



CHARTER SCHOOLS
OFFICE

Marshall Academy
36-MONTH REVIEW
January 28-29, 2008



FERRIS STATE UNIVERSITY

Imagine More



*Ferris State University Charter Schools Office
Committed to Continuous Quality Improvement
For Michigan Public Schools*

Next to the authorization of a Public School Academy, the oversight, evaluation, and reauthorization of that academy are the most important job a State authorizer performs. The Ferris State University Charter Schools Office (CSO) takes this responsibility seriously, and has prepared this document as an intensive report on the PSA's status at the 36-Month Review, or as the academy is considered for Reauthorization.

The report contained in this document was prepared by a visitation team comprised of members of the CSO, which may have also included an outside reviewer(s) hired for this specific review by the CSO. All attempts have been made to make the report as factual as possible based on data, interviews, observations, and documentation either provided by the academy or gathered by the interviewers.

A final copy of this report has been given to each member of the Board of Directors, the School Leader(s), and a copy to the Educational Service provider (if applicable). Please call the CSO at (231) 591-5802 if there are any questions about this report or visit our website: www.ferris.edu/charterschools for more information on FSU-authorized public school academies.

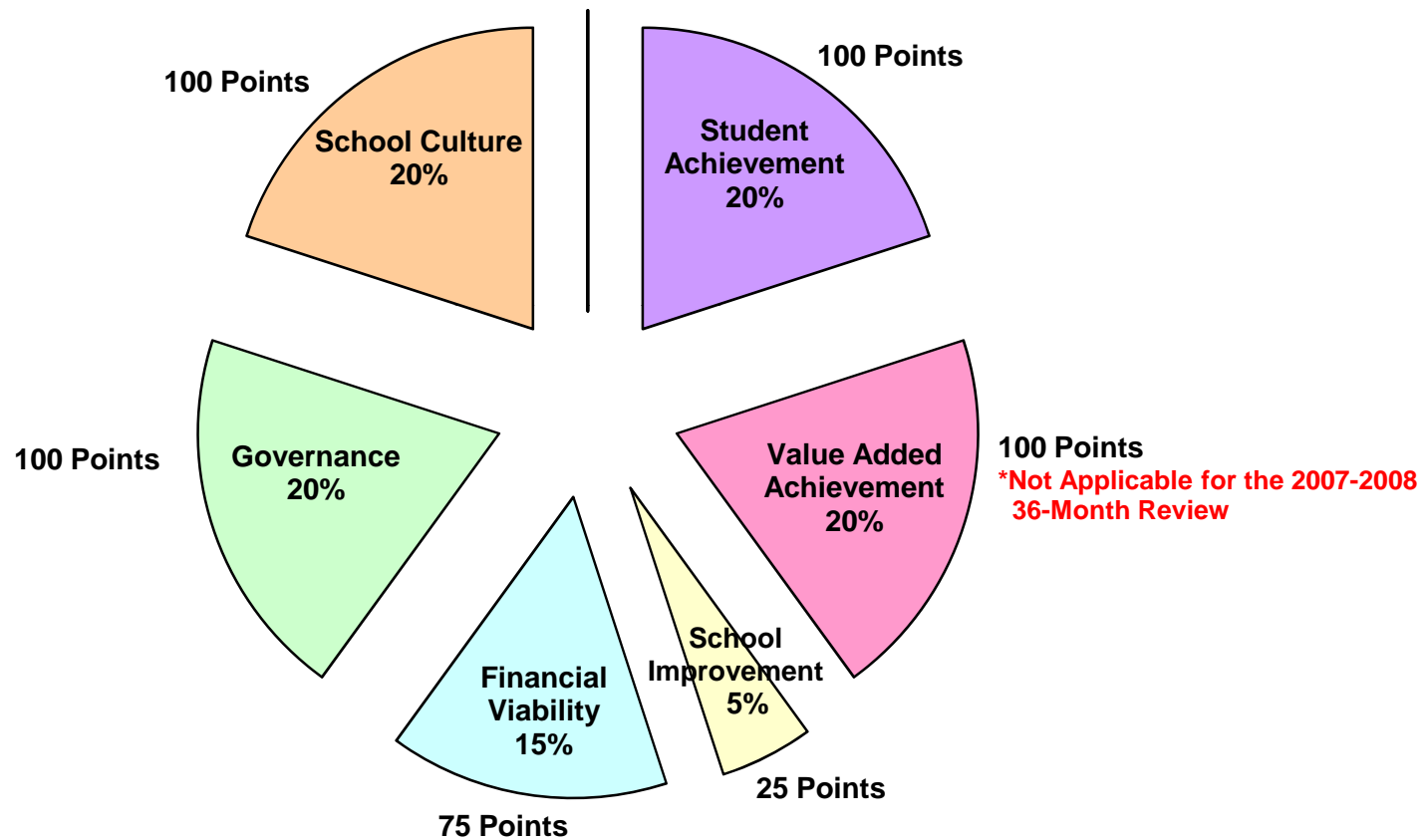
TOTAL SCORE

340-400 = Exceeding Standards
280-339.9 = Meets Standards
220-279.9 = Needs Improvement
219.9 & Below = Deficient

400 Points Maximum



**36-Month Review & Reauthorization Formula
2007-2008**



36-Month Review and Reauthorization Point Tally Sheet

Academy Name: **Marshall Academy**

Dates of Visitation: **January 28-29, 2008**

Category

Pts. Possible Pts. Achieved

Student Achievement	100	93.0
Value Added Achievement	NA	NA
School Improvement	25	13.2
Financial Viability	75	68.3
Governance	100	74.9
School Culture	100	88.2
Total Score:		337.6

TOTAL SCORE

340-400 = Exceeding Standards

280-339.9 = Meets Standards

220-279.8 = Needs Improvement

219.9 & Below = Deficient

400 Points Maximum

Status: **MEETS STANDARDS**

Visitation Team Members:

Team Chair: Lawrence V. Wells, Ph.D.

Name: Larry Lindquist

Signature: 

Name: Art Willick

Signature: 

Name: Mindy Britton

Signature: 

Name: Joe Garza

Signature: 

Name: Lawrence V. Wells

Signature: 

Student Achievement

Percentage of Points: 20%

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
100 Points Total		14 Points	11.2 Points	9.8 Points	0 Points	
AYP: Achievement	14/14	The school exceeded State AYP targets by 10% or more in both Math and ELA on a 2 out of 3 year average.	The school met State AYP targets in both Math and ELA on a 2 out of 3 year average.	The school met AYP in either Math or ELA on a 2 out of 3 year average.	The school did not meet AYP in either Math or ELA on a 2 out of 3 year average.	
AYP: Participation	14/14	The school tested over 95% of its students in both Math and ELA on a 2 out of 3 year average.	The school tested at least 95% of its students in both Math and ELA on a 2 out of 3 year average.	The school tested between 90% to 94% of its students in either Math or ELA on a 2 out of 3 year average.	The school tested fewer than 90% of its students in both Math and ELA on a 2 out of 3 year average.	
AYP: Other Indicators	14/14	The school's attendance rate was greater than 85% and/or the school's graduation rate was greater than 80% on a 2 out of 3 year average.	The school's attendance rate was 85% and/or the school's graduation rate was 80% on a 2 out of 3 year average.	The school's attendance rate was 80% to 84% and/or the school's graduation rate was 70% to 79% on a 2 out of 3 year average.	The school's attendance rate was below 80% and/or the school's graduation rate was below 70% on a 2 out of 3 year average.	
Composite Grade as Assigned by MDE in Ed Yes!	11.2/14	A	B	C	D or below	
Relative Performance to State	14/14	The school outpaced the State MEAP percent proficient in 2 out of 3 years in both ELA and Math.	The school outpaced or met the State MEAP percent proficient in 2 of 3 years in both ELA and Math.	The school outpaced or met the State MEAP percent proficient in 1 of 3 years in both ELA and Math.	The school has not met the State MEAP percent proficient in any year in a 3 year period in either ELA or Math.	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
		14 Points	11.2 Points	9.8 Points	0 Points	
Relative Performance to the Resident District	9.8/14	The school outpaced the District MEAP percent proficient in 2 out of 3 years in both ELA and Math.	The school outpaced or met the District MEAP percent proficient in 2 of 3 years in both ELA and Math.	The school outpaced or met the District MEAP percent proficient in 1 of 3 years in both ELA and Math.	The school has not met the District MEAP percent proficient in any year in a 3 year period in either ELA or Math.	
Relative Performance to a Demographically Comparable School	14/14	The school outpaced its comparable school MEAP percent proficient in 2 out of 3 years in both ELA and Math.	The school outpaced or met its comparable school MEAP percent proficient in 2 of 3 years in both ELA and Math.	The school outpaced or met its comparable school MEAP percent proficient in 1 of 3 years in both ELA and Math.	The school has not met its comparable school MEAP percent proficient in any year in a 3 year period in either ELA or Math.	
School Improvement Status	2/2		The school is not identified for improvement. 2 Points		The school is identified for improvement. 0 Points	
Total Points Earned	93/100					

Value Added Achievement
Based on the Required Assessment of 95% of Enrolled Students
(MI-Access Students Not Included) Percentage of Points: 20%

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
100 Points Total						
Value-Added Student Gains Math	NA/25	The percentage of students making expected gains of 1 year during 1 year's time exceeds the CSO established trajectory for the academy by 5% or more based on the most recent 2 to 3 year average as measured by a norm referenced test. 25 Points	The percentage of students making expected gains of 1 year during 1 year's time is equal (+4% to -4%) to the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 20.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 5% to 19% below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test 17.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 20% or more below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 0 Points	
Value-Added Longitudinal 3-year Cohort Math	NA/25	The percentage of students making expected gains of 1 year during 1 year's time exceeds the CSO established trajectory for the academy by 5% or more based on the most recent 2 to 3 year average as measured by a norm referenced test. 25 Points	The percentage of students making expected gains of 1 year during 1 year's time is equal (+4% to -4%) to the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 20.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 5% to 19% below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 17.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 20% or more below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
Value-Added Student Gains Language Arts	NA/12.5	The percentage of students making expected gains of 1 year during 1 year's time exceeds the CSO established trajectory for the academy by 5% or more based on the most recent 2 to 3 year average as measured by a norm referenced test. 12.5 Points	The percentage of students making expected gains of 1 year during 1 year's time is equal (+4% to -4%) to the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 10.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 5% to 19% below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 8.8 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 20% or more below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 0 Points	
Value-Added Student Gains Reading	NA/12.5	The percentage of students making expected gains of 1 year during 1 year's time exceeds the CSO established trajectory for the academy by 5% or more based on the most recent 2 to 3 year average as measured by a norm referenced test. 12.5 Points	The percentage of students making expected gains of 1 year during 1 year's time is equal (+4% to -4%) to the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 10.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 5% to 19% below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 8.8 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 20% or more below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 0 Points	
Value-Added Longitudinal 3-year Cohort Language Arts	NA/12.5	The percentage of students making expected gains of 1 year during 1 year's time exceeds the CSO established trajectory for the academy by 5% or more based on the most recent 2 to 3 year average as measured by a norm referenced test. 12.5 Points	The percentage of students making expected gains of 1 year during 1 year's time is equal (+4% to -4%) to the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 10.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 5% to 19% below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 8.8 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 20% or more below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
Value-Added Longitudinal 3-year Cohort Reading	NA/12.5	The percentage of students making expected gains of 1 year during 1 year's time exceeds the CSO established trajectory for the academy by 5% or more based on the most recent 2 to 3 year average as measured by a norm referenced test. 12.5 Points	The percentage of students making expected gains of 1 year during 1 year's time is equal (+4% to -4%) to the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 10.9 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 5% to 19% below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test 8.8 Points	The percentage of students making expected gains of 1 year during 1 year's time falls 20% or more below the CSO established trajectory for the academy based on the most recent 2 to 3 year average as measured by a norm referenced test. 0 Points	
Total Points Earned	NA/100					

School Improvement

Percentage of Points: 5%

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
25 Points Total						
Strand I: Teaching For Learning Ed Yes! Performance Indicators	4.6/7	The Academy has implemented most School Improvement Framework (SIF) rubrics to the "Exemplary" level as defined by the MDE and documented in Education Yes! 7 Points	The Academy has implemented most SIF rubrics to the "Implemented" level as defined by the MDE and documented in Education Yes! 5.8 Points	The Academy has implemented most SIF rubrics to the "Partially Implemented" level as defined by the MDE and documented in Education Yes! 4.6 Points	The Academy has implemented most SIF rubrics to the "Getting Started" level as defined by the MDE and documented in Education Yes! 0 Points	
Strand II: Leadership Ed Yes! Performance Indicators	4.6/7	The Academy has implemented most SIF rubrics to the "Exemplary" level as defined by the MDE and documented in Education Yes! 7 Points	The Academy has implemented most SIF rubrics to the "Implemented" level as defined by the MDE and documented in Education Yes! 5.8 Points	The Academy has implemented most SIF rubrics to the "Partially Implemented" level as defined by the MDE and documented in Education Yes! 4.6 Points	The Academy has implemented most SIF rubrics to the "Getting Started" level as defined by the MDE and documented in Education Yes! 0 Points	
Strand III: Personnel & Professional Learning Ed Yes! Performance Indicators	0/4	The Academy has implemented most SIF rubrics to the "Exemplary" level as defined by the MDE and documented in Education Yes! 4 Points	The Academy has implemented most SIF rubrics to the "Implemented" level as defined by the MDE and documented in Education Yes! 3 Points	The Academy has implemented most SIF rubrics to the "Partially Implemented" level as defined by the MDE and documented in Education Yes! 2 Points	The Academy has implemented most SIF rubrics to the "Getting Started" level as defined by the MDE and documented in Education Yes! 0 Points	
Strand IV: School & Community Relations Ed Yes! Performance Indicators	1/2	The Academy has implemented most SIF rubrics to the "Exemplary" level as defined by the MDE and documented in Education Yes! 2 Points	The Academy has implemented most SIF rubrics to the "Implemented" level as defined by the MDE and documented in Education Yes! 1.5 Points	The Academy has implemented most SIF rubrics to the "Partially Implemented" level as defined by the MDE and documented in Education Yes! 1.0 Points	The Academy has implemented most SIF rubrics to the "Getting Started" level as defined by the MDE and documented in Education Yes! 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
Strand V: Data & Informational Management Ed Yes! Performance Indicators	1/3	The Academy has implemented most SIF rubrics to the "Exemplary" level as defined by the MDE and documented in Education Yes! 3 Points	The Academy has implemented most SIF rubrics to the "Implemented" level as defined by the MDE and documented in Education Yes! 2 Points	The Academy has implemented most SIF rubrics to the "Partially Implemented" level as defined by the MDE and documented in Education Yes! 1 Points	The Academy has implemented most SIF rubrics to the "Getting Started" level as defined by the MDE and documented in Education Yes! 0 Points	
School Improvement Plan Ed Yes! Performance Indicators	2/2		There is one annually updated comprehensive written plan that encompasses all current educational mandates (i.e. PA 25, Title I, NCLB, Ed Yes!) and other school wide improvement efforts. 2 Points		There is a school improvement plan, but it lacks several of the key components required by the State. 0 Points	
Total Points Earned	13.2 /25					

Financial Viability

Percentage of Points: 15%

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
75 Points Total		10 Points	8.4 Points	7.2 Points	0 Points	
Budget Development		Board meeting minutes document that the full Board has had the opportunity to provide input into the budget development process	Budget development appears on a regular Board meeting agenda at least once annually prior to the annual budget hearing	Budget development is discussed in passing at a regular Board meeting, but no action is taken to provide full Board input into the budget building process	No evidence can be found that the full Board has had an opportunity to provide direction for the budget development process	
	7.2/10					
		It appears that the improvement of student achievement is the primary determinant of the allocation of financial resources	It appears that student achievement is a consideration in the allocation of financial resources	It appears that some consideration is given to student achievement when developing the budget and determining financial resources	It appears that there is little or no evidence that student achievement is the main consideration when allocating financial resources	
	10/10					
		The Board of Directors designs its budget based upon specific budget assumptions (enrollment predictions, long-range forecasts, anticipated State aid funding, etc.)	The Board of Directors assures that some consideration is given to specific budget assumptions (enrollment predictions, long-range forecasts, anticipated State aid funding, etc.)	The Board of Directors is involved in establishing some budget assumptions based upon policies and procedures	There is little or no evidence that the Board of Directors bases its decisions on the concept of budget assumptions	
	8.4/10					
		Every member of the Board receives monthly financial statements prior to each regularly-scheduled meeting and the person who prepared the statements is at the meeting and is available for questions	Every member of the Board receives monthly financial statements in their Board packet prior to each regularly-scheduled meeting	Only the Treasurer of the Board of Directors receives monthly financial statements in their Board packet prior to each regularly-scheduled meeting	Monthly financial statements are distributed "at the table" and no one receives these documents prior to the regularly-scheduled meetings	
	10/10					

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
	10/10	The Board reviews and approves its up-to-date financial report on not less than a monthly basis 10 Points	The Board reviews and approves its up-to-date financial reports on at least a bi-monthly basis 8.4 Points	The Board reviews and approves financial reports that are not always up-to-date in an irregular fashion 7.2 Points	The Board does not review or approve its financial reports and they are often out-of-date 0 Points	
Audit/Fund Balances	9/9	The Board of Directors requests RFP's for external auditing services every three (3) years 9 Points	The Board of Directors employs an external auditing firm as required by the terms and conditions of its Contract with the University Board of Trustees 7.5 Points		The Board of Directors does not employ an external auditing firm as required by the terms and conditions of its Contract with the University Board of Trustees 0 Points	
	5.7/8	The Board of Directors appears to have a significant role in establishing and implementing policies and procedures that drive the financial future of the academy 8 Points	The Board of Directors appears to hold its administrative staff and educational service provider (as appropriate) accountable for maintaining an adequate fund balance 6.7 Points	The Board of Directors appears to monitor the academy's expenditures but appears to have a minor part in the decision-making process 5.7 Points	The Board of Directors does not appear to closely monitor financial spending patterns or seem to have a financial plan for the academy 0 Points	
	5/5		Audit was completed in a timely manner, is submitted to the State by or before October 31, and results are shared with stakeholders during a public presentation 5 Points	Audit was performed within specified timeframe, but Board of Directors did not receive it in advance of meeting for approval or questions 4.4 Points	Audit was not performed within specified timeframe and was not shared with stakeholders in a timely manner 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
	3/3		The Academy's audit was unqualified with no reportable conditions 3 Points	The Academy's audit was unqualified with some reportable conditions 1 Point	The Academy's audit was qualified with a management letter and board response 0 Points	
Total Points Earned	68.3/75					

Governance

Percentage of Points: 20%

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
100 Points Total		8 Points	6.7 Points	5.7 Points	0	
Leadership		The Board of Directors has all relevant policies in place in accordance with State and federal laws and regulations and consistently demonstrates a familiarity with those policies at Board meetings and in documents	The Board of Directors has all relevant policies in place in accordance with State and federal laws demonstrates some familiarity with them	The Board of Directors has all relevant policies in place in accordance with State and federal law but are unfamiliar with those policies	The Board of Directors has few policies in place that are required by State and federal law, and the Board policy book has not been regularly updated	
	0/8					
		The Board of Directors has an active candidate pool with two (2) applications for every anticipated vacancy (i.e., staggered terms of two years)	The Board of Directors actively solicits applications for its candidate pool and has more than two (2) applications on file	The Board of Directors only solicits applications when it anticipates a vacancy	The Board of Directors has no active candidate pool and does not actively solicit applications	
	5.7/8					
		The Board of Directors has developed a strategic plan and actively pursues it. It also reviews the details of the school improvement plan no less than annually. The Strategic Plan is referenced often in Board discussion	The Board of Directors has a long-range plan and a representative assigned to the school improvement team. Most Board members seem knowledgeable of it	The Board of Directors rarely updates or discusses its long-range plan and school improvement plan	The Board of Directors has no long-range strategic plan and the school improvement plan is in strong need of review and revision	
	5.7/8					
		The Board of Directors asks for, and receives, monthly progress reports on student academic achievement	The Board of Directors receives a monthly report from its administrative staff on student-related issues, in general	The Board of Directors may, or may not, receive quarterly student achievement reports, at a minimum	The Board of Directors does not ask for, and does not receive, student academic achievement progress reports	
	6.7/8					

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
	5.7/8	The entire Board of Directors demonstrates faithful attendance at regular and special academy board meetings and rarely cancels meetings due to lack of quorum 8 Points	The Board of Directors establishes its annual meeting calendar and adheres to the schedule that it has approved 6.7 Points	Some Board members do not fulfill their commitment to the board by missing meetings on a regular basis 5.7 Points	The Board of Directors often cancels or reschedules meetings, and/or calls special meetings on a somewhat regular basis 0 Points	
	5/5	The Board of Directors establishes its mission for the academy and is committed to communicating and achieving that mission 5 Points	The Board of Directors follows its mission to ensure that the academy is successful 4.2 Points	The Board of Directors has an established mission but members do not appear to be very familiar with it 3.6 Points	The Board of Directors does not appear to be governed by a shared mission for the academy 0 Points	
Professional Development	0/5	The Board of Directors establishes a line-item budget, and each member of the board actively participates in professional development activities at least annually 5 Points	The Board of Directors establishes a line-item budget for annual professional development activities and uses that budget 4.2 Points	One or two board members participate in one or two professional development activities per year 3.6 Points	There is little or no evidence that the Board of Directors spends any or all of its line-item allocation on professional development 0 Points	
Compliance Reporting (AOIS)	8.4/10	The school consistently submits documents on time and experiences 100% reporting compliance for 3 or more years 10 Points	The school experiences 90%-99% reporting compliance for at least 2 of last 3 years 8.4 Points	The school experiences 89%-76% reporting compliance for 1 of last 3 years 7.2 Points	The school experiences 75% or less reporting compliance 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
Educational Contract Goal Performance	5.7/8	The school has clearly exceeded the majority of its contract goals 8 Points	The school has met its contract goals 6.7 Points	The school has made partial progress toward the contract goals 5.7 Points	The school has not successfully met any of its contract goals 0 Points	
Staff Certified and Highly Qualified	5/5		All staff are Certified and Highly Qualified 5 Points		Not all staff are Certified and Highly Qualified 0 Points	
Administrator Continuing Education Credits	5/5		All Administrators meet CEU requirements 5 Points		Not all administrators meet CEU requirements 0 Points	
Special Education/504-Delivery of Services	5/5		The school's Special Education Program meets all state and federal regulations and has a child find process in place to identify students who may be eligible for Special Education & 504 services. 5 Points	The school is aware of state and federal regulations for Special Education and has implemented IEP's or 504 plans for some students. 4.1 Points	The school's Special Education program is not in compliance with the state and federal regulations. 0 Points	
Governance Yes or No	Score	YES			NO	Comments
The board is in compliance with all the terms and conditions of its contract with Ferris State University Board of Trustees?	5/5	5 Points			0 Points	

Governance Yes or No	Score	YES			NO	Comments
The Charter Schools enrollment process is in compliance as defined by (ref. to code)?	3/3	3 Points			0 Points	
The board is in compliance with the Open Meetings Act?	3/3	3 Points			0 Points	
The board is in compliance with the yearly audit requirement?	3/3	3 Points			0 Points	
The board timely posts notices of its annual meeting schedule and all regular and special meetings?	3/3	3 Points			0 Points	
Total Points Earned	74.9/100					

School Culture

Percentage of Points: 20%

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
100 Points Total						
Safe & Orderly Environment	7.5/7.5		All academy staff members and the Board work together to create a safe and orderly academic environment that is conducive to learning and meeting stated behavioral expectations 7.5 Points	The academy has stated behavioral expectations for students but they are not consistently reinforced by the Board and all staff 3.5 Points	Little or no evidence exists that the academy has established a clear set of behavioral expectations or that the any existing expectations are consistently reinforced 0 Points	
	7.5/7.5	Staff members report that they spend minimal instruction time on discipline and express that their efforts at maintaining an orderly classroom environment are supported by the school administration.	All staff members consistently demonstrate that they share responsibility for student discipline and both adults and students can be observed supporting and encouraging respectful and collaborative behavior throughout the school 5.5 Points	All staff members do not consistently demonstrate that they share responsibility for student discipline and both adults and students are not always observed supporting and encouraging respectful and collaborative behavior throughout the school 3.5 Points	Little or no evidence staff members demonstrate that they share responsibility for student discipline. Both adults and students are not observed supporting or encouraging respectful and collaborative behavior throughout the school 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
Staff Stability	0/7		There has been insignificant building administrator turnover (fewer than 3 in the past 5 years) 7 Points		There has been significant building administrator turnover (more than 3 in the past 5 years) 0 Points	
	7/7		Less than 40% of the teaching staff have turned over during the past 5 years 7 Points		More than 40% of the teaching staff have turned over during the past 5 years 0 Points	
Site and Facilities	10/10	The physical condition of the classrooms, hallways, and grounds are exceptionally inviting, attractive, clean, and well maintained and conducive to safety 10 Points	Interior and exterior of building is inviting, attractive, clean, and well-maintained and conducive to safety 8.4 Points	The physical condition of the classrooms and hallways is not always inviting, attractive, clean, or well-maintained or conducive to safety 7.2 Points	The physical facility is not inviting, attractive, clean, or well-maintained or conducive to safety 0 Points	
	10/10		All emergency systems are operational, well-maintained, and inspected on a regular basis 10 Points	Some emergency systems are in working order and are inspected on a routine basis 5 Points	Little or no evidence that emergency systems are working and inspected on a regular basis 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
	4/8		All hazardous chemicals and cleaners are properly labeled and safely secured 8 Points	All hazardous chemicals and cleaners are properly labeled but are not always safely secured 4 Points	Few hazardous chemicals and cleaners are properly labeled nor safely secured 0 Points	
	8/8	All areas in the academy are well ventilated and heated and are conducive to working/learning situations 8 Points	Most areas in the academy are well ventilated and heated and are conducive to working/learning situations 6.7 Points	Some areas in the academy are well ventilated and heated and are conducive to working/learning situations 5.7 Points	Heating and ventilation seldom work and are not suitable for the educational environment 0 Points	
	8/8	Restrooms are cleaned on a daily basis and are exceptionally well-maintained 8 Points	Restrooms are cleaned on a daily basis and are generally well-maintained 6.7 Points	Restrooms and other public areas are not cleaned on a daily basis and are generally not well-maintained 5.7 Points	Restrooms and other public areas are not well-maintained and are generally unsatisfactory 0 Points	
	7/7	All areas are well-lit and all lights are functioning properly to provide an atmosphere conducive to teaching and learning 7 Points	Most areas are well-lit and most lights are functioning properly to provide an atmosphere conducive to teaching and learning 5.8 Points	Some questionable lighting areas, several burned out tubes/bulbs. Lighting is generally poor and not conducive to teaching and learning in classrooms and hallways 4.6 Points		

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
Parent/Family Involvement	4.2/5	The school uses a variety of strategies to facilitate communication with its parents/families paying particular attention to the economic and cultural diversity of its population 5 Points	The school uses several strategies to facilitate communication with its parents/families 4.2 Points	The primary focus of school communication is one-way from the school to the parents/families 3.6 Points	No evidence of a formalized communication strategy with parents and families 0 Points	
	5/5	Parents are actively engaged in meaningful academic and/or social activities with the academy as evidenced by high participation in those activities 5 Points	The school has an organized volunteer program that includes the recruitment of additional volunteers for various activities. 4.2 Points	Volunteer opportunities are limited to a few active parents, primarily through the parent/teacher organization 3.6 Points	Little or no evidence to suggest that parents have active involvement in academic and/or social activities 0 Points	
Community Involvement	5/5	A variety of methods are used to communicate with the diverse populations within the community including but not limited to: businesses, educational institutions and community agencies. The methods are designed to keep the community informed and to solicit input. 5 Points	The school uses several strategies to communicate with the diverse populations within the community. Some attempts are made to assess the quality and impact of the school's communication with the community 4.2 Points	The school employs a basic strategy of one-way communication with the community. Any additional contacts that occur are the result of individual staff initiative. 3.6 Points	The school has no organized system in place to communicate with and receive feedback from the community. 0 Points	

Competency	Score	Exceeding	Meeting	Needs Improvement	Deficient	Reviewer Comments
	5/5	The school has established partnerships with business and community agencies to supplement comprehensive health and human services to students and families. Services provided by community agencies are culturally and linguistically appropriate 5 Points	The school has established connections with some community agencies and businesses which provide services and treatment as well as prevention and early intervention 4.2 Points	Student and family access to community agencies is focused on services and treatment and is available on an “as needed basis”. Community agency support to families and students is focused on services and treatment. 3.6 Points	The school provides mandated supports in health and social services. Any additional support is referred to outside agencies. 0 Points	
Total Points Earned	88.2/100					

MARSHALL ACADEMY

BOARD INTERVIEW SUMMARY

January 28-29, 2008

The following is summary of responses, and is not intended to be all-inclusive.

1. What are you most proud of at Marshall Academy?

- The survival of the school. The community is hostile to the school.
- The school has been able to stay true to its mission.

2. What could be improved?

- Increase enrollment.
- The perception of the school in the community.
- Staffing issues (need continuity and longevity, better salaries).
- Need opportunities for parents to ask questions.

3. On a scale of 1-10, how would you rate the information you receive to support administrative recommendations?

- 9
- 7-8

4. How would you describe the role of the board in ensuring the success of Marshall Academy?

- Increase parent representatives on board.
- Board should be representative of families at the academy.
- Members should feel personally comfortable with school mission.
- Members of the board have to be approachable.
- Be a cheerleader for the academy and its mission.

5. Tell about an experience that demonstrates the board's support of the Marshall Academy mission.

- Building a high school.
- Not preparing kids for MEAP specifically.

6. How do you determine the allocation of funds?

- It is a luxury not to have to make those decisions.
- A lot of the decision making on the budget is done among the management company, board president and administrator. School Improvement Team has input on the budget priorities also.

7. Describe the board's role in strategic planning and goal setting.

- Non-existent – a retreat would be good for this.

MARSHALL ACADEMY

ADMINISTRATIVE INTERVIEW SUMMARY

January 28-29, 2008

The following is summary of responses, and is not intended to be all-inclusive.

1. What are you most proud of at Marshall Academy?

- Our administrator; the way he has taken on the school and made us effective. He has changed my job in a positive way.
- Everyone treats each other with respect. I feel a part of the team.
- The students and their achievement.
- Music program.
- Staff and their dedication.

2. What areas do you feel could be improved (what keeps you up at night?)

- We need to increase enrollment - we need more students. We have a group to work with Mr. Swan on marketing.
- Additional help (at night) has made a big difference.
- Areas of curriculum – meet state standards (e.g. writing)
- Meeting the needs of students who are above/below grade level.

3. On a scale of 1-10 (10 highest), rate the culture/climate of this academy.

- 8 – I think this year the new building separating the middle and high school from the elementary has helped to increase climate.
- 7-8
- 8 – very strong academic culture/culture for learning.

4. *What does Marshall Academy offer that is unique from the local districts? How do you know it is unique?*

- Our Latin program beginning in the third grade. The public school does not offer it at that age.
- Teachers are more in tune to student needs.
- Academics – more classical approach in certain subjects (literature, Latin)
- Amount of music education younger grades receive
- Expectation for behavior

5. *What are the top TWO things that Marshall Academy needs to do for its long- term health and longevity?*

- Increase enrollment
- Keep our administrator happy so he stays. This will keep enrollment by having a stable leader.
- Parents do more in promoting the school to increase enrollment.
- Enroll more students; student retention
- Development and retention of staff

6. *What is the one phrase that parents might use to describe Marshall Academy? Why do you think so?*

- It feels like family. I've had parents comment to me that it feels like family.
- Parents like how well the front area is kept. Comments about clean building, because we work hard to keep it that way.
- Very disciplined atmosphere with strong academics.

7. *Anything for our attention?*

- No.
- All is fine.
- Recently held a charter school informational forum for the community, with approximately 50 in attendance, including members of the public school board.
- Strong parent organization.

8. *Questions for the interviewer?*

- No

MARSHALL ACADEMY

STAFF INTERVIEW SUMMARY

January 28-29, 2008

The following is summary of responses, and is not intended to be all-inclusive.

1. *What are you most proud of at Marshall Academy?*

- Student achievement – atmosphere and structure.
- The superior curriculum; high expectations.
- Parent involvement.

2. *What could be improved?*

- Administration consistency; loss of physical education and arts really hurt; mid-year changes.
- Parental aspect – always a question of what will happen next.
- Better parental communication – staff stability.

3. *On a scale of 1-10, how would you rate the culture/climate of Marshall Academy?*

- 9-9.5 – especially since Mr. Swan.
- 9-10
- 8 – always room for improvement

4. Do you feel supported by A.) Administration; B.) Board; C.) Other Staff; D.) Parents?

A. Administration	B. Board	C. Other Staff	D. Parents
<ul style="list-style-type: none"> Changes this year that have helped keep building clean made my job better. Yes (3) 	<ul style="list-style-type: none"> All good to me; don't see them that much. Yes (1) Sometimes (1) 	<ul style="list-style-type: none"> Everyone is good to me. Yes (3) 	<ul style="list-style-type: none"> Most of the time we talk. They are good to me. Yes (2) Yes/No (1)

5. Would you enroll your child at this academy?

- Yes (2)
- Maybe (1) – no art and physical education teachers

6. If you could choose only ONE thing from this list, what would it be?

- More Pay - 1
- More Planning time - 2
- More Autonomy
- More recognition

7. Anything else for our attention?

- Students are always supervised – great atmosphere.
- Cleaning company does not have to be here five days a week. Use the money for other schools needs, i.e. staff.
- Attendance policy.

MARSHALL ACADEMY

PARENT INTERVIEW SUMMARY

January 28-29, 2008

The following is summary of responses, and is not intended to be all-inclusive.

1. Why did you choose to have your child(ren) attend Marshall Academy?

- A founder of the school – wanted a different option other than public.
- Wanted smaller environment than public school.
- Child not challenged at public school

2. On a scale of 1-10 (10 highest), rate the culture/climate of Marshall Academy?

- 8-9
- 9
- 9

3. How responsive is the school administration/board to concerns or complaints?

- School leader responsive to needs.
- School leader would be supportive if necessary.

4. What is the number one complaint your child has about attending school here?

- Homework – if anything.
- Small class size limits friends available.
- Limited extra-curricular activities, e.g. sports

5. *What is the number one thing your child really seems to enjoy?*

- High school atmosphere – freedom
- Band program and teachers
- High school – already progressed beyond older siblings as a sophomore

6. *Are you satisfied with the rigor of the classes and curriculum?*

- All parents – yes; high school could offer another foreign language; provide computers.

7. *Anything for our attention?*

- Like the present administrator – would like to see consistency in leadership.
- Local community does not accept school – difficult times getting newspaper to accept good news items.

8. *Questions for the interviewer.*

MARSHALL ACADEMY

STUDENT INTERVIEW SUMMARY

January 28-29, 2008

The following is summary of responses, and is not intended to be all-inclusive.

1. What is your favorite part of the school day?

Elementary

Math – good teacher
Spelling (Marshall Academy champ, who also
participated in the State Charter School Spelling Bee)
Latin – fun to take a different language
Reading – you can open up your mind to other subjects

Secondary

History – good teacher makes it interesting

2. Do you feel that overall; the adults here at Marshall Academy are fair to students?

Elementary

Yes (3)
Sort of – should not punish the whole class for the
actions of a few.

Overall – fair staff
Good comments about new headmaster

Secondary

Yes

3. On a scale of 1-10, how do you feel about being here at Marshall Academy? Do you feel: Wanted? Safe, Protected? Picked on?

Elementary

Wanted – 10; 9; 10; 8/9; 10
Safe – 10; 10; 10; 10; 10
Protected – 10; 9; 10; 10; 10
Picked on – 1; 2; 0; 2.5; 1

Secondary

Students who get in trouble might answer differently

4. If you could change ONE thing about Marshall Academy, what would it be?

Elementary

Uniforms – should expand what we are able to wear. Should be allowed to wear appropriate clothes. More variety in uniforms for everyone.

Secondary

More people attending
Enroll more students
More sports (football, swimming, drama club, track)
Computer lab
More continuity of teachers

5. Do you feel your classes are not challenging enough, too challenging, or just right?

Elementary

Depends on what class
Just right
Teachers help students who are struggling

Secondary

Overall, just right

6. Would or do you recommend Marshall Academy to your friends who do not go here? If you had a choice independent of your parents, would you continue to go here? Why or why not?

Elementary

Yes – better education
Yes – good school – others are behind in

Secondary

No – because the high school is different. Would if they were leaving their school for a better education.

their schools

Yes – more challenge here – better education

7. *What is the one phrase you would use to describe attending school at Marshall Academy?*

Elementary

Fulfilling

Trying but you can achieve here. Teachers do care.

May seem boring, but get a good education.

Helps you become more proper

Too much homework at upper el – it's overwhelming
for those involved with activities.

Secondary

8. *Anything for our attention?*

Elementary

Problems at home affects school – should have a
counselor. Could also help with troublemakers.
Would be nice to know school was out of debt on a
sound financial basis.

Secondary

When asked why students have left the academy:

Friends

More activities

Academy was rumored to be closing

Teacher stability problems

No uniforms

Cafeteria at other school