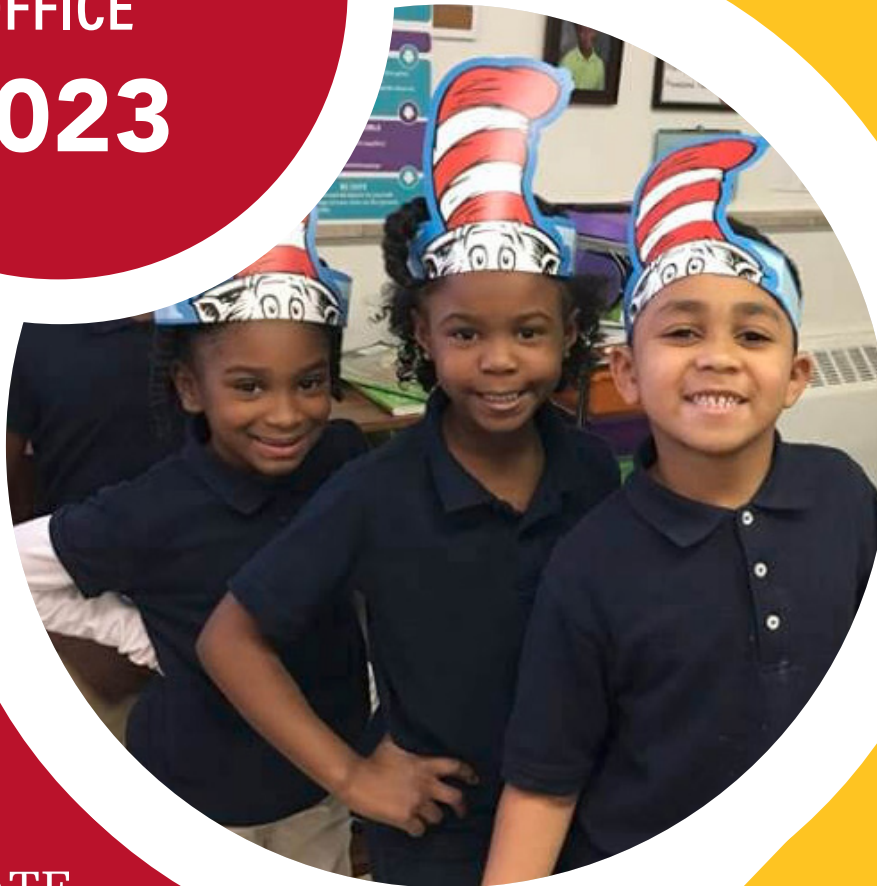


# CONTRACT PERFORMANCE REPORT

CHARTER  
SCHOOLS  
OFFICE  
**2023**



FERRIS STATE  
UNIVERSITY

FERRIS FORWARD

MARSHALL ACADEMY

# To Our Partners in Education

The Contract Performance Reports (CPR) are individually prepared for each Ferris State University authorized public school academy and are a service of the Charter Schools Office (CSO). The CPR is a comprehensive report on each academy's contractual performance in a number of key areas. Each academy is also shown in comparison to the overall FSU charter school portfolio, as well as the resident and composite school district. It is our hope that by providing this information about each academy that the CPR will be a valuable diagnostic tool for Boards, administration, and education service providers. The CPR is one of the most important documents the CSO uses when determining the overall performance of the academy and in decisions relative to school support and Reauthorization. We hope you will find it valuable as well.

Focused on student success and continuous improvement through quality oversight, we take our role seriously to provide resources for each FSU-authorized academy to help them achieve their contractual expectations. This document, along with initiatives such as the School Support Team, are but a few examples of that commitment. Ferris State University is proud of its authorized public-school academies, and we look forward to our continued partnership for the benefit of students and families who chose to enroll at each of our academies.

We thank all school personnel and academy Boards of Directors for their commitment to quality and improvement.

Sincerely,



Ronald S. Rizzo, Ph.D.  
Director of Charter Schools



**Ronald S. Rizzo**  
Ph.D., Director



**Laura Emshanov**  
School Support Specialist



**Sharon Hopper**  
Compliance Auditor/Board Liaison

# Table of Content

**4 CONTRACTUAL EDUCATIONAL GOALS & RELATED MEASURES**

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## Charter Schools Office

Ferris State University  
1020 Maple Street  
Big Rapids, MI 49307  
(231) 591-5802  
[www.ferris.edu/charterschools](http://www.ferris.edu/charterschools)



# Contractual Educational Goals and Related Measures

*Ferris State University monitors demonstrated improved pupil academic achievement for all groups of pupils as required by the Revised School Code.*

Pursuant to the Terms and Conditions of the Contract ("Contract") issued by the Ferris State University Board of Trustees ("University Board"), this contractual Educational Goals Policy has been prepared by the Ferris State University Charter Schools Office (CSO). It now becomes part of the Contract and will go into effect thirty (30) days after Academy Board notification, as stated in these new Terms and Conditions of the Contract for all academies being authorized or reauthorized pursuant to Contracts issued by the University Board. Failure by the Academy Board to comply with this policy may result in the non-issuance of a Contract, or for existing academies, the initiation of suspension, termination or revocation proceedings under the Contract, and will be taken into consideration when determining reauthorization of an academy upon expiration of the contract.

## A. Educational Goals and Related Measures:

In accordance with the applicable law and the charter contract Terms and Conditions, the Academy shall achieve or demonstrate measurable progress toward the achievement of the educational goals identified in this policy. Additionally, it is expected that the Academy will meet the State of Michigan's academic standards and any improvement targets required to be achieved pursuant to state and federal law. The Academy is also expected to remain off the Partnership School list published by the Michigan Department of Education. If the Academy already has school buildings identified on this list, it is expected to make the progress necessary to no longer be identified.

## B. Educational Goal to Be Achieved:

Academies will show academic progress by demonstrating:

1. Measurable academic growth toward achievement, and
2. Academic achievement for all groups of students.

## C. Targets for Determining Goal Achievement:

Goal 1: Academic Growth (Grades 2-8)

Academies are expected to score within the "Meets" category on at least one Target (in both math and reading) in order to achieve their Contractual Educational Goals.\*

### ACADEMIC GROWTH TARGETS (GRADES 2-8)

*Is the school meeting state designation expectations as set forth by state and federal accountability systems (growth)?*

TARGET	MEASURE	METRIC
50 on the index	Growth values indicated by the School Index.	Exceeds: $\geq 70$ Meets: $\geq 50$ but $< 70$ Approaching: $\geq 30$ but $< 50$ Does Not Meet: $< 30$

*Are students making expected annual growth compared to their peers?*

50th Percentile	The fall to spring average of all NWEA MAP "School Conditional Growth Percentiles" in reading and math.	Exceeds: $\geq 70$ Meets: $\geq 50$ but $< 70$ Approaching: $\geq 30$ but $< 50$ Does Not Meet: $< 30$ th Percentile
-----------------	---	---

*Are students making sufficient yearly academic growth to increase proficiency?*

The difference will be at least +3%	Percentage of students proficient on the ELA and Math M-STEP/PSAT-8 over time. (Current Year Average (Prior Year 1 + Prior Year 2)).	Exceeds: $\geq 6\%$ Meets: $\geq 3\%$ but $< 6\%$ Approaching: $\geq 1\%$ but $< 3\%$ Does Not Meet: $< 1\%$
-------------------------------------	---	---

\*The FSU CSO will produce a scorecard outlining how the academy performed on each of the Targets outlined above. The scorecard will be presented to academy boards annually.

## Goal 2: Student Achievement (Grades 2-8)

Academies are expected to score within the "Meets" category on at least one Target (in both math and reading) in order to achieve their Contractual Educational Goals.\*

### STUDENT ACHIEVEMENT TARGETS (GRADES 2-8)

*Is the school meeting state designation expectations as set forth by state and federal accountability systems (growth)?*

TARGET	MEASURE	METRIC
45 on the index	Overall values as indicated by the School Index.	Exceeds: $\geq 70$ Meets: $\geq 45$ but $< 70$ Approaching: $\geq 30$ but $< 45$ Does Not Meet: $< 30$

*Are students achieving proficiency on a nationally normed assessment?*

50%	The percent of students meeting grade level norms on the reading and math NWEA MAP	Exceeds: $\geq 70\%$ Meets: $\geq 50\%$ but $< 70\%$ Approaching: $\geq 30\%$ but $< 50\%$ Does Not Meet: $< 30\%$
-----	--	---

*Are students performing well on state examinations in comparison to students in schools they might otherwise attend?*

The difference will be at least +3%	Percentage of students proficient on the ELA and Math M-STEP/PSAT-8 over time. (Current Year Average (Prior Year 1 + Prior Year 2)).	Exceeds: $\geq 6\%$ Meets: $\geq 3\%$ but $< 6\%$ Approaching: $> 1\%$ but $< 3\%$ Does Not Meet: $< 1\%$
-------------------------------------	---	--

\*The FSU CSO will produce a scorecard outlining how the academy performed on each of the Targets outlined above. The scorecard will be presented to academy boards annually.

## Goal 1 & 2: Academic Growth & Student Achievement (High School)

Academies are expected to score within the "Meets" category on at least one Target (in both math and evidence-based reading & writing) in order to achieve their Contractual Educational Goals.\*

### ACADEMIC GROWTH AND ACHIEVEMENT TARGETS (HIGH SCHOOL)

*Are students making sufficient academic growth to achieve proficiency?*

TARGET	MEASURE	METRIC
The difference will be at least +3%	The percentage of students meeting or surpassing grade-level college readiness benchmarks on the SAT (11th grade) over time (Current Year Average (Prior Year 1 + Prior Year 2)).	Exceeds: $\geq 6\%$ Meets: $\geq 3\%$ but $< 6\%$ Approaching: $\geq 1\%$ but $< 3\%$ Does Not Meet: $< 1\%$

*Are students performing well on state examinations in comparison to students in schools they might otherwise attend (composite)?*

The difference will be at least +3%	The percentage of students meeting or surpassing grade-level college readiness benchmarks on the SAT (11th grade) will surpass the school's composite district percentage.	Exceeds: $\geq 10\%$ Meets: $\geq 3\%$ but $< 10\%$ Approaching: $< 3\%$ but $> 0\%$ Does Not Meet: $\geq 0$
-------------------------------------	--	---

*Are students performing well on state examinations in relation to a benchmark standard?*

Math: 40%	The percentage of students meeting or surpassing grade-level college readiness benchmarks on the PSAT (9th & 10th grade) and SAT (11th grade) will be 40% in math and 50% in evidence-based reading and writing (EBRW)	Math Exceeds: $\geq 50\%$ Meets: $\geq 40\%$ but $< 50\%$ Approaching: $\geq 30\%$ but $< 40\%$ Does Not Meet: $< 30\%$
EBRW: 50%		EBRW Exceeds: $\geq 60\%$ Meets: $\geq 50\%$ but $< 60\%$ Approaching: $\geq 30\%$ but $< 50\%$ Does Not Meet: $< 30\%$

\*The FSU CSO will produce a scorecard outlining how the academy performed on each of the Targets outlined above. The scorecard will be presented to academy boards annually.

## **Bottom-Line Targets**

Improvement in academic growth and student achievement, as measured by state and nationally normed assessments, is the most important factor in determining an Academy's progress. However, the Ferris State University CSO may also consider Bottom-Line Targets as an alternative measure to monitor progress.

If an Academy fails to meet the specified number of target measures for each goal, they will need to identify Bottom-Line Targets to show academic growth and student achievement through alternative measures. These alternative measures should be created as interim benchmarks that will ultimately lead to compliance with the Contractual Educational Goals. Bottom-Line Targets are measures that must be achieved within the timeframe of the Charter Contract, or sooner if applicable, in order to be recommended to the Ferris State University Board of Trustees for contract reauthorization.

Any academy required to identify Bottom-Line Targets will work collaboratively with the CSO to develop an Academic Monitoring Plan. The Academic Monitoring Plan will include at least (2) Bottom-Line Targets that will be identified and measured using a predetermined list of research-based, CSO-approved metrics. By meeting the Bottom-Line Targets, an academy will meet the minimum requirements of this policy.

## **Strict Discipline and Alternative Education Academies**

Academies designated as Strict Discipline Academies or Alternative Education Academies, as per the Michigan School Code, may be exempted from certain parts of these requirements due to their unique nature. In all cases, specific educational measures, targets and metrics will be mutually developed and agreed upon by the Academy and FSU CSO and shall be attached to the contract.

## **New Academies**

For the first three years of operation, new academies will be expected to increase growth towards achievement. Goal #1 will be used for all new K-8 schools. The first target in the high school table will be used for all new schools serving 9th-12th grade students.

# Academy Overview



Marshall Academy

## Mission

As members of the Marshall Academy community, we pledge our best efforts to create and maintain a disciplined learning environment based upon traditional moral values, while assuring mastery of the classic fundamentals of learning and challenging our students to excel in their given talents.

**Number of Campuses:** 1

**Director:** Noah Wilson (K-13)

**Grades Served:** K-12

**Year Opened:** 2000

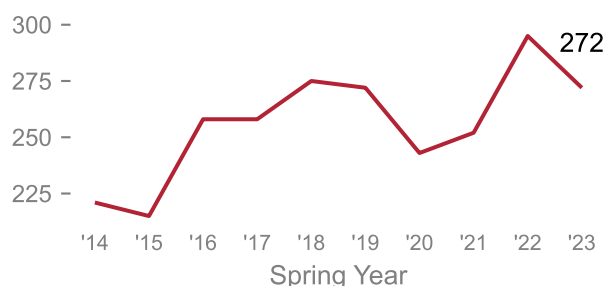
**CSO Field Rep:** Dr. Michele Siderman

**Current Charter Contract Term:** 2023-2024

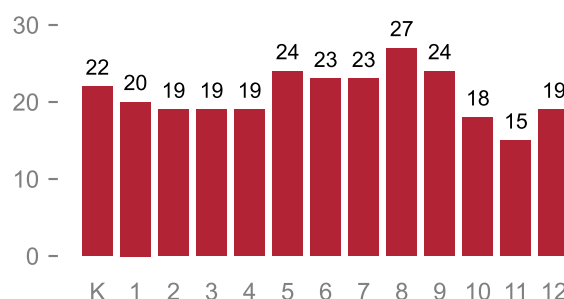
**Educational Service Provider:** Midwest Management Group, Inc.

**Resident District:** Marshall Public Schools

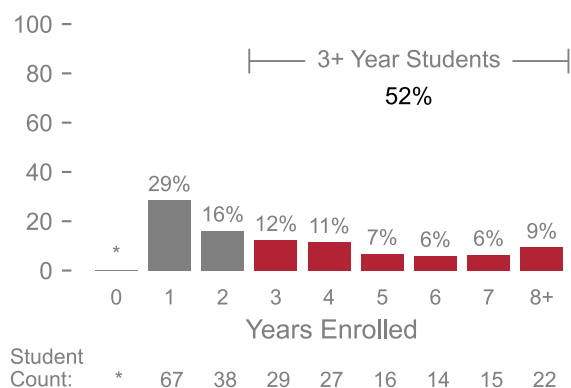
## Enrollment by Year



## Number of Students in Each Grade



## Length of Enrollment



## Student Ethnicity

Ethnicity	Academy	Local District	State
2+ Races	*	7%	5%
Asian	*	1%	4%
Black (non-Hispanic)	28%	12%	18%
Hispanic	7%	8%	9%
Nat. Hawaiian Other Pac. Isl.	0%	0%	0%
Native American/Alaskan Native	0%	0%	1%
White (non-Hispanic)	62%	72%	64%

\*Family Educational Rights and Privacy Act (FERPA) – Federal law that prohibits student identifiable education data from being publicly disseminated. See endnotes for FERPA data suppression rules.

# Academy Overview



Marshall Academy

## Composite District

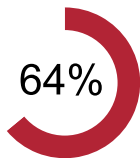
The composite district is a proxy district using the weighted average of the public school districts where the Academy's students reside. The composite district is a more accurate comparison to the Academy than the resident district, based on the make-up of the student body. This comparator is used as a benchmark for student performance in various academic measures, such as the M-STEP and SAT assessments. A list of districts that make up the composite district are presented in the table to the right.

District in Which Students Live	% of Students From District
Marshall Public Schools	78.1%
Battle Creek Public Schools	14.2%
Other	7.7%

## Resident District

The resident district, identified on the previous page, refers to the public school district in which the Academy physically resides. Similar to the composite district, this district is used as a comparison for student performance in various academic measures.

## Free and Reduced Lunch %



## Special Education %



## English Language Learner (ELL) %

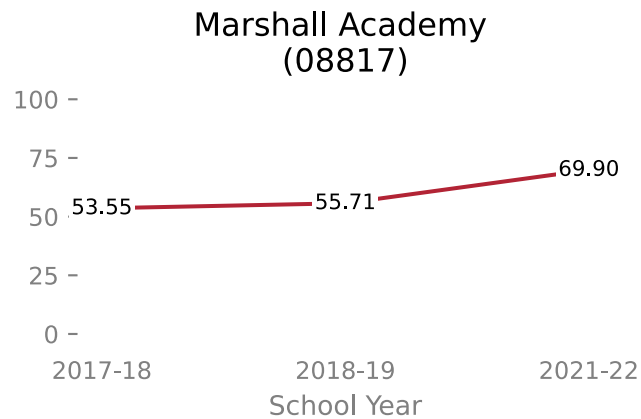
0%



# Educational Goals

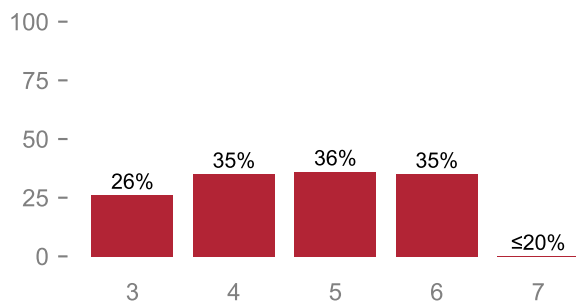
## Academic Growth (Grades 2-8)

### Growth Accountability Index Trend

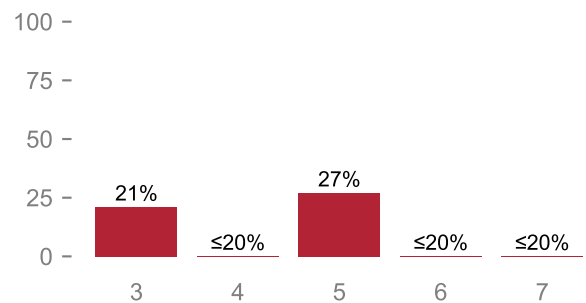


\*Latest index scores will be added here when available.

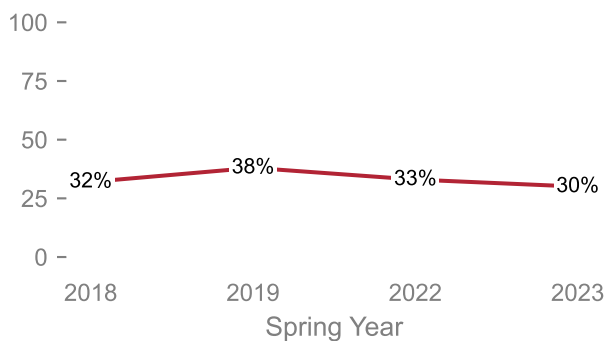
### M-STEP/PSAT 8 ELA % Proficient



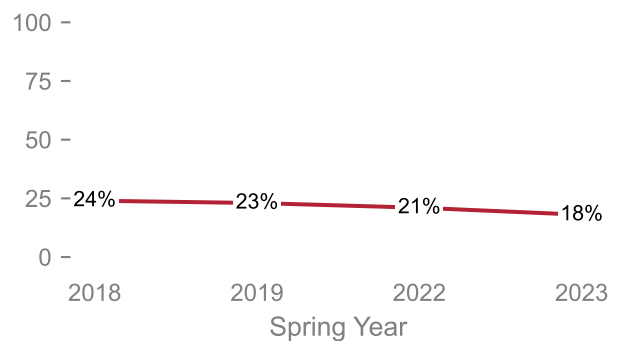
### M-STEP/PSAT 8 Math % Proficient



### M-STEP/PSAT 8 ELA Proficiency Trend



### M-STEP/PSAT 8 Math Proficiency Trend



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# Educational Goals

## Academic Growth (Grades 2-8)

This chart shows where students would rank in their RIT growth from Fall to Spring compared with a random 100 students from across the nation. Keeping in mind that students from across the nation were also experiencing the pandemic and similar educational trauma, this number indicates if the instructional practices that were selected for students while away from their classrooms were successful. Growth percentile data compares the actual Fall to Spring RIT growth score of each grade level with a projected RIT growth score. The chart also shows the percentage of students meeting their projected growth.

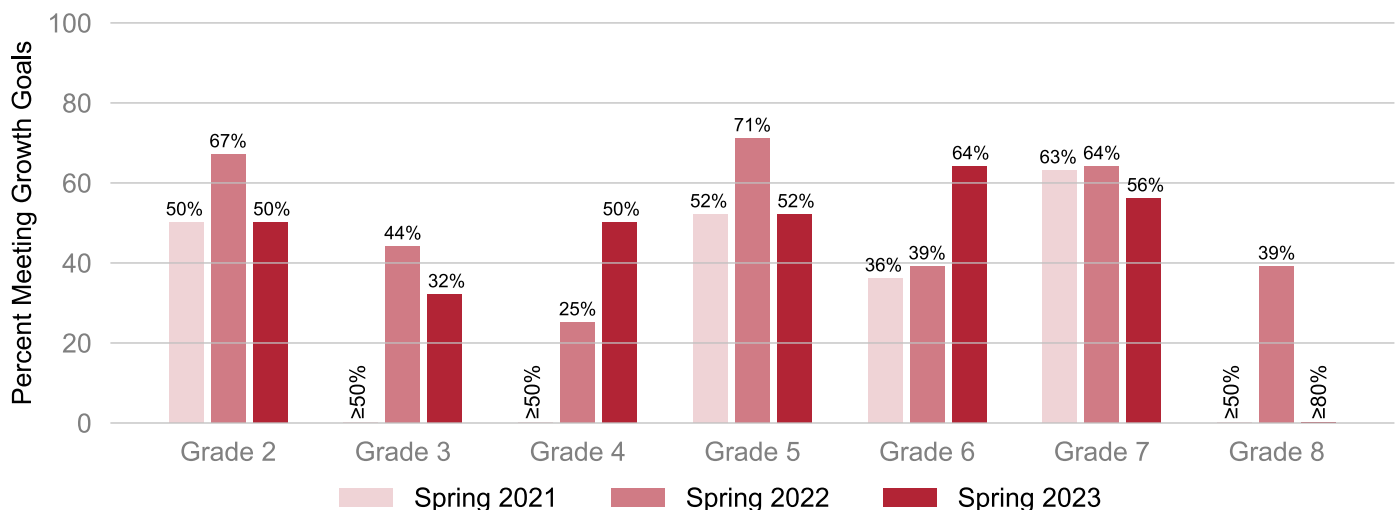
### NWEA MAP Reading Growth Percentiles for Grades 2 through 8

School Conditional Growth Percentile (Gains Percentile) for Reading and Math in grades 2 through 8 will be at the 50th percentile (AKA "Met" projected growth). School Conditional Growth Percentiles are colored as follows: **green: median at or above the 50th percentile, red: median below the 50th percentile.**

READING	Count	Fall 2022 RIT	Spring 2023 RIT	Observed Growth	Proj. Growth	# Met Growth Proj.	% Met Growth Proj.	School Cond. Growth %ile
Grade 2	16	172.5	185.1	13	13.2	8	50%	40
Grade 3	19	182.3	192.8	11	10.7	6	32%	46
Grade 4	18	199.4	207.4	8	8.0	9	50%	50
Grade 5	21	202.5	210.0	8	6.6	11	52%	67
Grade 6	22	209.3	215.9	7	5.2	14	64%	78
Grade 7	18	209.1	215.6	7	4.4	10	56%	89
Grade 8	21	209.0	218.0	9	4.1	*	≥80%	99
Overall	135							67

\*\* Calculations not provided because students have no MAP results in at least one of the terms. The Growth Count is zero.

### Reading Growth Over Time by Grade Level



\*Family Educational Rights and Privacy Act (FERPA) – Federal law that prohibits student identifiable education data from being publicly disseminated. See endnotes for FERPA data suppression rules.

# Educational Goals

## Academic Growth (Grades 2-8)

This chart shows where students would rank in their RIT growth from Fall to Spring compared with a random 100 students from across the nation. Keeping in mind that students from across the nation were also experiencing the pandemic and similar educational trauma, this number indicates if the instructional practices that were selected for students while away from their classrooms were successful. Growth percentile data compares the actual Fall to Spring RIT growth score of each grade level with a projected RIT growth score. The chart also shows the percentage of students meeting their projected growth.

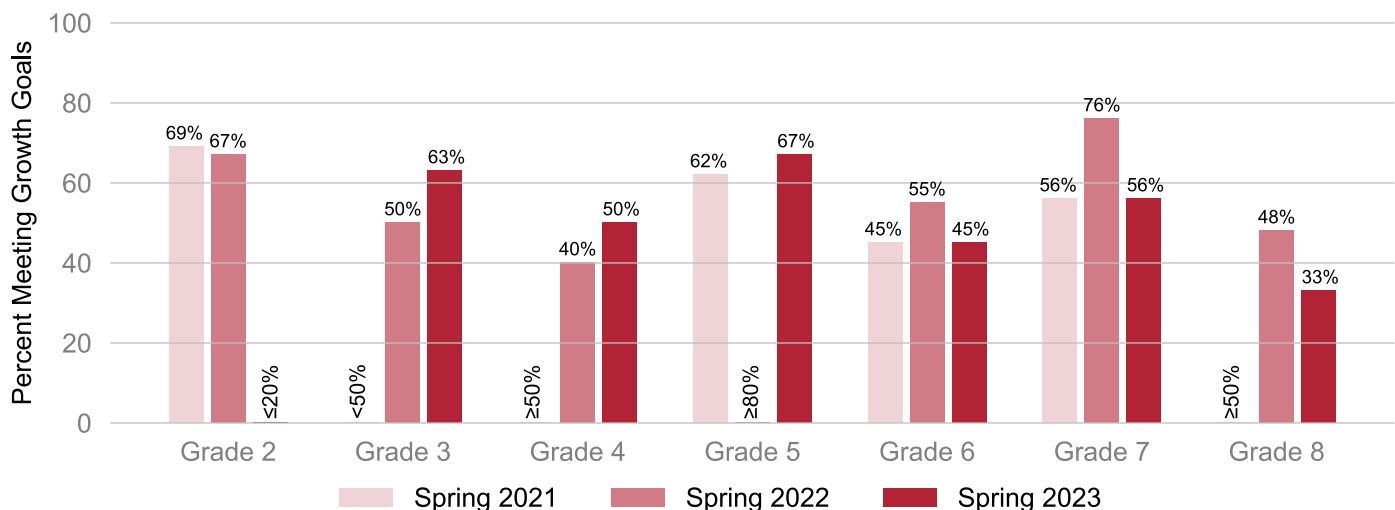
### NWEA MAP Math Growth Percentiles for Grades 2 through 8

School Conditional Growth Percentile (Gains Percentile) for Reading and Math in grades 2 through 8 will be at the 50th percentile (AKA "Met" projected growth). School Conditional Growth Percentiles are colored as follows: **green: median at or above the 50th percentile, red: median below the 50th percentile.**

MATH	Count	Fall 2022 RIT	Spring 2023 RIT	Observed Growth	Proj. Growth	# Met Growth Proj.	% Met Growth Proj.	School Cond. Growth %ile
Grade 2	16	174.7	185.3	11	14.4	*	≤20%	5
Grade 3	19	180.5	195.4	15	12.2	12	63%	90
Grade 4	18	195.6	205.9	10	10.7	9	50%	42
Grade 5	21	199.0	212.9	14	8.7	14	67%	99
Grade 6	22	207.7	215.0	7	7.7	10	45%	42
Grade 7	18	205.4	212.1	7	5.9	10	56%	65
Grade 8	21	216.2	220.6	4	5.2	7	33%	36
Overall	135							54

\*\* Calculations not provided because students have no MAP results in at least one of the terms. The Growth Count is zero.

### Math Growth Over Time by Grade Level



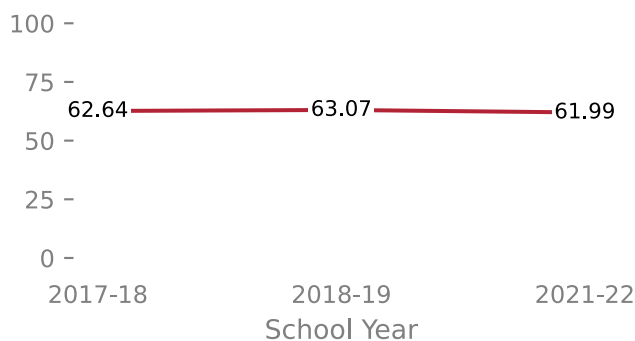
\*Family Educational Rights and Privacy Act (FERPA) – Federal law that prohibits student identifiable education data from being publicly disseminated. See endnotes for FERPA data suppression rules.

# Educational Goals

## Student Achievement (Grades 2-8)

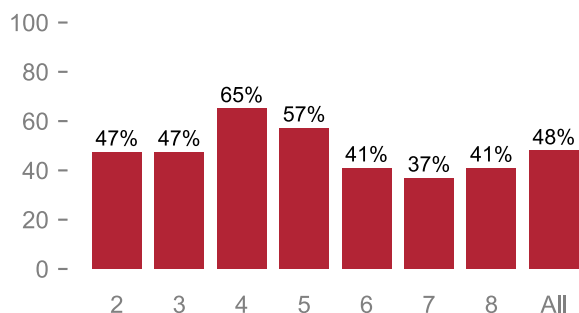
### Overall Accountability Index Trend

Marshall Academy  
(08817)

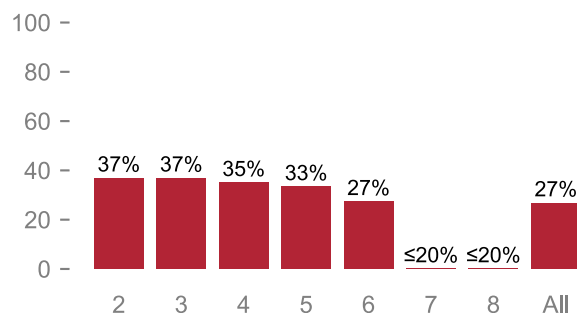


\*Latest index scores will be added here when available.

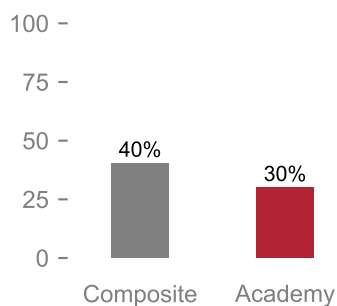
### NWEA Reading % Meeting Grade Norm



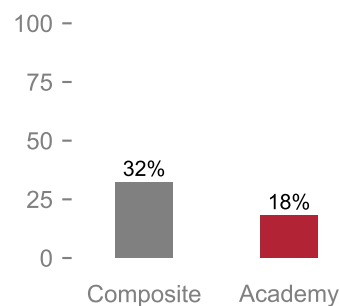
### NWEA Math % Meeting Grade Norm



### M-STEP/PSAT 8 ELA Proficiency Academy vs. CRD



### M-STEP/PSAT 8 Math Proficiency Academy vs. CRD

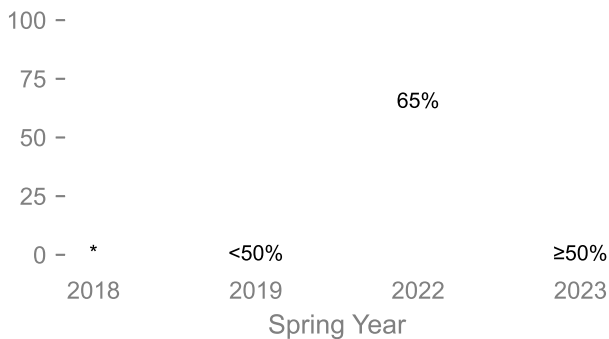


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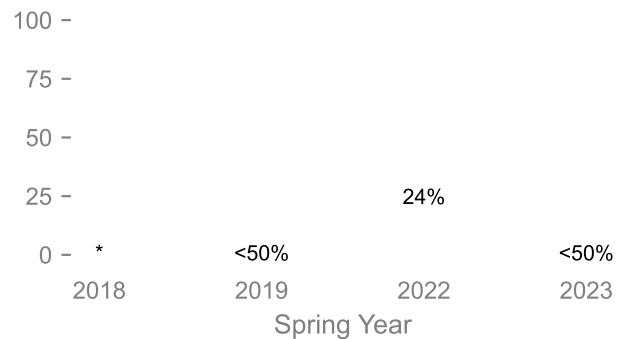
# Educational Goals

## Academic Growth & Achievement (High School)

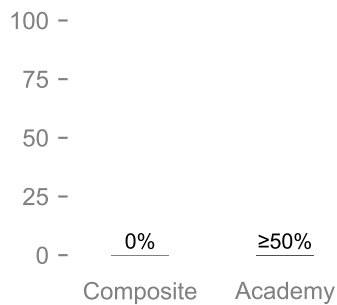
**SAT EBRW % CCR Trend**



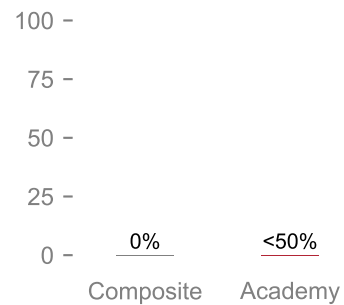
**SAT Math % CCR Trend**



**SAT EBRW CCR: Academy vs. CRD**



**SAT Math CCR: Academy vs. CRD**



**PSAT 9/10 & SAT EBRW CCR**



**PSAT 9/10 & SAT Math CCR**



\*Family Educational Rights and Privacy Act (FERPA) – Federal law that prohibits student identifiable education data from being publicly disseminated. See endnotes for FERPA data suppression rules.

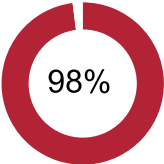
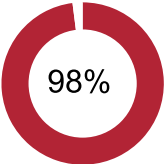
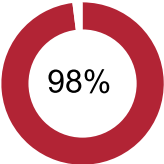


Compliance & Governance

The Charter Contract

### Charter Contract Compliance History

On-time compliance record for the Board’s compliance activities, the Academy’s compliance activities, and overall compliance.

Year	On-Time Compliance Overall	On-Time Compliance Board	On-Time Compliance Academy
2020-2021	100%	100%	100%
2021-2022	86%	89%	81%
2022-2023	98%	98%	98%
			

### Charter Contract Timeline

History of the Academy’s charter contracts, along with key aspects to each contract period.

Length of Term	Dates
1 year	2023-2024
3 year	2020-2023
5 year	2015-2020
5 year	2010-2015
5 year	2005-2010
5 year	2000-2005

# Board Membership & Activities

## Academy Board Service

Board demographics and required professional development credits.

Board Member	Office	Length of Service	Term Expiration
Kasey Morris	President	4	06/30/2024
Sean Washington	Vice President	4	06/30/2023
Parker Arnold	Treasurer	<1	06/30/2025
Patti Cornwell	Secretary	21	06/30/2025
Grace Noyola	Director	<1	06/30/2026

## Academy Board Meetings, Attendance, and Position Vacancies

### Board Meetings

REGULAR MEETINGS NOT HELD: 3

8 REGULAR MEETINGS HELD

SPECIAL MEETINGS HELD: 2

**10** TOTAL BOARD MEETINGS HELD

### Board Attendance

96% AVERAGE ATTENDANCE

**96%** AVERAGE BOARD ATTENDANCE

### Board Position Vacancies

0 VACANCIES

**0** BOARD POSITION VACANCIES

### Board Professional Development Credits

3 OF 3 TOTAL CREDITS

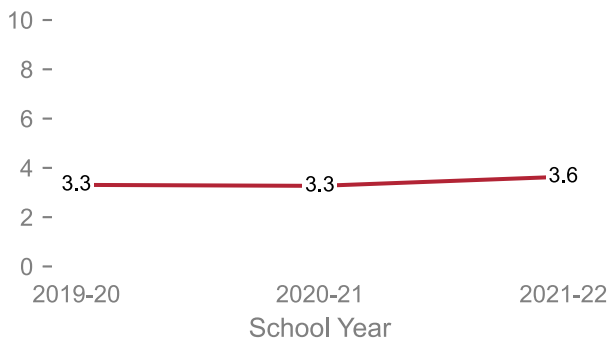
**3** PROFESSIONAL DEVELOPMENT CREDITS

# Key Performance Indicators

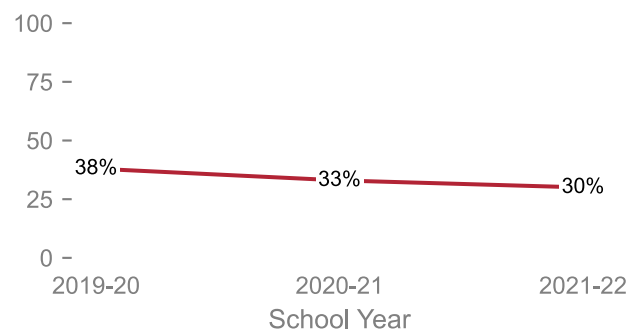
## Revenues and Expenditures

	2019-20	2020-21	2021-22
Federal	\$102,032	\$339,083	\$434,092
Local	\$46,113	\$16,511	\$178,174
Other Financing	\$10,155		
State	\$2,074,616	\$2,157,123	\$2,704,735
Enrollment	245	247	289
General Fund Balance Beginning of Year	\$959,782	\$850,862	\$839,664
General Fund Balance End of Year	\$850,862	\$839,664	\$988,312
General Fund Revenues			
Per-pupil Foundation Allowance	\$8,111	\$8,111	\$8,700
Total General Fund Revenues	\$2,232,916	\$2,512,717	\$3,317,001
Total Expenses/Transfers	\$2,341,836	\$2,523,913	\$3,168,353
Total Revenue over Expenses	-\$108,920	-\$11,196	\$148,648
Fund Balance as a % of Revenue	38%	33%	30%

### Current Ratio Trend



### Fund Balance Trend



### Debt-to-Asset Ratio

1.0

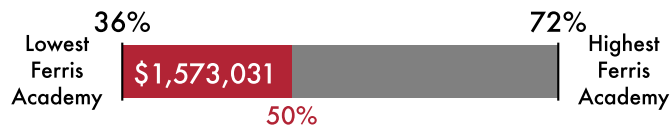
### Unrestricted Days Cash

6

# Budget & Key Performance Indicators

## Your Academy's Expenditures (Continued)

### Instruction



**50¢** OF EVERY DOLLAR WAS SPENT ON INSTRUCTION

### Business and Administrative Costs



**17¢** OF EVERY DOLLAR WAS SPENT ON BUSINESS AND ADMINISTRATIVE COSTS

### Building and Facilities



**7¢** OF EVERY DOLLAR WAS SPENT ON THE BUILDING AND FACILITIES

# End Notes

## Sources

<b>Page 9</b>	Charter Contract, CSO Office, Ferris State University CEPI, Michigan Department of Education MSDS, Michigan Department of Education  “Enrollment by Year” and “Enrollment by Grade”: Fall Student Count Data is from the academies reporting to MDE/CEPI using the Pupil Accounting form DS4061  Student Enrollment: “Length of Enrollment”: MSDS/CEPI Public Release File
<b>Page 10</b>	Academy Resident District Table: MSDS, Michigan Department of Education Donut Charts: MISchoolData.org - Enrollment Crosstabs
<b>Page 11</b>	Growth Accountability Index Trend: MISchoolData.org - School Index M-STEP/PSAT 8 ELA/Math % Proficient and Trend: OEAA secure site - Aggregate Data Files
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## Acronyms & Glossary:

**CPR:** College and Career Readiness - this refers to the benchmark scores used as proxy targets for determining if a students are "college and career ready" per their PSAT and SAT scores.

**Current Ratio:** The current ratio illustrates the balance of debts to assets. This measures the ability of the Academy to pay back its short-term and long-term obligations with its current assets on hand. If the ratio is 1.0, then the Academy has an equal amount of debt to assets. If the ratio is below 1.0, then the Academy could not fulfill its current liabilities if they came due all at once.

**Expenditures:** The amount the Academy spent on various activities to educate its students.

**Growth Percentile:** The amount of growth students had between two tests; usually fall-to-spring (MAP)  
MAP: A standardized assessment administered by NWEA in grades 2 through 8 that provides student Diagnostics.

**Index (Accountability - Growth and Overall):** A school scoring system created by the MDE with stakeholder feedback. More information can be found at: [www.mischooldata.org/school-index/](http://www.mischooldata.org/school-index/)

**Per-student Finances:** The Total Revenue per Student illustrates all revenues received, divided by the Academy's overall total enrollment. Similarly, the Total Expenses/Student illustrates total expenses, divided by enrollment. Revenue per Student should exceed Expenses per Student, with a trend to increase this difference.  
If the Expenses per Student exceed Revenue per Student, the Academy is operating in deficit spending.

**Projected Growth:** The amount of growth a student (or group of students) should be able to obtain based on national trends and the student's prior test scores.

**Revenue:** The amount the Academy received from various sources, that it can allocate to operate the program.

**RIT Score:** The Rasch Unit used in the MAP test for measuring the difficulty and complexity of the Assessment.

**Student Achievement:** The amount of academic content a student has learned over a set amount of time.

**Student Growth:** The amount of change (gain or loss) in student achievement over a set amount of time.

### Family Educational Rights and Privacy Act (FERPA) data suppression rules:

Following those used by CEPI via MISchoolData.org, if any count or percent of students represented in a cell or on a chart is 1 or 2 in number, data suppression rules apply. For more information, see: [https://www.michigan.gov/-/media/Project/Websites/cepi/MISchoolData/Grades\\_38\\_and\\_High\\_School\\_Assessments\\_Disclosure\\_Avoidance.pdf](https://www.michigan.gov/-/media/Project/Websites/cepi/MISchoolData/Grades_38_and_High_School_Assessments_Disclosure_Avoidance.pdf)  
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