Boys & Girls Clubs of the East Valley
Renewal Executive Summary Report

I. Sources of Evidence for this Document

A.R.S. 15-183.I states that "[a] charter school that elects to apply for renewal shall file an application for renewal…which shall include a detailed business plan for the charter school, a review of fiscal audits and academic performance data for the charter school and a review of the current contract between the sponsor and the charter school."

The Arizona State Board for Charter Schools (ASBCS) determined that renewal of a charter is based on affirmative evidence in three areas:

- Success of the academic program, including academic achievement
- Viability of the organization, including fiscal management and compliance
- Adherence to the terms of the charter, including contract and legal compliance

Evaluation of the charter holder's success in these three areas is based on a variety of information that will serve as sources of evidence in determining renewal. These sources include:

- Written application for renewal
- Student performance data
- Independent financial audits
- Five year interval summary reviews
- Site visit reports
- Monitoring reports

II. School Profile

Boys & Girls Clubs of the East Valley was granted a charter by the State Board of Education, effective on the first day of the operation of the school which was August 21, 1995. Boys & Girls Clubs of the East Valley is a non-profit in good standing with the Arizona Corporation Commission. The charter representatives are Susan Douglas and Ramon Elias. The school, Mesa Arts Academy, is located at 221 West Sixth Avenue in Mesa, serves K-8, and had a FY10 ADM of 212.998.

Mission Statement:
The Boys & Girls Academy of Mesa, (a collaboration with Mesa Public Schools, the City of Mesa, and the Boys & Girls Club of the East Valley, housed at the Grant Woods Branch of Boys & Girls Club of the East Valley), has as its mission the providing of an excellent basic education for middle school students (K through 8th grades) through the use of an arts-based curriculum which provides a continuum of education using the mediums of art, drama, dance, music, etc., using techniques such as television and radio, which target the development of a heightened interest in continuing education, and the development to the fullest possible of the skills and talents of the youth attending its programs.

III. Academic Performance

Fiscal Year	AZ LEARNS	Adequate Yearly Progress (AYP)
2009	Excelling	Yes
2008	Highly Performing	Yes
2007	Highly Performing	Yes

Status Scores	2009	2008	2007
Reading	87	85	80
Math	89	89	85
% of students school-wide who passed AIMS.			

Student Growth Percentile (SGP)	2009	2008	2007
Reading	69	63	66
Math	81	82	56
% of students demonstrating typical growth compared to similar students.			

IV. Fiscal Compliance

With the exception of fiscal years 2005 and 2007, the charter holder has timely submitted the annual audit for the past five years. For the same five years, the audits revealed no issues requiring a corrective action plan. Repeat issues were identified in fiscal year 2006 and fiscal year 2007 audits.

Mesa Arts Academy must follow the Uniform System of Financial Records for Charter Schools and adhere to State procurement regulations.

V. Legal and Contractual Compliance

The charter holder timely submitted its Annual Financial Report and Budget for the past five years. All Declarations were submitted to the Arizona Department of Education (ADE) in a timely manner. The Highly-Qualified Teacher report, updated on May 10, 2010, indicated 11 core teachers with one being reported as non-highly qualified. Cycle 4 NCLB Compliance Monitoring occurred in 2005-06, Cycle 5 in 2006-07, and Cycle 6 in 2007-08. Compliance was met for all cycles.

In 2006-07 noncompliance with the Individuals with Disabilities Education Act (IDEA) was determined by ADE Exceptional Student Services. A Corrective Action Plan met minimum compliance in February, 2007. A Five-Year Interval Review by ASBCS took place in 2006.

VI. Renewal Application

A. Education Plan

Academic performance of the schools operated by the Charter Holder met the Board's level of adequate academic performance, including status and growth measures, for each of the previous three years. Therefore, the Charter Holder was not required to submit any portion of the academic section of the renewal application.

B. Detailed Business Plan

Organization

The Boys & Girls Clubs of the East Valley (Charter Holder) is a non-profit organization that is operated by an independent corporate board. This board provides policies and procedures to help ensure that the Boys & Girls Clubs of the East Valley (BGCEV) organization remains fiscally sound, utilizes appropriate business practices, and meets its stated mission and goals to serve the youth of the East Valley. Board members also serve on executive committees that advise the President/CEO on issues relating to business, finance, development, marketing, personnel, programs, technology, properties, and facilities. These executive committees develop policies and procedures within their area for corporate board adoption. The corporate board has delegated responsibility for operation of the Mesa Arts Academy Charter School to the school governing board.

The President/CEO of the BGCEV functions as the corporate board administrator and Chief Executive Officer of the organization. He is assisted by a "Management Team" that includes a Director of Operations, Vice President of Development, Director of Finance, and Charter School Administrator. The BGCEV Organizational Chart clearly lists the areas of responsibility for these key staff positions and the staff positions that they supervise.

The CEO/President is the liaison between the corporate board and the Academy governing board and facilitates communication between those two boards. He directly supervises the Academy administrator. The Academy administrator provides direct instructional leadership to the Academy staff and is a non-voting member of the Academy governing board. She is assisted by a "Leadership Team" comprised of a Director of Academic Programs, Director of Arts and Special Events, and Director of Administration. Each of their areas of responsibility is clearly listed on the Mesa Arts Academy organizational chart as well as the staff positions that they supervise. The application includes a detailed organization chart.

Sustainability

Fiscal Viability

Mesa Arts Academy follows the Uniform System of Financial Records for Charter Schools and State procurement regulations.

The school administrator has the fiscal authority to approve expenditures. All purchase requisitions are completed by staff and approved by the administrator. The administrator ensures, among other things, that purchases correspond to the adopted budget. The president/CEO reviews expenditures before payments are made and the school board reviews and approves each expense at every board meeting.

Mesa Arts Academy accesses multiple community partners and philanthropic organizations to enhance its programs, provide needed supplies, and bring additional support people into its classrooms. The administrator serves on advisory boards for several community colleges. This brings in over 300 interns, student teachers, work-study students, AmeriCorps members, and community service volunteers that help in the classrooms or office each year.

The main fundraising arm of the academy is its parents' organization (MAAPO.) The group develops an annual fundraising budget and provides the activities and people-power to ensure they meet their goals. The BGCEV is a significant partner who helps Academy personnel connect to available national and local philanthropic resources. Their in-house grant writer often brings a potential funding opportunity or grant to the Academy Administrator and is willing to assist Academy staff in the process of procuring these funding opportunities.

For fiscal year 2008 and fiscal year 2009, the independent certified public accountant issued an unqualified (or "clean") opinion on the Boys & Girls Clubs of the East Valley's (BGCEV) financial statements. For the past two years, the BGCEV has been struggling to keep pace with increased membership and decreased contributions. Although net assets have remained positive, they have dropped by about $850,000 over the past two years. Mesa Arts Academy, however, runs on a separate budget and has different funding sources. The Budget Plan submitted as part of the renewal application is for Mesa Arts Academy and indicates that the school's net assets will remain stable. According to the assumptions provided, federal and state funding was decreased in the three-year Budget Plan. Since the school has no plans to expand, ADM grew marginally.

Strength and Stability of the Governing Body

Members of the school governing board are recruited from the local community by current board members, charter holder, and school administrator. Two members of the board are parents or guardians of students. One member is a member of the charter holder's corporate board. That member is selected by the CEO of the charter holder and presented at an open meeting. When an opening occurs, other potential members are recruited from the business, arts, and academic community. Potential members are listed on the posted meeting agenda and interviewed by board members at an open meeting. The board votes on their membership at that meeting.

The application describes the training new board members receive on open meeting law, history of the school, and other areas relating to curriculum, academics and board procedures. New board members are assisted in understanding the school budget and interpreting the financial

data that is presented at every board meeting. It is the responsibility of the Academy governing board to develop policies and procedures that are exclusive to the school environment (expulsion, special needs, federal food program, etc.)

The school board annually reviews Academy results on high-stakes tests, AYP, and AZ LEARNS. They review current-year grade-level assessment results as well as results over years. For demographic categories that have sufficient membership to be "non-confidential," they also review disaggregated assessment results. This allows them to identify strengths and weaknesses in the academic program. In addition to reviewing annual "cut-scores," members are now provided with information relating to student growth on AIMS. Based on these reviews, they may advise the administrator on needed changes in curriculum, textbooks, and programs. Because the board has such a strong academic background, they often identify additional resources that can be accessed by the Administrator to meet an identified need. Board members are also provided an update on the status of the Academy's arts program at each meeting.

Strength and Stability of the Corporate Board

The corporate board of the charter holder is separate from the school governing board. It is the role and responsibility of the corporate board of the BGCEV to develop policies and procedures that impact the entire organization. This includes: finance, human resource, personnel, property and facilities, fundraising, Club programs, Board development, and technology.

The Boys & Girls Clubs of the East Valley (Charter Holder) Corporate Board has delegated responsibility for oversight and monitoring of the Mesa Arts Academy's academic performance to the Mesa Arts Academy governing board. The corporate board member who also serves on the Academy governing board provides updated information to the corporate board on the academic progress of Mesa Arts Academy students as well as highlights of its programs.

Boys & Girls Clubs of the East Valley Corporate Board Officers:

Cindy Creed – Chairperson
Lisa George - Chairperson
Leigh Anne Ciccareli – Vice-President
Freddie Dobbins, Jr. – Secretary
Ramon Elias – President/CEO

<u>Succession Plan</u>

Charter Holder: The Boys & Girls Clubs of the East Valley has a plan for preparing key staff and board leaders for replacing the current President/CEO. The plan is intended to accomplish two outcomes: to provide a structured process during the transition and to prepare current staff for potentially assuming the role as either an "Interim President/CEO" capacity or for placement in the President/CEO position.

The succession plan provides for the following:

- Building leadership capacity with the Board of Directors
- Continuing professional development of key management staff
- Identifying specific steps for when the vacancy occurs
- Providing guidelines for use of an interim president

- Using a current employee in the role of interim president
- Identifying key outcomes

Instructional Leadership: The plan for replacing the school administrator includes the same steps as the charter holder's plan for succession for the CEO of the corporation (see above) but is specific to the school and the school's governing body. Even for unanticipated departures, the plan provides detailed guidance for how to proceed.

Facilities Plan

Mesa Arts Academy has no plans for expansion at this time. The campus is comprised of five portable buildings that house the grade-level classrooms and that are for the exclusive use of the school and a permanent building that is shared with the Boys & Girls Clubs of the East Valley Grant Woods Branch-Mesa.

Each portable building contains two classrooms, each of approximately 1,200 square feet. The kindergarten classroom is located in the Boys & Girls Club building and is approximately 1,400 square feet. The Boys & Girls Club building is used by the school during the school day and the after-school program in the afternoon. All rooms, with the exception of the kindergarten classroom are shared with the after-school program.

The application includes floor plans and an aerial view of the campus.

VII. Staff Recommendation

Based upon the information in the application, academic performance over the charter term, fiscal compliance, and legal and contractual compliance, I move to approve the renewal application and transfer of the sponsorship from the State Board of Education to the Arizona State Board for Charter Schools, and grant a renewal contract for Boys & Girls Clubs of the East Valley.