



December 5, 2022

Utah State Charter School Board  
250 East 500 South  
PO Box 144200  
Salt Lake City, UT 84114-4200

Dear Jennifer,

The National Charter Schools Institute ("Institute") is pleased to submit this proposal for professional development, coaching, and evaluation of the Utah State Charter School Board ("SCSB") and Staff.

Our goal with this submission is to extend our initial proposal to include key aspects of authorizer development to provide a better experience for families in Utah. As you know, we are a committed and dedicated team of experts. We plan to engage with Mark Comanducci, the Founder and CEO of the 305 Education Group, to support in this work. Together, we will provide a mix of virtual trainings, coaching, and in-person sessions, including a board retreat following an updated evaluation in year 2024.

Our team would be honored to continue to provide exceptional and customized services to you, your staff, and your board. We are willing to work in good faith to refine our proposal to better meet your needs should your selection process allow for such dialogue and interaction. Should you have any questions or wish to discuss our proposal in more detail, please feel free to contact us.

Sincerely,

A handwritten signature in black ink, appearing to read "Naomi Rubin DeVeaux".

Naomi Rubin DeVeaux  
Partner  
National Charter Schools Institute

**Utah State Charter School Board  
18-Month Continuation of External Evaluation Proposal (2022)  
Professional Developing, Coaching, and Subsequent Evaluation**

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**Overview**

Following a thorough evaluation of the Utah State Charter School Board (SCSB) in 2022, the National Charter Schools Institute proposes to provide support to the authorizing staff and board to improve upon areas of growth, as identified in the evaluation and in subsequent conversations with SCSB executive leadership. These areas of growth fall under three categories:

*Educational Philosophy*

- Clarify and communicate SCSB’s educational philosophy, beliefs and values that will be used to guide decision-making, behaviors, and actions.

*Functions of a Governing Board and Staff*

- Clarify and delineate the functions of the governing board and the staff.

*Procedural and Substantive Due Process*

- Create procedural and substantive due process for identifying and addressing areas of concern in a consistent and fair manner across all schools.

We have concluded that the most impactful manner to provide support and evaluate progress is through the following activities:

- Staff professional development (virtual and in person)
- Coaching for the Executive Leadership Team (together and separately)
- Board professional development (in person)
- SCSB evaluation 360 evaluation

Should you wish to make changes to this plan, please let us know and we will accommodate the changes. Given the length of the engagement, changes in topics of training may occur in reaction to current situations and needs.

**PROJECT PLAN**

**Part I: AUTHORIZING IN UTAH, A PRIMER**

The purpose of Part I is to provide virtual professional development for both SCSB members and staff on the basics of authorizing, including sharing best practices and lessons learned from other states/authorizer types. We will conduct up to 10 90-minute virtual sessions, and up to two six-hour, in-person sessions, which will take place from January 2023 through June 2024. The Executive Director will support scheduling and encourage all staff to attend, with new staff’s participation being mandatory. Board member attendance is optional.

Topics

- **What’s in my Toolbox?** What are the core functions of authorizing
- **Values-based Authorizing:** Leading with your values results in stronger outcomes
- **What I Mean to Say!** Effective communications to Schools
- **Managing Up!** The role of the staff in high stakes decision-making
- **What is School Quality and How is it Measured?** Designing academic oversight that ensures schools perform in line with the authorizer’s values and expectations
- **Are Schools Financially Viable?** Capturing the Key Performance Indicators (KPIs)
- **Operations, Safety, and Autonomy:** What matters...and why?
- **Leading a Thriving Charter Sector:** How to provide meaningful support and focused oversight through clear systems and processes.
- **Other Topics** will be determined by the Institute and Executive Leadership.

**Part II: Executive Leadership Development**

The purpose of Part II is to provide coaching to the Executive Leadership team: Board Chair, Board Vice Chair, and Executive Director monthly, which each iteration of the group taking place quarterly. The meetings will be an hour and will focus on philosophy, systems, governance, and vision-setting. To that end, the sessions may be tactical (e.g., preparing for a board meeting), philosophical (e.g., creating a vision statement), or operational (e.g., the role of the board and staff).

- Executive Leadership Team: Every fourth month
- Board Chair and Executive Director: At first every month, and then every other month
- Executive Director: At first twice a month and then monthly

	Executive Director	Board Chair	Executive Leadership
January 2023	Twice	Once	
February 2023	Twice	Once	
March 2023	Twice	Once	Once
April 2023	Twice		
May 2023	Twice	Once	
June 2023	Once		
July or August 2023	Once	Once	Once
September 2023	Once		
October 2023	Once	Once	
November 2023	Once		
December 2023	Once	Once	Once
January 2024	Once		
February 2024	Once	Once	
March 2024	Once		
April 2024	Once	Once	Once
May 2024	Once		
June 2024	Once	Once	

**Part III: In-Person Professional Development (for SCSB members and staff)**

The purpose of Part III is to provide in-person professional development during the Summer Retreat 2023. We will focus on the following school performance indicators:

- Academics
- Enrollment
- Finance
- Governance

For each content area, we will follow this protocol:

- Utah presents to us what they are doing and why
- We provide feedback, evaluate and provide support or alternatives from national landscape
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In addition, there will be a focus with both SCSB members and staff on “What's in Our Toolbox” and “Values-Based Authoring” clearly defining roles and responsibilities and the connection of these efforts to the SCSB Strategic Plan.

#### **Part IV: SCSB Evaluation (Spring-Summer 2024)**

Following the same process as conducted in Spring 2022, the Institute will conduct an evaluation of SCSB.

A. SWOT Analysis. In order to gather as much information and perspectives as possible, we will administer surveys, and conduct one-on-one and group interviews of the following stakeholders:

- ❖ SCSB board members
- ❖ SCSB staff
- ❖ Charter school leadership
- ❖ Charter school board members
- ❖ Other stakeholders, as identified by the SCSB, such as charter support organization(s), officials at the state education agency, etc.

B. Drafting and Sharing of the External Evaluation Draft Report

- ❖ Synthesize the results from the SWOT analysis into a comprehensive evaluation report.
- ❖ The Institute will share a draft written version with the SCSB prior to formal submission at a date specified by SCSB.
- ❖ The Institute will have an informal discussion regarding the evaluation findings with the SCSB at a date chosen by the SCSB.

**Part IV:** Final Submission of the External Evaluation Report

- ❖ The Institute will submit the final report in writing

