Victory High School, Inc.
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:

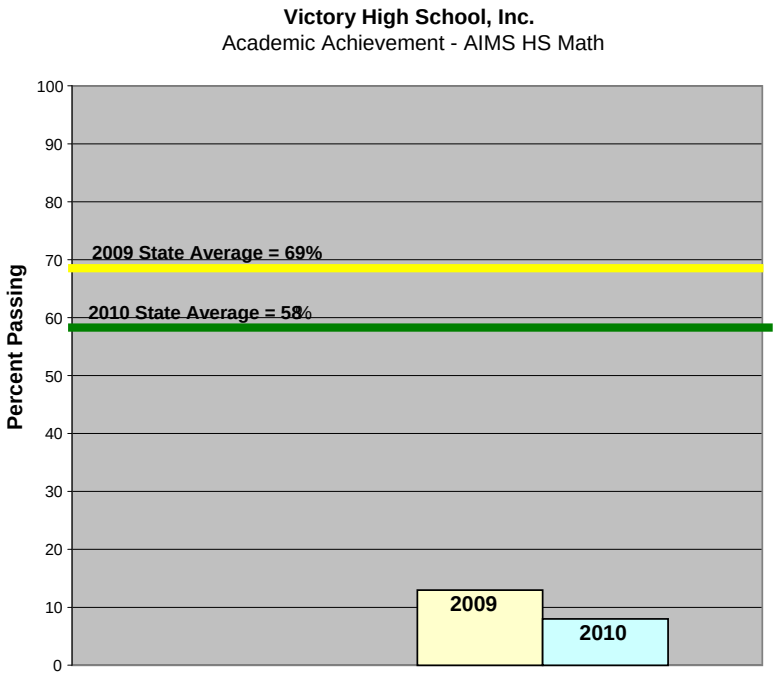
- Written application for renewal
- Student performance data
- Independent financial audits
- Five year interval summary reviews
- Site visit reports
- Monitoring reports

II. School Profile

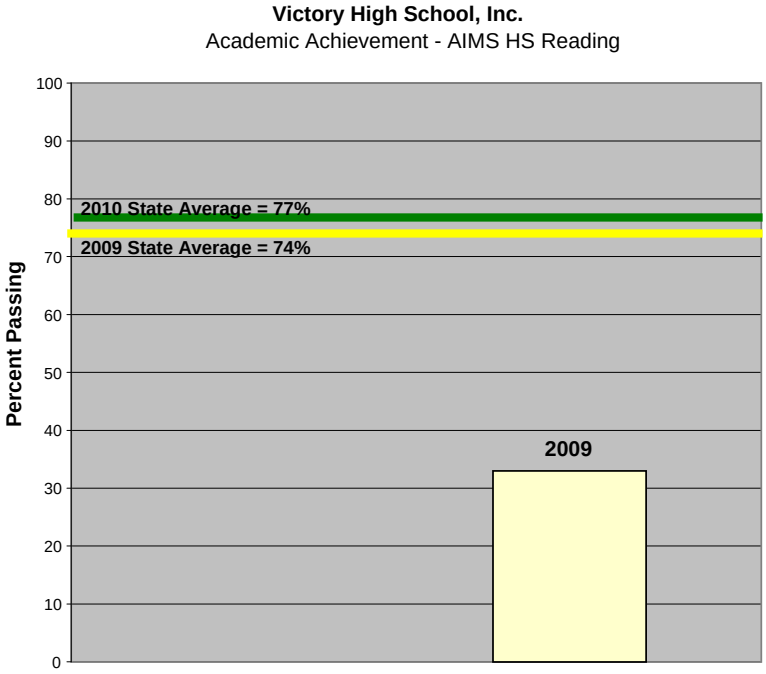
Victory High School, Inc. was granted a charter by the ASBCS, effective on September 9, 1996. Victory High School, Inc. is a non-profit corporation in good standing with the Arizona Corporation Commission. The charter representative is Dr. Shirley Branham. The school, Victory High School – West Campus, is located at 1650 W. Southern Avenue in Phoenix, serves grades 9-12, and had a FY10 100th day ADM of 27.602.

Mission Statement (as provided in the contract):
Victory High School is a group of citizens concerned for the future of Arizona's students. Our mission is (a) to offer 9-12 grade level curriculum which will improve student achievement; (b) to provide a systematic program in math, science and technology; (c) to graduate students recognized for academic achievement, who possess humanist, social, and civic principles; and (d) to prepare students for post-secondary skilled technical occupations, for the workplace, and for higher education.

III. Academic Performance



Note: 2007 and 2008 AIMS scores are not presented as there were not enough students who took the test to aggregate scores.



Note: 2007, 2008 and 2010 AIMS scores are not presented as there were not enough students who took the test to aggregate scores.

Fiscal Year	AZ LEARNS	Adequate Yearly Progress (AYP)
2010	Performing	Yes
2009	Performing	Yes
2008	Performing	Yes
2007	Performing	Yes

IV. Fiscal Compliance

As detailed in the Audit and Fiscal Compliance section of the *Renewal Summary Review*:

- The charter holder has failed to timely submit its annual audit for one or more years.
- The fiscal year 2005 and 2006 audits each identified an issue which required a corrective action plan.
- The fiscal year 2005 audit identified a repeat issue.

Victory High School, Inc. has received exceptions from the Uniform System of Financial Records for Charter Schools and State procurement regulations.

V. Legal and Contractual Compliance

For the previous five fiscal years –

- The charter holder has timely submitted the Annual Financial Report.
- The charter holder has timely submitted the Budget.
- All Declarations of Curricular and Instructional Alignment were submitted to the Arizona Department of Education (ADE) in a timely manner with the exception of the Principal's form in 2008.
- The Highly-Qualified Teacher report, updated on July 6, 2010, indicated eight (8) core teachers with one (1) being reported as non-highly qualified. ADE sent the charter holder a noncompliance letter for not updating the HQT report on time.
- Cycle 6 (2007-08) No Child Left Behind (NCLB) Compliance Monitoring and Cycle 5 (2006-07) met compliance. Cycle 3 in 2005 and Cycle 4 in 2005-06 did not meet compliance. ADE Academic Achievement Division conducted an On-Site Review of the NLCB programs and reported noncompliance issues in 2006.
- In 2005 a Corrective Action Plan was required by ADE Exceptional Student Services for noncompliance with the Individuals with Disabilities Education Act (IDEA).

<u>Previous Withholding:</u>
In November 2007, the Board voted to withhold 10% of the charter holder's monthly State aid apportionment for failure to timely submit the fiscal year 2006 audit. The withholding occurred for two months.

VI. Renewal Application

A. Education Plan

Performance management plans are intended to assist schools in addressing academic performance deficiencies with a plan that clearly articulates the academic achievement area in need of improvement, the tools intended to measure improvement, and the degree of improvement to be achieved.

The Charter Holder was required to submit a Performance Management Plan in the academic section of the renewal application.

The introductory narrative for the Performance Management Plan describes the process the school community undertook for data examination and analysis. Data reviewed included results from AIMS and a needs assessment completed by an external consultant. The needs assessment reviewed additional data to include demographics, socio-economic status, and mobility rates. Based upon the data analysis, the school determined to focus the plan on curriculum, instruction, professional development and monitoring.

Indicator: **Math**
Duration of the Plan: Summer 2011 to June 2014
Strategies:

- Ensure the mathematics curriculum and supplemental materials are aligned to the new math standards to increase student achievement.
- Develop and implement a plan to ensure mathematics instruction is aligned to best practices.
- Develop and implement a plan for monitoring and documenting student process in mastering the (common core) standards.
- Develop and implement a professional development plan that supports effective implementation of the mathematics curriculum.
- Develop systematic processes for monitoring, reviewing, and evaluating student progress.

ANNUAL BENCHMARK TARGETS:

CURRENT STATE	Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Target For This Plan 2013-14
Base year to be determined by 2008-2010 - 30% of students who meet/exceed the Math standards	Increase percentage of students meeting/exceeding Math standards by an additional 10%	Increase percentage of students meeting/exceeding Math standards by an additional 15%	Increase percentage of students meeting/exceeding Math standards by an additional 15%	Increase percentage of students meeting/exceeding Math standards to 70% over a three-year period (% may be adjusted to be appropriately challenging.)
AIMS 2008-2010 scores: 30% students MET on the Math AIMS Test	40% students will score meets/exceeds	55% students will score meets/exceeds	70% students will score meets/exceeds	Goal: 70% students who score proficient on AIMS Math will meet or exceed state average

Indicator: **Reading**
Duration of the Plan: Summer 2011 to June 2014
Strategies:

Ensure the reading curriculum and supplemental materials are aligned to the reading standards (common core) to increase student achievement.
Develop and implement a plan to ensure reading instruction is aligned to best practices.
Develop and implement a plan for monitoring and documenting student progress in mastering the (common core) standards.
Develop and implement a professional development plan that supports effective implementation of the reading curriculum.
Develop systematic processes for monitoring, reviewing, and evaluating student progress.

ANNUAL BENCHMARK TARGETS:

CURRENT STATE	Year 1 2011-12	Year 2 2012-13	Year 3 2013-14	Target For This Plan 2013-14
Base year to be determined by 2008-2010 - 46% of students who meet/exceed the Reading standards	Increase percentage of students meeting/exceeding Reading standards by an additional 10%	Increase percentage of students meeting/exceeding Reading standards by an additional 10%	Increase percentage of students meeting/exceeding Reading standards by an additional 10%	Increase percentage of students meeting/exceeding Reading standards to 76% over a three-year period (% may be adjusted to be appropriately challenging.)
AIMS 2008-10 scores: 46% students MET on the Reading AIMS Test	56% students will score meets/exceeds	66% students will score meets/exceeds	76% students will score meets/exceeds	Goal: 76% students who score proficient on AIMS Reading will meet or exceed state average

In the Performance Management Plan Victory High School, Inc. scored 28 points out of a possible 40 points. Eighty percent of the sections scored at Meets or Exceeds level.

B. Detailed Business Plan

Organization

According to the application package, Victory High School employs a site-based management approach with its organizational structure and includes parents, students, and the faculty as stakeholders with input in decision-making processes. There is detailed information in the application package regarding how parents participate. An organizational chart is included in the application package but it is difficult to interpret supervisory roles based upon the chart and no additional information is provided in the narrative for this section regarding the roles and responsibilities of administration and faculty.

Sustainability

Fiscal Viability

Victory High School, Inc. uses a modified version of the Uniform System of Financial Records for Charter Schools that includes a "customized" internal control system that better meets the needs of the school as a small not-for-profit organization. In addition, the school further delineated accounting procedures by hiring an outside business services management company to assist with the back office accounting function of the school. The fiscal decisions are ultimately the responsibility of the board of directors. The application's "Sustainability" section appears to be incomplete.

For fiscal year 2008 and fiscal year 2009, the independent certified public accountant issued an unqualified (or "clean") opinion on Victory High School's financial statements. In each fiscal year, the charter holder ended the year with positive net assets. However, in fiscal years 2008 and 2009, expenses exceeded revenues by $97,921 and $34,796, respectively. The Budget Plan submitted as part of the renewal application indicates that while expenses are expected to exceed revenues in fiscal year 2010, the charter holder will end each of the three projected fiscal years with positive net assets. Information obtained through the Arizona Department of Education's website supports the decline in ADM between fiscal years 2009 and 2010 reflected in the Budget Plan. For fiscal years 2011 and 2012, the Budget Plan projects an ADM of 50. The application does not provide support for the projected ADM growth. The fiscal year 2011 projection includes cuts to State funding.

Strength and Stability of the Governing Body

The Victory High School Governing Board governs the organization and is accountable for the vision, mission, values, and policies of the organization, according to the applicant. Victory High School also has an advisory council which functions like a committee of the board to assist the board in its work. Once a quarter, the Governing Board, Corporate Board, and Advisory Council for Victory High School meet to discuss policy and concerns.

Victory High School Governing Board members:

Debra Rene' Murphy, President
Mauricio Melendez, Secretary
Dr. Shirley Branham, Treasurer

The Governing Board reviews and discusses academic information presented by the teachers on a quarterly basis. Part of the information under review by the board includes state assessment results, benchmark assessment reports, progress reports, and curriculum maps.

Strength and Stability of the Corporate Board

The applicant states that the corporate board for Victory High School has final authority for all aspects of the school's operation and educational programs. The corporate board's primary mission is to ensure that students are achieving success and that the school's mission guides all decision-making.

Victory High School Corporate Board members:

Dr. Shirley Branham, President/Treasurer
Debra René Murphy, Vice President
Jacque R. Jackson, Secretary

The corporate board is responsible for approving budgets and monitoring fiscal solvency and management, monitoring student performance, hiring and evaluating the executive director, and handling facilities, including any construction or remodeling.

Succession Plan

Charter Holder: According to the application package, Victory High School Governing Board will adopt the following recommended process for replacing the officers, or board in the event of retirement, resignation, or other circumstances:

- Recruit a new board member who has expertise and knowledge similar to the board member to be replaced through community networking, newspaper advertisements, and flyers placed in community buildings.
- New board members will contribute expertise and experience to strategic planning.
- Sitting or presiding board members will mentor new board members.

Instructional Leadership: The succession plan for the instructional leadership team includes a process for developing a clear career choice at the school, creation or refinement of an incentive plan, ongoing professional development for staff, high standards for hiring highly qualified personnel, and appropriate resources to bring in new personnel. The application package includes more detail on each of these segments of the succession plan for instructional leadership.

Facilities Plan

The Victory High School building is located on a 3.5 – acre site on the north side of West Southern near the crossroads of Southern and 17th Avenue in Phoenix, Arizona 85041.
The building contains 6 regular classrooms (approximately 30 feet x 30 feet on the inside); each classroom has the capacity for 45 students. Also located in the structure are an administration office, restroom facilities, and a multi-purpose room. Future plans include a second phase of classroom expansion and additional parking. The application package contains a site plan.

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 grant a renewal contract for Victory High School, Inc.