policies, updating as necessary.</td>
</tr>
<tr>
<td></td>
<td>iii. Organizes and makes available to the public the school policies utilizing multiple forms of communication</td>
</tr>
<tr>
<td><strong>Documents</strong></td>
<td><strong>Board Policy Manual and Bylaws;</strong></td>
</tr>
<tr>
<td><strong>Other Evidence</strong></td>
<td>Observation of board meetings, Board meeting agendas and minutes, Evidence in board minutes that check registry has been reviewed and approved by the board.</td>
</tr>
<tr>
<td>e. Employs a clear strategic approach to meeting the school’s vision</td>
<td>i. With the school leaders, develops strategic plans that ensure fidelity to the school’s vision by addressing critical issues; including school performance, financial management, human resource management, facilities, and quality improvement</td>
</tr>
<tr>
<td></td>
<td>ii. Monitors progress towards goals identified in the strategic plans</td>
</tr>
<tr>
<td><strong>Documents</strong></td>
<td><strong>Strategic Plan</strong> (same as for School Leader)</td>
</tr>
<tr>
<td><strong>Other Evidence</strong></td>
<td>Observation of board meetings, Board meeting approved minutes</td>
</tr>
<tr>
<td>f. Selects, supports, and annually evaluates the school leader</td>
<td>i. Selects a highly qualified school leader and defines the role the leader plays in the overall operation of the charter school</td>
</tr>
<tr>
<td></td>
<td>ii. Supports the administrator’s decision making</td>
</tr>
<tr>
<td></td>
<td>iii. Establishes clear expectations of and assesses the performance of the school leader using a consistent evaluation instrument reflecting the mission and vision of the school, the performance goals set forth in the performance contract, the day-to-day management of the school and progress made on yearly school goals.</td>
</tr>
<tr>
<td><strong>Documents</strong></td>
<td><strong>Board Evaluation of School Leader</strong> (blank template)</td>
</tr>
<tr>
<td><strong>Other Evidence</strong></td>
<td>Chair and Director interviews, Board meeting observations</td>
</tr>
<tr>
<td>g. Monitors the school’s education program, operational procedures, and fiscal health in cooperation with the sponsor.</td>
<td>i. Directs the school leader to provide an annual self- evaluation to the sponsor and regular reports of student performance, academic progress, and the school’s fiscal health to the sponsor and to the Department of Elementary and Secondary Education.</td>
</tr>
<tr>
<td></td>
<td>ii. Monitors student academic performance, curriculum and instruction, operational procedures and fiscal management.</td>
</tr>
<tr>
<td><strong>Documents</strong></td>
<td><strong>School Annual Self-Evaluation</strong> (same as for School Leader)</td>
</tr>
<tr>
<td><strong>Other Evidence</strong></td>
<td>Chair and Director interviews, Board meeting observations, Board meeting approved minutes</td>
</tr>
<tr>
<td>h. Fulfills its responsibilities to UMSL’s sponsorship liaison.</td>
<td>i. The Board communicates in a timely manner with UMSL’s sponsorship liaison about significant policy, personnel, school performance or legal issues.</td>
</tr>
<tr>
<td></td>
<td>ii. A written response from the Board that addresses the concerns and recommendations of the annual sponsor evaluation no later than one week following the board’s regularly-scheduled October meeting.</td>
</tr>
<tr>
<td><strong>Documents</strong></td>
<td><strong>Board-UMSL sponsor communications, Written response to Annual School Review</strong></td>
</tr>
<tr>
<td><strong>Other Evidence</strong></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

Progress made since last year’s evaluation:

Areas of strength:

Areas for improvement:
### IX. Sound Financial Operations
A transformational school:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Indicator</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Fulfills its fiduciary responsibility for public funds by ensuring the</td>
<td>i. Preserves a minimum of three percent budget surplus</td>
<td><strong>Documents</strong></td>
</tr>
<tr>
<td>school operates in a fiscally sound and appropriate manner.</td>
<td>ii. Maintains accessible and appropriate fiscal records</td>
<td>• Annual Secretary to the Board Report (ASBR)</td>
</tr>
<tr>
<td></td>
<td>iii. Core Data and other required school reporting is conducted in a timely</td>
<td>• Independent Annual Audit</td>
</tr>
<tr>
<td></td>
<td>and appropriate manner</td>
<td>• Cash Flow Projection and Analysis</td>
</tr>
<tr>
<td></td>
<td>iv. Conducts an annual financial audit</td>
<td>• Annual Debt Report</td>
</tr>
<tr>
<td></td>
<td>v. Ensures that school business and expenses, including personnel, are</td>
<td>• Tear Sheet and Invoice for Locally Published Annual Audit</td>
</tr>
<tr>
<td></td>
<td>made free of conflict of interest and directed toward meeting the mission</td>
<td></td>
</tr>
<tr>
<td></td>
<td>of the school.</td>
<td></td>
</tr>
<tr>
<td>b. Establishes clear fiscal policies that use public funds appropriately</td>
<td>i. Adhere to an adopted and board approved fiscal policy and procedures</td>
<td><strong>Documents</strong></td>
</tr>
<tr>
<td></td>
<td>manual</td>
<td>• Annual Budget</td>
</tr>
<tr>
<td></td>
<td>ii. Ensure fiscal policies include procedures for the authorization of</td>
<td>• Monthly Financial Statements</td>
</tr>
<tr>
<td></td>
<td>purchases and release of funds</td>
<td>• Banking Information</td>
</tr>
<tr>
<td></td>
<td>iii. Adopt a budget by June 30 for the upcoming fiscal year</td>
<td>• Account Coding Data FED/LEA</td>
</tr>
<tr>
<td></td>
<td>iv. Ensure that the budgeting process maintains a direct focus on</td>
<td>• Internal Control Policies and Procedures</td>
</tr>
<tr>
<td></td>
<td>teaching and learning needs with a fiscal balance to cover expenses</td>
<td>• Procurement Policy</td>
</tr>
<tr>
<td></td>
<td>with revenue</td>
<td>• Federally Funded Purchase Inventory</td>
</tr>
<tr>
<td>c. Ensures financial resources are directly related to the school’s</td>
<td>i. Ensure that the school’s physical space, materials, and supplies are</td>
<td><strong>Documents</strong></td>
</tr>
<tr>
<td>purpose: student achievement and learning</td>
<td>conducive to accomplishing the charter’s school-wide learning goals</td>
<td>• Staff Salary Records (including average staff salary)</td>
</tr>
<tr>
<td></td>
<td>as specified in the charter</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ii. Establish policies to ensure that contracts reflect fair market</td>
<td><strong>Other Evidence</strong></td>
</tr>
<tr>
<td></td>
<td>value</td>
<td>• Building walk-through</td>
</tr>
<tr>
<td></td>
<td>iii. Determine compensation levels for employees that are appropriate for</td>
<td>• Classroom observations</td>
</tr>
<tr>
<td></td>
<td>the positions and responsibilities and that are consistent with</td>
<td>• Vendor contracts</td>
</tr>
<tr>
<td></td>
<td>industry norms</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

Progress made since last year's evaluation:

Areas of strength:

Areas for improvement:
## Appendix 3: UMSL-Charter School Annual Review Standards and Indicators

### X. Engaged Parents and Community

A transformational school:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Indicator</th>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Engages parents and community stakeholders in the vision and mission of the school</td>
<td>i. Develops and implements an effective communications plan consistently engaging the community in becoming educated regarding quality education and developing support for their charter school</td>
<td>Documents</td>
</tr>
<tr>
<td></td>
<td>ii. Ensures the active engagement of administrators, board members, parents, and staff in communication and outreach planning and implementation</td>
<td>Other Evidence</td>
</tr>
<tr>
<td></td>
<td>iii. Communicates and engages all stakeholders in the mission and vision of the school</td>
<td>• Parent interviews</td>
</tr>
<tr>
<td></td>
<td>iv. Involves students, parents, and community members as part of the school’s support system.</td>
<td>• Parent and community communication/involvement plan</td>
</tr>
<tr>
<td></td>
<td>v. Fosters strong relationships between school staff and parents.</td>
<td>• Data on parent and community participation in school events</td>
</tr>
<tr>
<td>b. Seeks input from relevant, critical, impacted stakeholders</td>
<td>i. Establishes regular opportunities and methods of communication among the stakeholders, administration, and the board</td>
<td>• Parent-teacher contact data</td>
</tr>
<tr>
<td></td>
<td>ii. Conducts its meetings regularly and in an open, organized, and effective manner</td>
<td>• Newsletters and other communications</td>
</tr>
<tr>
<td></td>
<td>iii. Operates within the requirements of the Missouri Sunshine Law ensuring board meeting agendas and meeting minutes are posted in a timely manner for broad public review and all state non-profit requirements are met</td>
<td>• Parent survey data</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Board meeting agendas, notices, minutes and supporting documentation</td>
</tr>
</tbody>
</table>

### Progress made since last year’s evaluation:

**Areas of strength:**

**Areas for improvement:**
Appendix 4: UMSL Charter School Performance Contract Template

As the official charter school sponsor of <School Name> the University of Missouri, St. Louis (UMSL) is legislatively required to monitor compliance and performance of the school, recommend sanctions, if necessary, and revocation and closure when the school demonstrates an inability to meet standards. This performance contract represents expectations in the <initial/renewal> charter term.
## Appendix 4: UMSL Charter School Performance Contract Template

### A. Governance

Charter schools are governed by an independent board of directors that are required to abide by all laws governing 501(c)3 organizations, and public schools. For the term of this performance contract, the board of `<School Name>` will:

1. Consistently abide by all Missouri laws, including the Missouri Sunshine Law in all its operations.
2. Maintain an active, involved board as described in their charter.
3. Meet all standards for governance listed below as assessed by the UMSL sponsor during its annual review:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.1</strong> The school Board operates legitimately and in the best interest of its students and mission.</td>
<td>Governance records. Criminal background and FCSR checks as outlined in section RSMo160.400.14</td>
</tr>
<tr>
<td><strong>3.2</strong> All board members receive training in Missouri Sunshine Law, nepotism, school governance, student achievement, school law and policy and conflict of interest within their first year of service.</td>
<td>Board survey Board minutes</td>
</tr>
<tr>
<td><strong>3.3</strong> Appropriate Board Policies are developed, revised as needed, and followed.</td>
<td>Board Policies and appropriate school documents, such as enrollment procedures, student handbooks, etc.</td>
</tr>
<tr>
<td><strong>3.4</strong> Meetings are regularly scheduled and appropriately conducted.</td>
<td>Governance records.</td>
</tr>
<tr>
<td><strong>3.5</strong> Governance records and documentation are appropriately created and maintained.</td>
<td>Board Meeting Agenda, notices, minutes, and supporting documentation.</td>
</tr>
<tr>
<td><strong>3.6</strong> School business is conducted in a transparent manner subject to the provisions and sections 610.010 to 610.030, Missouri Sunshine Law; free of conflict of interest, and models best practices regarding governance roles and responsibilities.</td>
<td>Fiscal records. Fiscal Audits and ASBR. Core Data Reports.</td>
</tr>
<tr>
<td><strong>3.7</strong> The Board implements a transparent process for evaluating the school leader that includes evaluation of core competency categories and progress made on yearly school goals.</td>
<td>School leader evaluation document</td>
</tr>
<tr>
<td><strong>3.8</strong> The Board communicates in a timely manner with UMSL’s sponsorship liaison about significant policy, personnel, school performance or legal issues.</td>
<td>Board-sponsor communications</td>
</tr>
<tr>
<td><strong>3.9</strong> The Board annually self-evaluates using a standardized tool that assesses performance based on setting goals, developing policy, and communication.</td>
<td>Board self-evaluation document</td>
</tr>
<tr>
<td><strong>3.10</strong> The Board officially reviews the sponsor’s Annual Review at one of its board meetings.</td>
<td>Board minutes</td>
</tr>
</tbody>
</table>
Appendix 4: UMSL Charter School Performance Contract Template

B. School Leadership

For the term of this performance contract:

1. The <title of leader> of <School Name> will meet all standards for school leadership listed below as assessed by the UMSL sponsor during its annual review:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Student enrollment procedures, including open enrollment and lottery, if needed, are appropriately conducted and documented.</td>
</tr>
<tr>
<td>4.2</td>
<td>Student enrollment and attendance numbers are in line with the charter agreement, and provide evidence that the school is a viable school of choice for the community.</td>
</tr>
<tr>
<td>4.3</td>
<td>Personnel procedures and practices are conducted in a manner that promotes instructional effectiveness and continuous school improvement.</td>
</tr>
<tr>
<td>4.4</td>
<td>School meets all state and local standards relative to health and safety; and maintains a clean and safe environment that supports the educational mission of the school.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measure</th>
<th>Student Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20&lt;XX&gt;</td>
</tr>
<tr>
<td>Student Retention</td>
<td>≥ XX%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measure</th>
<th>Teacher Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20&lt;XX&gt;</td>
</tr>
<tr>
<td>Teacher Retention</td>
<td>≥ XX%</td>
</tr>
</tbody>
</table>
Appendix 4: UMSL Charter School Performance Contract Template

C. Financial Operations

The school depends on the board maintaining proper fiduciary responsibility. For the term of the charter, <School Name> will:

1. Comply with annual auditing and ASBR requirements, and remedy all audit findings.
2. Maintain adequate fiscal health, as evidenced by producing regular financial statements, ensuring board review and oversight of payments, and paying all obligations in a timely manner.
3. Maintain an Ending Cash Fund Balance that is no less than <XX%> in year one and <XX%> thereafter.
4. Meet all standards for fiscal operations listed below as assessed by the UMSL sponsor during its annual review:

<table>
<thead>
<tr>
<th>Standard</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Fiscal records are appropriately maintained.</td>
<td>Governance records.</td>
</tr>
<tr>
<td></td>
<td>Fiscal records.</td>
</tr>
<tr>
<td></td>
<td>Independent Fiscal Audit.</td>
</tr>
<tr>
<td></td>
<td>Annual Report to the Board (ASBR).</td>
</tr>
<tr>
<td>8.2 The school operates in a fiscally sound and appropriate manner.</td>
<td>Governance records.</td>
</tr>
<tr>
<td></td>
<td>Fiscal reports.</td>
</tr>
<tr>
<td></td>
<td>Independent Fiscal Audit.</td>
</tr>
<tr>
<td></td>
<td>Annual Report to the Board (ASBR).</td>
</tr>
<tr>
<td>8.3 School business and expenses, including personnel, are made free</td>
<td>Governance records.</td>
</tr>
<tr>
<td></td>
<td>Fiscal reports and including payroll and retirement records.</td>
</tr>
<tr>
<td></td>
<td>Independent Fiscal Audit.</td>
</tr>
<tr>
<td></td>
<td>Annual Report to the Board (ASBR).</td>
</tr>
<tr>
<td>8.4 Core Data and other required school reporting is conducted in a</td>
<td>Fiscal reports.</td>
</tr>
<tr>
<td></td>
<td>Governance records.</td>
</tr>
<tr>
<td></td>
<td>Core Data Reports.</td>
</tr>
</tbody>
</table>
Appendix 4: UMSL Charter School Performance Contract Template

D. Reporting

Schools maintain and submit large amounts of data to all regulatory authorities. UMSL monitors compliance of all these requirements. For the term of the charter, <School Name> will:

1. Maintain a 90% compliance rate for submitting required data and reports to UMSL.
2. Consistently comply with DESE reporting requirements and requests, including MOSIS Submissions and Tiered Monitoring requirements.
E. Academic Achievement, Attendance and Annual Performance Report (APR)

Academic Achievement

The most important measure of success in any school is student outcomes and quality teaching is the most important input to successful outcomes. For the term of this performance contract, **School Name** will:

1. Maintain a professional development system that includes: a teacher evaluation system that meets state requirements, retention of excellent teachers, and removal or development of teachers that are not meeting expectations.
2. Meet MSIP-5 academic achievement targets below:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Minimum Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>For All Tested Subjects</td>
<td>20&lt;XX&gt;</td>
</tr>
<tr>
<td>Academic Achievement</td>
<td>Approaching</td>
</tr>
<tr>
<td>Subgroup Achievement</td>
<td>Approaching</td>
</tr>
<tr>
<td>MPI</td>
<td>&lt;XXX&gt;</td>
</tr>
</tbody>
</table>

These goals are based on the current state assessment (MAP) and will be renegotiated based on any new assessment as necessary.

Attendance

3. For the term of this performance contract, **School Name** will meet the following MSIP5 attendance targets:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Minimum Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Attendance</td>
<td>≥ XX%</td>
</tr>
</tbody>
</table>

Annual Performance Report (APR)

4. For the term of this performance contract, **School Name** will meet the following MSIP5 APR targets:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Minimum Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall APR Score</td>
<td>N/A</td>
</tr>
<tr>
<td>Comparison to SLPS</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**NOTE:** These goals assume the current state accountability system and structure (MSIP5) is in place through the 20<XX> - 20<XX> school year.
Appendix 4: UMSL Charter School Performance Contract Template

<School Name> and UMSL agree that substantial failure to meet any of the terms of performance stated above could cause <School Name> to be placed on probation. Probation will require a remediation plan for addressing all deficiencies in the following year. Failure to remediate will result in a recommendation for closure. Furthermore, this performance contract is for five years of operation of the school. In the fifth year, <School Name> and UMSL will determine, based on UMSL policy and procedures and successful completion of this contract, if the school is prepared for renewal. At that time, a new performance contract will be created to address the next five years of the proposed, renewed charter.

The Board of Directors of <School Name> approved this contract on <Month – Day - Year>.

In agreement:

<table>
<thead>
<tr>
<th>Signature</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Mendelsohn</td>
<td>&lt;Name&gt;</td>
</tr>
<tr>
<td>Executive Director: Charter Schools and Partnerships</td>
<td>Board President</td>
</tr>
<tr>
<td>Charter Schools Sponsor Office</td>
<td>&lt;School Name&gt;</td>
</tr>
<tr>
<td>UMSL College of Education</td>
<td></td>
</tr>
</tbody>
</table>

Date |

Date
Appendix 5: School Specific Intervention Criteria

School Specific Criteria for Intervention and Potential Closure
UMSL Charter School Office
*Excerpt: Vernare Charter Application (2014)*

In Vernare’s first year (2017 - prior to the first administration of Smarter-Balanced Assessments), UMSL will closely monitor student academic performance on Vernare’s internal assessments:
- Student lesson completion data
- SABIS furnished end-of-year diagnostic tests for promotion to First Grade
- Continual Assessment Test mastery data
- End of Term Exam data.

If school wide student performance in math and reading indicate that students are growing at a rate significantly less than one year over an academic year, UMSL will require Vernare to develop a benchmarked academic achievement improvement plan for the following year that is monitored by UMSL.

At the end of year two (2018), if the Vernare’s Total MPI score in either ELA or Math falls within the range of 275 – 290, UMSL will request a benchmarked academic improvement plan specifically focused on how the school plans to improve student performance and UMSL will monitor execution of this plan. If at the end of the following year (2019) Vernare’s Total MPI score remains within the 275 – 290 range, UMSL will place the school on probationary status and strongly consider the possibility of closure at the end of the next school year. If at the end of the following year (2020) Vernare's Total MPI score has dropped 12 points or greater from the 2019 score, UMSL will place the school on probationary status and institute closure procedures.

At the end of year three (2019), if the Vernare Total MPI score in either ELA or Math falls below 300 for the first time and is within the range of 275 – 290, UMSL will request a benchmarked academic improvement plan specifically focused on how the school plans to improve student performance and UMSL will monitor execution of the plan. If at the end of the following year (2020) Vernare’s Total MPI score remains within the 275 – 300 range, UMSL will place the school on probationary status and strongly consider the possibility not renewing the charter, closing the school at the end of the 2020-21 school year.

If at the end of any year, the Vernare Total MPI score in either ELA or Math falls below 275, UMSL will place Vernare on probationary status and strongly consider the possibility of closure at the end of the next school year.
<Name of School> SCHOOL IMPROVEMENT PLAN 2014 – 2015

Goal 1: Measurable Outcomes: 1) FY15 MAP MPI results will be: CA: XXX  MA: XXX  SCI: XXX
2) Supersubgroup scores will continue to improve in ________________
3) Supersubgroup scores will reach XXX or greater in ________________.

<table>
<thead>
<tr>
<th>Strategic Action 1:</th>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Step: General-1 •</td>
<td>Task 1: Due Date: Person responsible</td>
</tr>
<tr>
<td></td>
<td>Task 2: Due Date:</td>
</tr>
<tr>
<td></td>
<td>Task 3: Due Date:</td>
</tr>
<tr>
<td>Action Step: General-2 •</td>
<td>Task 1: Due Date: Person responsible</td>
</tr>
<tr>
<td></td>
<td>Task 2: Due Date:</td>
</tr>
<tr>
<td></td>
<td>Task 3: Due Date:</td>
</tr>
<tr>
<td></td>
<td>Task 4: Due Date:</td>
</tr>
<tr>
<td>Action Step: General-3 •</td>
<td>Task 1: Due Date: Person responsible</td>
</tr>
<tr>
<td></td>
<td>Task 2: Due Date:</td>
</tr>
<tr>
<td></td>
<td>Task 3: Due Date:</td>
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<tr>
<td></td>
<td>Task 4: Due Date:</td>
</tr>
</tbody>
</table>
### Action Step: Literacy-1

<table>
<thead>
<tr>
<th>Task 1:</th>
<th>Due Date:</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 2:</td>
<td>Due Date:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td>Due Date:</td>
<td></td>
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</tbody>
</table>

### Action Step: Math-1

<table>
<thead>
<tr>
<th>Task 1:</th>
<th>Due Date:</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 2:</td>
<td>Due Date:</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td>Due Date:</td>
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</tbody>
</table>

### Strategic Action 2:

<table>
<thead>
<tr>
<th>Strategic Action 2:</th>
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<th>Due Date:</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Step 1</td>
<td>Task 1:</td>
<td>Due Date:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task 2:</td>
<td>Due Date:</td>
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<tr>
<td></td>
<td>Task 3:</td>
<td>Due Date:</td>
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<tr>
<td></td>
<td>Task 4:</td>
<td>Due Date:</td>
<td></td>
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<tr>
<td></td>
<td>Task 5:</td>
<td>Due Date:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task 6:</td>
<td>Due Date:</td>
<td></td>
</tr>
</tbody>
</table>

### Strategic Action 3:

<table>
<thead>
<tr>
<th>Strategic Action 3:</th>
<th>Task 1:</th>
<th>Due Date:</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Step 1</td>
<td>Task 1:</td>
<td>Due Date:</td>
<td></td>
</tr>
</tbody>
</table>
**Appendix 6: School Improvement Plan Template**

<table>
<thead>
<tr>
<th>Task 2:</th>
<th>Due Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 3:</td>
<td>Due Date:</td>
</tr>
</tbody>
</table>

**Action Step 2**
- Task 1: | Due Date: | Person responsible |
- Task 2: | Due Date: |
- Task 3: | Due Date: |

**Goal 2: Measurable Outcome:**

**Strategic Action 1:** Diagnose problem associated with FY14 attendance process and implement an efficient and accurate attendance process for FY15.

<table>
<thead>
<tr>
<th>Action Step 1</th>
<th>Task 1:</th>
<th>Due Date:</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 2:</td>
<td>Due Date:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td>Due Date:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Step 2</th>
<th>Task 1:</th>
<th>Due Date:</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 2:</td>
<td>Due Date:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 6: School Improvement Plan Template

<table>
<thead>
<tr>
<th>Action Step 3</th>
<th>Task 1:</th>
<th>Due Date:</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task 2:</td>
<td></td>
<td>Due Date:</td>
<td></td>
</tr>
<tr>
<td>Task 3:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ancillary Goals

In addition to meeting the above goals related to student achievement and attendance, UMSL will monitor <name of school>’s efforts to address the following areas for improvement as presented and clarified in its FY14 Annual Review. The board and school leadership team will be expected to document these efforts.

1.

2.
Chapter 100—Office of Quality Schools

5 CSR 20-100.265 Charter School Closure

PURPOSE: This rule establishes processes and procedures for charter school sponsors to close a charter school as required by the Missouri Department of Elementary and Secondary Education. These processes and procedures serve as a foundation for closures as authorized by sections 160.400.166 and 160.405.15, RSMo Supp. 2013.

(1) Communication. The charter school sponsor (sponsor) will closely monitor the charter school's clear, adequate, and timely communication with parents, school staff, the community, and all stakeholder groups regarding the closing of a charter school to ensure that students, families, staff, and community have the support needed for student transfer/transition.

(2) Student Records. The sponsor will closely monitor the charter school's transfer of all student records in accordance with privacy rules set forth in the Family Educational Rights and Privacy Act (FERPA) and any applicable state record retention schedules/policies/laws, including, but not limited to:
   (A) Conducting a review to determine that all student records are complete and located in a secure location;
   (B) Compiling student records into a format that is electronically transferable;
   (C) Providing staff for purposes of transferring student records to other schools as the charter school closes; and
   (D) Transferring, in a timely manner, all student-related records for retention and historical accessibility to the local school district as required under the Public School Records Retention Schedule (PSRRS) (section 109.255, RSMo 2000).

(3) Business and Personnel Records. The sponsor shall coordinate efforts regarding all personnel, governance, and financial records that are retained according to the PSRRS.

(4) Submission of Final Data and Reports. The sponsor shall coordinate efforts for the completion of all data and reporting for the closing charter school, including, but not limited to:
   (A) Annual Secretary of the Board Report (ASBB) by August 15 of the year of closing;
   (B) Final audit submitted before December 31 of the year of closing;
   (C) Program evaluation reports and final expenditure reports (FER) submitted for all federal/state programs in which the closing charter school participated;
   (D) Submission of core data and the Missouri Student Information System (MOSIS) data; and
   (E) Required student testing.

(5) Resolution of Financial Obligations. During the dissolution of a charter school, the sponsor shall coordinate efforts to ensure the meeting of financial obligations associated as required in section 160.415.12, RSMo.
   (A) The sponsor is responsible for the oversight of unobligated assets of the charter school. The sponsor contractually requires—
      1. Quarterly accountability reports on receipts and expenditures;
      2. Quarterly bank statements for the closing charter school accounts;
      3. Monitoring of all expenditures during and after school closure to ensure such expenditures are essential to the closing process; and
      4. An independent audit be conducted for any remaining funds if more than three (3) months lapse from the official closure of the charter school.
   (B) If the charter school does not have sufficient funds to close out the year, the sponsor is responsible for oversight and reporting as required in section 160.405.11(5)(a-c), RSMo.

(6) Disposition of Assets. Distribution of materials and equipment purchased with state funds will be determined by the charter school’s plan/policy for disposition of assets. The sponsor will closely monitor the reallocation of equipment and materials from a closed charter school to reasonably assure the equipment and materials follow the students to their new school. For equipment and or materials exceeding a total value of five thousand dollars ($5,000) purchased with federal funds and in accordance with federal guidelines, the sponsor shall verify that—
   (A) A physical verification that federally purchased equipment or electronic items is conducted;
   (B) An inventory of available items is sent to all local educational agencies (LEAs) and the district within the physical boundaries of the public school district within sixty (60) days of the school closure;
   (C) An opportunity for LEAs/districts interested in acquiring inventory items to send a written request for equipment or materials to the school and sponsor; and
   (D) Distribution of equipment or materials is based on—
      1. Any equipment and material required for an Individual Education Plan (IEP) for a student with disabilities must follow the student to his/her new public school;
      2. All equipment and materials pur-
Appendix 8: UMSL Revocation Hearing Procedures

CHARTER SCHOOL CONTRACT REVOCATION HEARING PROCEDURES

In accordance with the provisions of RSMo Section 160.405.8(4), the following procedures are established for the purpose of conducting administrative hearings to determine whether a Charter School Contract, entered into by The Curators of the University of Missouri on behalf of the University of Missouri-St. Louis (hereinafter referred to as "University"), and a Missouri Nonprofit Corporation Public Charter School, should be revoked.

Necessity of Request for Hearing

If the charter school submits a timely, written request for a hearing to the Relator the procedures outlined herein shall apply to the conduct of such a hearing. Failure of the charter school to make a written request for a hearing within the time specified in said written notice of proposed revocation, shall constitute a waiver of the charter school's right to a hearing before the hearing panel.

Necessity of Answer

If the charter school contests any of the reasons for the proposed revocation contained in the notice of proposed revocation, it must file a written answer specifying those reasons being contested and setting forth its reasons for contending that such proposed revocation is inappropriate. Such written answer must be provided to the Relator not later than five calendar days prior to the date of the hearing. The charter school's failure to file such an answer shall constitute an admission of the accuracy and legitimacy of the reasons for the proposed revocation contained in the notice of proposed revocation.

Appointment of and Role of Hearing Panel

The Chancellor shall appoint a hearing panel, to be comprised of University employees, not exceeding three in number, and shall designate one such employee as the chair of the hearing panel.

If a timely, written request for a hearing has been submitted by the charter school, the hearing panel shall conduct a hearing and, based upon the information presented at such hearing, shall make a written recommendation, which shall include the hearing panel's findings and its recommendation to the Chancellor as to whether the Charter School Contract should or should not be revoked consistent with the provisions of RSMo Section 160.405.8.

Hearing Procedure

If a timely, written request for a hearing has been submitted by the charter school, the Relator shall send via mail or email a written notice to the charter school specifying the date, time and place of such hearing. The hearing shall be held not more than fourteen days after the written request for a hearing has been received by the University unless, for good cause shown, the hearing is continued by the chair of the hearing panel.

The chair of the hearing panel shall preside at the hearing, shall call the roll of the hearing panel, shall ascertain the presence or absence of a representative of the charter school, including its attorney, and the presence or absence of the Relator, including his or her attorney. Unless such reading is waived by the charter school, the chair shall read the Notice of Hearing, shall read the grounds for revocation
Appendix 8: UMSL Revocation Hearing Procedures

stated in the written Notice of Proposed Revocation and shall read any written Answer submitted on behalf of the charter school.

The hearing shall be recorded, either by court reporter or otherwise, and shall be open to the public.

**Burden of Proof and Rules of Evidence**

The burden of demonstrating the existence of one or more of the alleged reasons for revoking a Charter School Contract shall rest with the Relator. Formal rules of evidence shall not be required.

**Opening Statements**

The Relator shall make opening remarks outlining the grounds for the proposed revocation of the Charter School Contract. The representative of the charter school may also make opening remarks and may elect to do so either immediately following the opening remarks of the Relator or at the close of the Relator’s presentation.

**Relator’s Evidence**

Relator may call witnesses and may present written information at the hearing as deemed appropriate by the hearing panel. Witnesses called by the Relator may be questioned by the charter school's representative and/or by the members of the hearing panel.

**Charter School's Evidence**

The charter school may call witnesses and may present written information at the hearing as deemed appropriate by the hearing panel. Witnesses called by the charter school may be questioned by the Relator and/or by the members of the hearing panel.

**Rebuttal Evidence**

The hearing panel shall permit the Relator and/or the charter school to present additional information in rebuttal of the other's presentation.

**Authority of the Hearing Panel**

The hearing panel shall have the authority:

a. To determine relevancy and admissibility of any evidence offered by the Relator and/or the charter school;

b. To permit a stipulation of facts agreed to by the Relator and the charter school;

c. To permit the incorporation into the record by reference of any document, affidavit or exhibit produced at the hearing and available for the Relator and the charter school to examine and comment upon;

d. To request the attendance of witnesses in addition to those witnesses called by the Relator or the charter school;
Appendix 8: UMSL Revocation Hearing Procedures

e. To dismiss any person from the hearing who interferes with or obstructs the hearing or who fails to abide by the rulings of the hearing panel or its chair; and

f. To have present a legal advisor to the hearing panel, who shall be designated by the University's General Counsel.

Relator and Charter School's Rights Upon Hearing

In addition to other rights specified herein, the Relator and the charter school shall have the following rights in connection with a hearing:

a. To be present at the hearing, which right is deemed waived by failure to appear for such hearing;

b. To have present at the hearing any legal or other advisor or counselor, to consult with such advisor or counselor during the hearing and to have such advisor or counselor participate in the questioning of witnesses and make statements on their behalf;

c. To hear or examine evidence presented by the other;

d. To question witnesses present and testifying on behalf of the other or witnesses present and testifying at the request of the hearing panel; and

e. To be informed in writing of the hearing panel's recommendation to the Chancellor.

Findings and Recommendations by the Hearing Panel

The hearing panel shall meet in executive session, outside the presence of the Relator and the charter school representative, shall discuss the evidence presented at the hearing and, by a majority vote of the members of the hearing panel, shall reach its findings and recommendations regarding the proposed action. The hearing panel shall reduce its findings and recommendations to writing and shall transmit same to the Chancellor within ten (10) days after the hearing, with a copy of such written findings and recommendations being provided to the Relator and the charter school.

Determination by Chancellor

The Chancellor shall make a determination in the matter after giving due consideration to the findings and recommendations of the hearing panel. Upon reaching that determination, the Chancellor shall notify the Relator and the charter school in writing of the determination and disposition.

Right to Appeal to State Board of Education

In accordance with the provisions of RSMo Section 160.405.8 (4) a final decision on the revocation of a Charter School Contract is subject to an appeal to the state board of education, which shall determine whether the charter shall be revoked.