

Report: Reauthorization Review Visitation
Academy: Joy Preparatory Academy
Date: November 14-15, 2017

The visitation occurred at the Joy Preparatory Academy Campus with three members on the Ferris State University Charter Schools Office (CSO) visitation team. The team had the opportunity to meet with and interview the school leadership team, ESP representatives, three school board members and the School Improvement Team. The team was able to tour the facility and visit several classrooms to observe teaching and learning. We appreciate the open communication and transparency that was apparent with all of our interactions.

Visitation Findings

School Improvement Plan (SIP) and EdYes! School Systems Review	
Observations	Opportunities for Growth
<p>School Improvement Plan (SIP)</p> <ul style="list-style-type: none"> • The SIT works very well together. • The SIT is collaborative, supportive, and truly concerned about the success of the students. • What is being implemented in the classroom is in line with the SIP and Turn-Around Plan. • The SIT accepts the challenges that Joy Preparatory Academy is facing and are working to implement plans that will make a difference. • The staff is working to implement the following: gradual release, posting and using essential questions, data walls, Instructional Learning Cycles, and Kagan principles in every classroom. 	<p>School Improvement Plan (SIP)</p> <ul style="list-style-type: none"> • Continue to work to assure that all processes and procedures are implemented universally and consistently with fidelity. It is critical to make sure that what you expect to happen is happening.

<ul style="list-style-type: none"> • Student disrespect is a concern of the staff. The school is implementing a PBIS behavior plan that is working to correct the concern. • The school has hosted several parent nights that have been well attended and are helpful. <p>Ed Yes! School Systems</p> <ul style="list-style-type: none"> • Evidences cited in the report appear to be available. • The practices that the report indicates are in place and appear to be implemented. There is room to improve the implementation of these practices. • This report is in line with the turn-around plan. 	<p>Ed Yes! School Systems</p> <ul style="list-style-type: none"> • It is critical that you work to implement all programs to a higher level.
<p><u>Facilities Review</u></p>	
<p>Observations</p>	<p>Opportunities for Growth</p>
<ul style="list-style-type: none"> • The remodeling and the maintenance of the building is very positive and inviting, both inside and outside. • The building is clean, secure and conducive for the education of the students. 	<ul style="list-style-type: none"> • Assure that all entrances to all buildings are secure at all times. When we visited the gym, the outside door was not secured.
<p><u>Academy Culture Review</u></p>	
<p>Observations</p>	<p>Opportunities for Growth</p>
<ul style="list-style-type: none"> • The entire staff was very welcoming and willing to share positives and negatives. • The students were respectful, engaged and learning. • The staff used positive comments and reinforcements in the classrooms. • There is a high level of trust between staff and school leaders. This is evidenced by positive feedback for school leader walk-throughs and staff instructional rounds. • Steps taken by the behavioral interventionists; working with targeted behavior groups, using Kagan scripted language, and restorative circles are working to improve behavior. 	<ul style="list-style-type: none"> • Continue efforts to help new students and staff understand and embrace school expectations.

<u>Mission Accomplishment</u>	
Observations	Opportunities for Growth
<ul style="list-style-type: none"> The mission, vision and core values are posted throughout the building. Some staff were able to recite them. They are read at each school board meeting. The mission, vision and core values have been reviewed. No changes have been requested to date. 	<ul style="list-style-type: none"> Continue to hold these important statements in front of you as you implement programs for success.
<u>Website</u>	
Observations	Opportunities for Growth
<ul style="list-style-type: none"> The website appears to be outdated in some areas. We learned that there is a plan in place driven by Leona Group to review and improve websites. This is scheduled to begin on 11/16/2017. 	<ul style="list-style-type: none"> Implement necessary upgrades as soon as possible.

Academy Internal Review

<u>Student Outcomes</u>	
Observations	Opportunities for Growth
<ul style="list-style-type: none"> School leaders are aware of gaps and shortcomings in student achievement. They are pleased with progress that has been made in NWEA growth for 2016-2017. School leaders are aware of the need to improve M-STEP scores. School staff are working to meet the needs of a high influx of new students who are well below grade level when they enroll. The staff has a goal to become a magnet school who can demonstrate high student achievement. They are aware of what needs to be done to reach that goal. Schools leaders are concerned that several staff members have little experience and that in some classrooms they have not been able to find certified teachers. The school leaders are working to correct this by involving long-term subs who are working to achieve alternative certification. 	<ul style="list-style-type: none"> Work to assure that everyone is doing what needs to be done. Continue efforts to retain and recruit competent staff. Use up-to-date data walls posted in several locations to promote the school goal to have students achieve at a higher level.

<ul style="list-style-type: none"> • The RTI program is providing interventions two times daily to help students improve. • Teachers meet at least once weekly to review student data and instructional practices in order to improve student success. • The staff use several data points to help determine student needs. 	
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Governance and Leadership

Observations	Opportunities for Growth
<ul style="list-style-type: none"> • The board is very aware of student achievement gaps. • The board is very concerned and wants to be sure that these gaps are addressed appropriately. • The board is aware that the defined roles of the board and ESP are not clear. • The board has worked very hard to provide resources for the teachers to be successful. • The board is aware that they do not have a working strategic plan. 	<ul style="list-style-type: none"> • Consider meeting outside of a regular board meeting at least once per year with representation from the board and ESP to clarify roles and expectations. • Consider using committees to meet with school leader(s) or ESP representatives to review areas of concern or interest. • Consider having a board member attend SIT meetings. • Consider working with the school leader to invite teachers to attend board meetings on a regular basis to highlight what they are doing in their classrooms. • Develop a process to create a viable strategic plan. Seek outside assistance if necessary.

Resources and Support Systems

Observations	Opportunities for Growth
<ul style="list-style-type: none"> • The ESP has provided a viable curriculum with pacing guides, curriculum maps, and a common lesson format for teachers. • The ESP provides PD for staff that will help to improve instruction. • The ESP provides help for the school leadership team. • The ESP has developed a budget to meet the school’s needs. 	<ul style="list-style-type: none"> • Consider working with the board to develop a process that allows for input from stakeholders when developing the budget. • Work to seek input from the board to consider their concerns, questions, and interests. It appears that there is some level of discontent.

CSO Review of Overall Performance for Joy Preparatory Academy

Contract Performance Report Review

Observations	Opportunities for Growth
<ul style="list-style-type: none"> • MAP growth targets met on 13/14 measures- great! • MSTEP growth is above 40% (but just barely) in all areas and averages 45% in ELA and 42% in math. 	<ul style="list-style-type: none"> • MAP Spring Achievement Percentiles remain well below our targets. • MSTEP Proficiency Percentages are 14% for ELA and 6% for math.

<ul style="list-style-type: none"> • Board attendance was 93%. • Joy's 2016-17 Business & Administration costs were 20%- one of the lowest in the CSO's portfolio. 	<ul style="list-style-type: none"> • Average MSTEP Proficiency Percentage in math is below their Composite District's (CD) and ELA is only 2% higher than the CD's. • MSTEP growth percentages need to improve to close the proficiency gaps. • 0% MSTEP Science proficiency- many math and ELA skills should be reinforced, introduced, and demonstrated in science. • Compliance was at 99% in 2016-17- should be 100%.
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School Support Team (SST) Updates

Observations	Opportunities for Growth
<ul style="list-style-type: none"> • Joy Prep remains a “Red” designated school due to very low MSTEP proficiency percentages in both ELA and math and low achievement results on the MAP assessments. 	<ul style="list-style-type: none"> • MSTEP Student Growth Percentiles (SGP) need to improve. In order to move the proficiency percentages in a significantly positive trend the SGP averages must be greater than 50%. • Determine why the solid MAP growth is not resulting in better MSTEP growth. • Ensure more students have demonstrated mastery of more assessed skills, retain the skills, and apply the knowledge when tested. • 177 students took the MSTEP ELA last year and 110 students were at Performance Level “1”, 178 took the math portion and 120 were at “1”. They need to move as many of these lowest performers up each year, at least to Level “2”. • There have been NWEA MAP test administration issues during the past two testing windows. Review procedures and make any needed modifications.

Overall Opportunities for Growth

- Must focus on higher MSTEP growth so achievement data will improve
- Address your lowest performing students with interventions that result in more mastered skills
- Continue the search for quality teachers and retain successful staff

Current CSO Expectations in Consideration for Recommendation of Reauthorization. These are subject to change.

For: Joy Preparatory Academy

- Meet or exceed FSU CSO's academic measures and goals.
- Continue to follow all charter contractual expectations.
- The CSO may have other academic and non-academic expectations as more information becomes available. All other contractual and policy standards must be met and maintained.
- NOT be named as a Partnership, Priority, Comprehensive Support, low performing, etc. school by the State of Michigan.

Signed James K. Scholten
CSO Visitation Chair

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CSO Associate Director