

FERRIS STATE UNIVERSITY

CHARTER SCHOOLS OFFICE

Review Type: Reauthorization

Academy Name: Huron Academy

Date(s): December 7 & 8, 2022

The Review occurred at Huron Academy with 4 members on the Ferris State University Charter Schools Office (CSO) Review team. The team met with, and interviewed, multiple stakeholder groups, including the School Leadership Team, Governing Board members, teachers, and parents. The team was able to visit multiple classrooms to observe teaching and learning. We appreciate the open communication and transparency from the academy team.

Onsite Review Findings

Pillar #1: Academic Progress

- Are classroom interactions cooperative and conducive to learning? Is there a structure approach to managing student behavior throughout the school?
- Do teacher provide clear learning goals leading to purposeful instruction?
- Are a variety of instructional strategies materials used to meet diverse needs?
- Is the learning environment structured and time maximized for learning? Do leaders and teachers share the responsibility for creating a learning environment that supports all students?
- Are students given the opportunity to develop higher order thinking skills?
- Has the school identified growth initiatives that appropriately address the needs of their student population?
- Does the school prioritize continuous improvement and monitor progress toward goals?
- Is there evidence of a positive school climate focused on student learning?

Areas of Strength	Opportunities for Growth
<u>Culture</u> <ul style="list-style-type: none">• There is a positive school climate with a clear focus on learning.• PBIS protocols have been revamped, and implementation is more intentional. The emphasis on PBIS is consistent and schoolwide.• The focus on restorative practices, The Positivity Project (character strengths and mindset), and the addition of a MS Student Support and Intervention Specialist have shown success.	<ul style="list-style-type: none">• Continue efforts to establish an embedded instructional coaching protocol.• Continue efforts to curriculum map and link SEL to core instruction.• Continue efforts to develop a schoolwide mentoring protocol, i.e., new teacher onboarding program.• Continue efforts to develop and grow media centers and classroom libraries.• Teachers requested additional training on how to use the recently implemented grade book software platform.• Continue to identify community partnerships and opportunities to support students and their families.

<ul style="list-style-type: none"> Stakeholders praise the family-oriented culture. They describe a caring, supportive community based on relationship-building and open communication. High-quality teaching and learning are the primary focus, nevertheless, staff and student SEL needs are prioritized. There is a renewed emphasis on meaningful professional development, e.g., LETRS, diversity training, Positivity Project, etc. There is emphasis on creating high expectations and celebrating student success. School Leaders are available and visible in classrooms. They welcome, and value, staff input. <p><u>Instruction</u></p> <ul style="list-style-type: none"> There is an effective MTSS/RTI framework in place. Huron prioritizes the use of data to progress monitor and group students. There is a focus on instructional best practices, e.g., student discussions, learning choices, movement, engagement, differentiation/scaffolding, etc. There is an elevated level of staff collaboration and communication; constant dialogue related to supporting student needs, guide planning and MTSS/RTI mobility (PLCs, TSTs, Data Digs, etc.). 	
<p><u>Pillar #2: Fiscal Solvency</u></p> <p>○ Does the academy demonstrate fiscal responsibility, responsiveness, and sustainability?</p>	
Areas of Strength	Opportunities for Growth
<ul style="list-style-type: none"> Leaders report a positive relationship with CS Partners. There is collaboration, open communication, and transparency in financial planning and reporting. Stakeholders continually monitor the monthly finances & annual fund balance to ensure financial sustainability. 	<ul style="list-style-type: none"> Continue efforts to establish a salary schedule that is consistent with local school districts. Continue efforts to research/develop plans for an onsite K-2 building.
<p><u>Pillar #3: Operations</u></p> <p>○ Do school leaders and members of the Board of Directors effectively manage the academy's operations?</p> <p>○ Are there systems that make the school sustainable, even with teacher or principal turnover?</p>	
Areas of Strength	Opportunities for Growth

<ul style="list-style-type: none"> Teacher retention remains high. Most teachers have been with the Academy for several years or more. Leaders report that Huron's positive reputation and strong standing in the community provide a network of strong applicants. Staff report a positive relationship with CS Partners. It was noted that they provide ample support and resources. 	<ul style="list-style-type: none"> Continue to focus on teacher retention, developing systems that make the school sustainable, even with teacher or principal turnover.
Pillar #4: Compliance & Governance <ul style="list-style-type: none"> Does the academy comply with all applicable laws and regulations? Does the academy comply with all contractual obligations as outlined in the charter contract? Does the Board of Directors provide competent stewardship and oversight of the academy? 	
Areas of Strength	Opportunities for Growth
<ul style="list-style-type: none"> The board frequently participates in professional development and annual strategic planning. They have a written strategic plan with goals that are discussed and reviewed monthly. The board and school leaders have a positive relationship. The board has a positive working relationship with CS Partners. They describe efficient oversight of operations and fiscal solvency. Board member subcommittees and monthly preparedness contribute to fast, efficient meetings focused on prioritized issues. 	<ul style="list-style-type: none"> None at this time.

<u>Contract Performance Report(s) Review</u>		
Pillar	Areas of Strength	Opportunities for Growth
Pillar #1: Academic Progress	<ul style="list-style-type: none"> Huron Academy has an overall MDE school index of 64.87. The academy's growth index value was 77.31. These values are both at the top of the Ferris State University portfolio of schools. Huron Academy met both the <i>Academic Growth</i> and <i>Student Achievement</i> educational contractual goals in for the 2021-22 school year. 	<ul style="list-style-type: none"> Focus on achievement and growth in math. This is an area where targets were not met. A good starting point would be to focus on making sure the academy is at the 50th percentile on the NWEA School Conditional Growth Percentile. Currently, the academy is at the 29th percentile.

	<ul style="list-style-type: none"> Huron Academy also showed strengths in reading/ELA by meeting the following targets as outlined in the educational contractual goals: 4% growth on state assessment over time and 51% of students above the NWEA reading norms. 	
Pillar #2: Fiscal Solvency	<ul style="list-style-type: none"> Huron Academy met all fiscal key performance indicators (current ratio, change in fund balance, days cash on hand, enrollment, debt-to-asset) in 2020-21. For 2021-22, Huron Academy was labelled “fiscally stable” having only missed the days cash on hand key performance indicator. Huron Academy has a health fund balance equivalent to 17% of revenue. This amount has increased over time. 	<ul style="list-style-type: none"> None at this time.
Pillar #3: Operations	<ul style="list-style-type: none"> None in the Contract Performance Report. See Pillar #3 in above for more details. 	<ul style="list-style-type: none"> None at this time.
Pillar #4: Compliance & Governance	<ul style="list-style-type: none"> Huron Academy was reported in the current Contract Performance Report as 100% compliant for the last three years. Huron Academy has a full board with all regular meetings held. 	<ul style="list-style-type: none"> The board should set a goal of 85%+ attendance.

Dr. Christopher White



Associate Director

Ferris State University Charter Schools Office