Greetings!

On behalf of EdConsult, LLC, I would like to take this opportunity to thank the Ferris State University – Charter Schools Office for trusting us to conduct this very important 360-degree survey of its community of learners.

Our expertise lies in strengthening three kinds of organizations: education organizations (districts, charters, CMO’s, authorizors), small businesses and nonprofits. We’re consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.

To this end, we are confident that the results from this survey will not only serve to highlight areas of strength and opportunities for growth but will also ultimately lead to enhanced services to the entire Ferris State University – Charter Schools Office community of learners.

Finally, we want to thank everyone who made this project successful: Charter schools office staff, academy board members, management company staff and academy staff. Without your timely, insightful and thoughtful responses, this project would not have been possible. We would also like to thank our strategic partners, Lynn Graphics, LLC and ExceLance, LLC for their invaluable assistance with graphic design and data analysis respectively.

We look forward to your review of the results with the end goal being continuous improvement and organizational growth.

Educationally Yours,

Jessie E. Kilgore, Jr., Ph.D.
CEO
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Executive Summary

The Ferris State University - Charter Schools Office (FSU-CSO) recently conducted a survey (via EdConsult, LLC) of its progress toward implementing the principles and standards of effective charter school authorizers. There was a total of 93 respondents, of which 11 were internal FSU-CSO staff. The response rate was 41%. Due to the low number of respondents outside of the 4 main groups (i.e., the “Other” category), data for “Other” has been omitted from the “Relationship to FSU-CSO” charts throughout the rest of the survey after this page.

The distribution of respondents by relationship to the FSU-CSO and years associated with the FSU-CSO can be found below. Board members were well-represented, but there was a diverse mix in both areas.

Approval ratings were calculated by taking the percent of top responses and dividing them by the total number of responses. At times, this varied where top responses were “Strongly Agree” and “Agree” or “Very High Quality” and “High Quality” or “Very Helpful” and “Extremely Helpful” or “Exceeded Expectations” and “Met Expectations”, or “Usually and Always”.

However, the logic remains the same. In general, the overall approval rating based on all questions is (88%). The areas of highest approval are that the FSU-CSO holds schools accountable for fulfilling fundamental public-education obligations to all students such as equal access, fair treatment and appropriate services (98%), the FSU-CSO operates ethically with a focus on compliance and development of high quality schools (97%), the FSU-CSO respects school autonomy (96%) and the FSU-CSO maintains high standards for (96%) the schools it oversees.

Among FSU-CSO staff, the highest approval areas are organizational structure, commitment to mission, vision, and values, and infrastructure to support performance (all 100%).

The areas of lowest approval are with respect to the FSU-CSO being helpful in eliminating compliance burdens (63%), encouraging the expansion/creation of successful charters (68%), sufficient technology resources to ensure optimal staff performance (70% - among FSU-CSO staff members), and schools generally perform to standard over time (71%).
PRINCIPLES FOR QUALITY CHARTER SCHOOL AUTHORIZING

Authorizers should ensure quality oversight that maintains high educational and operational standards, preserves school-level autonomy, and safeguards student and public interests.
The CSO sets high standards for approving charter applicants.

To what extent do you agree with the statement “The CSO maintains high standards for the schools it oversees”?

Overall Approval Rating: 90%

Responses by Choice:
- 1% Strongly disagree
- 9% Disagree
- 42% Neutral
- 48% Agree
- 0% Strongly agree

Relationship to FSU-CSO (Overall Approval):
- Educational Service Provider: 100%
- CSO Staff Member: 91%
- Board Member: 89%
- Academy staff: 79%

Years Associated with FSU-CSO (Overall Approval):
- 0 - 3: 86%
- 4 - 7: 89%
- 8 - 10: 83%
- 10+: 100%

Overall Approval Rating: 96%

Responses by Choice:
- 0% Strongly disagree
- 1% Disagree
- 3% Neutral
- 43% Agree
- 53% Strongly agree

Relationship to FSU-CSO (Overall Approval):
- Educational Service Provider: 100%
- Academy staff: 95%
- Board Member: 94%
- CSO Staff Member: 91%

Years Associated with FSU-CSO (Overall Approval):
- 0 - 3: 89%
- 4 - 7: 100%
- 8 - 10: 92%
- 10+: 100%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding
Schools chartered by Ferris State University and overseen by the CSO, over time, generally meet the performance standards and targets as set forth in their charter contracts. When schools chartered by the CSO fail to meet standards and targets set forth in law and by contract, the CSO takes appropriate actions which include school support.
The CSO views school autonomy as a component to overall school success.

How helpful is the CSO in minimizing administrative and compliance burdens on schools?

Overall Approval Rating: 96%

Responses by Choice:
- 1% Strongly disagree
- 1% Disagree
- 2% Neutral
- 53% Agree
- 43% Strongly agree

Relationship to FSU-CSO (Overall Approval):
- CSO Staff Member: 100%
- Board Member: 100%
- Educational Service Provider: 90%
- Academy staff: 89%

Years Associated with FSU-CSO (Overall Approval):
- 0 - 3 years: 96%
- 4 - 7 years: 89%
- 8 - 10 years: 100%
- 10+ years: 100%

Overall Approval Rating: 63%

Responses by Choice:
- 2% Not at all helpful
- 5% Not so helpful
- 29% Somewhat helpful
- 45% Very helpful
- 18% Extremely helpful

Relationship to FSU-CSO (Overall Approval):
- Board Member: 71%
- Educational Service Provider: 67%
- CSO Staff Member: 55%
- Academy staff: 47%

Years Associated with FSU-CSO (Overall Approval):
- 0 - 3 years: 75%
- 4 - 7 years: 52%
- 8 - 10 years: 58%
- 10+ years: 65%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO assumes responsibility for holding schools accountable for their performance.

The CSO takes the well-being and interests of students as the crucial component that informs all the authorizer's actions and decisions.

Overall Approval Rating: 95%

Responses by Choice

Relationship to FSU-CSO (Overall Approval)

Educational Service Provider: 100%
Academy staff: 95%
Board Member: 94%
CSO Staff Member: 82%

Years Associated with FSU-CSO (Overall Approval)

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding
The CSO holds schools accountable for fulfilling fundamental public-education obligations to all students, which includes providing equal access, fair treatment and appropriate services for all students, including English learners and those with disabilities.

The CSO conducts itself ethically with a focus on compliance and the development of high-quality schools.

Overall Approval Rating: 98%

Responses by Choice:
- Strongly disagree: 0%
- Disagree: 0%
- Neutral: 2%
- Agree: 40%
- Strongly agree: 58%

Relationship to FSU-CSO (Overall Approval):
- Educational Service Provider: 100%
- Board Member: 100%
- Academy staff: 95%
- CSO Staff Member: 91%

Years Associated with FSU-CSO (Overall Approval):
- 0 - 3: 93%
- 4 - 7: 100%
- 8 - 10: 100%
- 10+: 100%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
STANDARDS FOR 
QUALITY CHARTER 
SCHOOL AUTHORIZING

A quality authorizer engages in chartering as a means to foster excellent schools that meet identified needs, clearly prioritizes a commitment to excellence in education and in authorizing practices, and creates organizational structures and commits human and financial resources necessary to conduct its authorizing duties effectively and efficiently.
The CSO implements policies, processes, and practices that are streamlined, systematic and efficient while minimizing administrative burdens on schools.

Overall Approval Rating: 78%

Responses by Choice:
- Strongly disagree: 1%
- Disagree: 7%
- Neutral: 14%
- Agree: 48%
- Strongly agree: 30%

Relationship to FSU-CSO (Overall Approval):
- Board Member: 86%
- Educational Service Provider: 81%
- Academy staff: 68%
- CSO Staff Member: 64%

Years Associated with FSU-CSO (Overall Approval):
- 0 - 3: 78%
- 4 - 7: 72%
- 8 - 10: 83%
- 10+: 83%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO is visible, adequately resourced and works to ensure that the people responsible for day-to-day authorizing functions have influence over decision making.

How would you rate the quality of the CSO staff expertise and competent leadership for all areas essential to charter school oversight?

Overall Approval Rating: 89%

Responses by Choice

Relationship to FSU-CSO (Overall Approval)

Educational Service Provider: 90%
Board Member: 89%
Academy staff: 89%
CSO Staff Member: 82%

Years Associated with FSU-CSO (Overall Approval)

0 - 3: 89%
4 - 7: 88%
8 - 10: 92%
10+: 87%

Overall Approval Rating: 90%

Responses by Choice

Relationship to FSU-CSO (Overall Approval)

CSO Staff Member: 91%
Board Member: 91%
Educational Service Provider: 90%
Academy staff: 84%

Years Associated with FSU-CSO (Overall Approval)

0 - 3: 93%
4 - 7: 88%
8 - 10: 83%
10+: 91%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding
The CSO employs competent personnel at a staffing level appropriate and sufficient to carry out all authorizing responsibilities in accordance with national standards, and commensurate with the scale of the charter school portfolio.

Overall Approval Rating: 95%

Responses by Choice

Relationship to FSU-CSO (Overall Approval)

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<th>Role</th>
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<tr>
<td>Board Member</td>
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<tr>
<td>Educational Service Provider</td>
<td>95%</td>
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<tr>
<td>CSO Staff Member</td>
<td>91%</td>
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<td>Academy staff</td>
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Years Associated with FSU-CSO (Overall Approval)

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<th>Years</th>
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<td>4-7</td>
<td>92%</td>
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<td>8-10</td>
<td>92%</td>
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<tr>
<td>10+</td>
<td>100%</td>
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The CSO demonstrates an on-going commitment to developing and retaining staff members to achieve and maintain high standards of professional authorizing practice.

Overall Approval Rating: 86%

Responses by Choice

Relationship to FSU-CSO (Overall Approval)

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<th>Role</th>
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<tbody>
<tr>
<td>CSO Staff Member</td>
<td>91%</td>
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<tr>
<td>Educational Service Provider</td>
<td>86%</td>
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<tr>
<td>Board Member</td>
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<tr>
<td>Academy staff</td>
<td>84%</td>
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Years Associated with FSU-CSO (Overall Approval)

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<th>Years</th>
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<td>0-3</td>
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<td>4-7</td>
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<td>8-10</td>
<td>92%</td>
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<tr>
<td>10+</td>
<td>91%</td>
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Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO encourages expansion and replication of charter schools that demonstrate success and capacity for growth.

The CSO considers diverse educational philosophies, approaches, and school models when assessing school performance.

**Overall Approval Rating:** 68%

**Overall Approval Rating:** 84%

**Responses by Choice**

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<tr>
<th>Strongly disagree</th>
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<th>Agree</th>
<th>Strongly agree</th>
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<td>3%</td>
<td>29%</td>
<td>41%</td>
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**Relationship to FSU-CSO (Overall Approval)**

- Board Member: 74%
- CSO Staff Member: 73%
- Educational Service Provider: 67%
- Academy staff: 53%

**Years Associated with FSU-CSO (Overall Approval)**

- 0 - 3: 59%
- 4 - 7: 56%
- 8 - 10: 83%
- 10+: 83%

**Relationship to FSU-CSO (Overall Approval)**

- CSO Staff Member: 91%
- Educational Service Provider: 90%
- Board Member: 83%
- Academy staff: 74%

**Years Associated with FSU-CSO (Overall Approval)**

- 0 - 3: 81%
- 4 - 7: 84%
- 8 - 10: 83%
- 10+: 87%

Note: 'Strongly agree' + 'Agree' may not equal the "Overall" percentages due to rounding.
The CSO requires applicants to demonstrate capacity to serve students with diverse needs, such as students with disabilities or learning exceptionalities and English learners.

The CSO implements a comprehensive performance accountability and compliance monitoring system that defines and communicates to schools the process, methods, and timing of gathering and reporting school performance and compliance data.

**Overall Approval Rating:** 90%

**Relationship to FSU-CSO (Overall Approval)**

- Academy staff: 95%
- CSO Staff Member: 91%
- Educational Service Provider: 90%
- Board Member: 86%

**Years Associated with FSU-CSO (Overall Approval)**

- 0 - 3: 81%
- 4 - 7: 96%
- 8 - 10: 83%
- 10+: 96%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO provides clear technical guidance to schools as needed to ensure timely compliance with applicable rules and regulations.

The CSO communicates regularly with schools including both the school leaders and governing boards, and provides timely notice of contract violations or performance deficiencies.

**Overall Approval Rating:** 90%

**Relationship to FSU-CSO (Overall Approval)**
- Educational Service Provider: 95%
- CSO Staff Member: 91%
- Board Member: 91%
- Academy staff: 79%

**Years Associated with FSU-CSO (Overall Approval)**
- 0 - 3: 89%
- 4 - 7: 92%
- 8 - 10: 92%
- 10+: 87%

**Overall Approval Rating:** 92%

**Relationship to FSU-CSO (Overall Approval)**
- Educational Service Provider: 100%
- Board Member: 91%
- Academy staff: 89%
- CSO Staff Member: 82%

**Years Associated with FSU-CSO (Overall Approval)**
- 0 - 3: 93%
- 4 - 7: 96%
- 8 - 10: 83%
- 10+: 91%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO respects the school’s authority over its day-to-day operations.

The CSO collects information from the school in a manner that minimizes administrative burdens on the school, while ensuring that performance and compliance information is collected with sufficient detail and timeliness.

Overall Approval Rating: 93%

Responses by Choice

- Strongly disagree: 1%
- Disagree: 0%
- Neutral: 6%
- Agree: 38%
- Strongly agree: 55%

Relationship to FSU-CSO (Overall Approval)

- CSO Staff Member: 100%
- Board Member: 94%
- Educational Service Provider: 90%
- Academy staff: 89%

Years Associated with FSU-CSO (Overall Approval)

- 0 - 3: 89%
- 4 - 7: 88%
- 8 - 10: 100%
- 10+: 100%

Overall Approval Rating: 83%

Responses by Choice

- Strongly disagree: 1%
- Disagree: 6%
- Neutral: 10%
- Agree: 41%
- Strongly agree: 41%

Relationship to FSU-CSO (Overall Approval)

- CSO Staff Member: 100%
- Educational Service Provider: 81%
- Board Member: 80%
- Academy staff: 79%

Years Associated with FSU-CSO (Overall Approval)

- 0 - 3: 85%
- 4 - 7: 72%
- 8 - 10: 92%
- 10+: 87%

Note: ’Strongly agree’ + ’Agree’ may not equal the ”Overall” percentages due to rounding.
The CSO refrains from directing or participating in educational decisions or choices that are appropriately within a school's purview under the charter law or contract.

The CSO ensures that schools admit students through a transparent, random selection process that is open to all students and does not exclude students based on socioeconomic, family, or language background, prior academic performance, special education status, or parental involvement.

**Overall Approval Rating:** 92%

**Relationship to FSU-CSO (Overall Approval)**
- Board Member: 97%
- CSO Staff Member: 91%
- Academy staff: 89%
- Educational Service Provider: 86%

**Years Associated with FSU-CSO (Overall Approval)**
- 0 - 3: 85%
- 4 - 7: 88%
- 8 - 10: 100%
- 10+: 100%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO ensures that schools provide equitable access and inclusive services for all students, including but not limited to students with disabilities, special populations of English learners, homeless students or those in foster care, and gifted students, as required by federal and state law.

The CSO monitors schools to assess the extent to which their policies and actions are legal, equitable, and fair.

Overall Approval Rating: **90%**

Responses by Choice

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<th>Strongly disagree</th>
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<td>9%</td>
<td>31%</td>
<td>59%</td>
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Relationship to FSU-CSO (Overall Approval)

Educational Service Provider: 100%

Academy staff: 89%

Board Member: 86%

CSO Staff Member: 82%

Years Associated with FSU-CSO (Overall Approval)

- 0 - 3 years: 78%
- 4 - 7 years: 83%
- 8 - 10 years: 96%
- 10+ years: 100%

Overall Approval Rating: **94%**

Responses by Choice

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<td>0%</td>
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<td>6%</td>
<td>46%</td>
<td>48%</td>
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Relationship to FSU-CSO (Overall Approval)

CSO Staff Member: 100%

Academy staff: 95%

Board Member: 94%

Educational Service Provider: 90%

Years Associated with FSU-CSO (Overall Approval)

- 0 - 3 years: 89%
- 4 - 7 years: 96%
- 8 - 10 years: 100%
- 10+ years: 96%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO gives schools clear, adequate, evidence-based, and timely notice of contract violations or performance deficiencies.

The CSO allows schools reasonable time and opportunity for remediation in non-emergency situations.

Overall Approval Rating: 85%

Responses by Choice

Relationship to FSU-CSO (Overall Approval)

Educational Service Provider | 95%
Academy staff | 84%
CSO Staff Member | 82%
Board Member | 80%

Years Associated with FSU-CSO (Overall Approval)

0 - 3 | 78%
4 - 7 | 88%
8 - 10 | 75%
10+ | 96%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.

FERRIS STATE UNIVERSITY
CSO 360 Survey
Where intervention is needed, the CSO engages in intervention strategies that clearly preserve school autonomy and responsibility (identifying what the school must remedy without prescribing solutions).

**Overall Approval Rating:** 76%

**Responses by Choice**

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<tr>
<td>Strongly disagree</td>
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<tr>
<td>Disagree</td>
<td>2%</td>
</tr>
<tr>
<td>Neutral</td>
<td>21%</td>
</tr>
<tr>
<td>Agree</td>
<td>34%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>41%</td>
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</tbody>
</table>

**Relationship to FSU-CSO (Overall Approval)**

- Educational Service Provider: 100%
- Board Member: 71%
- CSO Staff Member: 64%
- Academy staff: 63%

**Years Associated with FSU-CSO (Overall Approval)**

- 0 - 3 years: 63%
- 4 - 7 years: 84%
- 8 - 10 years: 67%
- 10+ years: 87%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
A quality authorizor operates efficiently and properly allocates all human and financial resources while maintaining high educational and operational standards that preserves school-level autonomy and safeguards student and public interests.
The CSO deploys funds effectively and efficiently with the public's interests in mind. The CSO's budget reflects their commitment to the stated mission of the organization.

The CSO is financially viable, determines the financial needs of the authorizing office and devotes sufficient financial resources to fulfill its authorizing responsibilities in accordance with national standards and commensurate with the scale of the charter school portfolio.

The CSO structures its funding in a manner that avoids conflicts of interest, inducements, incentives, or disincentives that might compromise its judgment in charter approval and accountability decision making.

Overall Approval Rating: **91%**

Responses by Choice:

- Strongly disagree: 0%
- Disagree: 0%
- Neutral: 9%
- Agree: 36%
- Strongly agree: 55%

Overall Approval Rating: **73%**

Responses by Choice:

- Strongly disagree: 0%
- Disagree: 0%
- Neutral: 27%
- Agree: 27%
- Strongly agree: 45%

Overall Approval Rating: **91%**

Responses by Choice:

- Strongly disagree: 0%
- Disagree: 0%
- Neutral: 9%
- Agree: 36%
- Strongly agree: 55%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO compensates staff fairly for the work expected of them.

**Overall Approval Rating:** 82%

Responses by Choice

- Strongly disagree: 0%
- Disagree: 0%
- Neutral: 18%
- Agree: 45%
- Strongly agree: 36%

The CSO has effective human resources relations.

**Overall Approval Rating:** 73%

Responses by Choice

- Strongly disagree: 0%
- Disagree: 9%
- Neutral: 18%
- Agree: 36%
- Strongly agree: 36%

The CSO employs adequate staffing procedures to ensure its performance.

**Overall Approval Rating:** 82%

Responses by Choice

- Strongly disagree: 0%
- Disagree: 18%
- Neutral: 9%
- Agree: 55%
- Strongly agree: 18%

The CSO has appropriate assessment and evaluation systems that are fair and motivating.

**Overall Approval Rating:** 73%

Responses by Choice

- Strongly disagree: 0%
- Disagree: 9%
- Neutral: 18%
- Agree: 55%
- Strongly agree: 18%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
To what extent has the CSO's ability to ensure that a mission and vision drives the behavior of CSO staff met your expectations?

The CSO organizational structure:

Overall Approval Rating: 100%

Responses by Choice

- Below expectations: 0%
- Met expectations: 82%
- Exceeded expectations: 18%

The CSO facilities infrastructure is adequate to support performance.

Overall Approval Rating: 100%

The CSO's internal and external communication system is effective and supports performance.

Overall Approval Rating: 100%

Responses by Choice

- Hinders movement... towards mission & goals: 0%
- Facilitates movement... towards mission & goals: 100%

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding
The CSO has sufficient technology resources to ensure optimal staff performance.

Overall Approval Rating: 70%

Responses by Choice

The CSO leadership ensures that the organization implements its programs and services appropriately.

Overall Approval Rating: 90%

Responses by Choice

The CSO leadership effectively monitors and evaluates its program and services.

Overall Approval Rating: 90%

Responses by Choice

The problem-solving and decision-making ability of the CSO leadership enhances the organization's capacity to carry out its core functions.

Overall Approval Rating: 90%

Responses by Choice

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding.
The CSO leadership engages in regular and intentional strategic planning to ensure the organization’s ability to achieve its goals.

Overall Approval Rating: 90%

Responses by Choice

Note: "Strongly agree" + "Agree" may not equal the "Overall" percentages due to rounding
Survey Approval Ratings By Item

43 CSO organizational structure
42 CSO mission and vision drive CSO staff behavior
46 CSO facilities infrastructure is adequate to support performance
10 The CSO holds schools accountable for fulfilling...obligations to all students
11 CSO...ethically w/ focus on compliance & dev. Of high-quality schools
6 CSO views school autonomy as a component to...school success
3 CSO maintains high standards for the schools it oversees
8 The CSO assumes responsibility for holding schools accountable...
16 CSO...competent personnel at a staffing level appropriate and sufficient...
29 CSO monitors schools...policies and actions are legal, equitable, and fair
24 CSO respects the school's authority over its day-to-day operations
23 CSO communicates regularly with schools...
21 Comprehensive performance accountability and compliance monitoring
26 CSO respects school autonomy...under schools purview
13 CSO makes decisions, based on... evidence, data, and expertise...
37 CSOs budget reflects their commitment to the stated mission of the organization
35 CSO structures its funding in a manner that avoids conflicts of interest...
34 CSO is financially viable...devotes sufficient financial resources to fulfill...
9 CSO actions & decisions informed by student well-being and interests
27 CSO ensures that random selection system is fair and transparent
49 CSO leadership ensures...implements its programs and services appropriately
28 CSO ensures...schools...equitable access & inclusive services for all students
50 CSO leadership effectively monitors and evaluates its program and services
51 CSO leadership prob.-solving & dec.-making...capacity to carry out core functions
2 CSO sets high standards for approving charter applicants
52 CSO leadership...regular and intentional strategic planning...
22 CSO provides clear technical guidance to schools as needed...
20 CSO requires applicants...capacity to serve students with diverse needs
15 Rate the quality of the CSO staff expertise and competent leadership...
14 CSO is visible, adequately resourced and...influence...decision making
5 When schools fail to perform, CSO responds appropriately
17 Professional Development
30 CSO gives...clear... timely notice of contract violations or performance deficiencies
31 CSO allows...reasonable time & opportunity...remediation in non-emergency...
19 CSO considers diverse ed. philosophies, approaches, and school models...
25 CSO collects information...reduces burdens...complete and timely
38 CSO employs adequate staffing procedures to ensure its performance
47 CSOs internal & external communication...effective & supports performance
12 CSO...streamlined, systematic and efficient...minimizing admin burdens
32 CSO...intervention strategies...clearly preserve school autonomy and responsibility
40 CSO compensates staff fairly for the work expected of them
41 CSO has effective human resources relations
36 CSO deploys funds effectively and efficiently with the public’s interests in mind
39 CSO has appropriate assessment & evaluation systems...
4 CSO schools generally perform...over time
48 CSO has sufficient technology resources to ensure optimal staff performance
18 CSO encourages expansion and replication of...successful charters...
7 How helpful....CSO in minimizing administrative and compliance burdens...?