

**Report:** Modified Mid-Contract Visitation  
**Academy:** Northridge Academy  
**Date:** February 20, 2018

The visitation occurred at Northridge Academy 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 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 everyone we interacted with.

## Visitation Findings

School Improvement Plan (SIP) and EdYes! School Systems Review	
Observations	Opportunities for Growth
<p><b>School Improvement Plan (SIP)</b></p> <ul style="list-style-type: none"> <li>• SIP goals are aligned to initiatives.</li> <li>• ELA: Using AimsWeb for progress monitoring, and implementation of Success For All (SFA), and the addition of a guided reading program appear to be working to improve student outcomes.</li> <li>• Math: NeoPods and MobiMax appear to be working to improve student outcomes, and Math Hoops is being initiated.</li> <li>• It appears that the reflective culture of the staff has had a beneficial outcome on student achievement.</li> <li>• The team uses input from a variety of walkthroughs, observations, and data reviews to inform decision making.</li> </ul>	<p><b>School Improvement Plan (SIP)</b></p> <ul style="list-style-type: none"> <li>• Continue to search for ways to reduce the transient nature of your students and staff.</li> <li>• Continue your efforts to drive the importance of academics vs. athletics to parents.</li> <li>• Continue to reflect on the effectiveness of your initiatives to determine if they are adding value.</li> </ul>

<ul style="list-style-type: none"> <li>• There is a lot of opportunity for teacher-to-teacher, and teacher-to-leader collaboration and reflection.</li> <li>• Data teams meet frequently to analyze data, look for gaps, determine activities to address weak skills, and reassess.</li> <li>• Data shows that initiatives are working.</li> <li>• There is a strong effort to provide teachers with necessary technology and resources for student learning.</li> </ul> <p><b>EdYes! School Systems</b></p> <ul style="list-style-type: none"> <li>• There is sufficient evidence to support the documentation in the EdYes report.</li> </ul>	<p><b>EdYes! School Systems</b></p> <ul style="list-style-type: none"> <li>• None at this time.</li> </ul>
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Facilities Review

Observations	Opportunities for Growth
<ul style="list-style-type: none"> <li>• The covered walkway leading to the portables is a nice addition.</li> <li>• There appears to be ample resources and technology available to all teachers.</li> <li>• Classrooms appear conducive to learning.</li> </ul>	<ul style="list-style-type: none"> <li>• There appears to be some inconsistencies in classroom temperature.</li> </ul>

Academy Culture Review

Observations	Opportunities for Growth
<ul style="list-style-type: none"> <li>• Teachers and staff meet regularly for collaboration and reflection to help each other meet daily challenges.</li> <li>• There is a strong emphasis on the creation of a positive student culture aimed at meeting the needs of the whole child.</li> <li>• Staff understands the importance of meeting non-academic needs of the student, before they can expect academic success.</li> <li>• There appears to consistent use of surveys to glean feedback from teachers, parents, and students.</li> <li>• Teachers accept responsibility if students are not learning. There is an emphasis on a creating a “no excuses” culture.</li> <li>• Teachers appreciate the amount of feedback and support they receive from the leadership team.</li> <li>• There is an established mentor program to assist students in meeting their academic and non-academic needs.</li> <li>• Students were engaged and well behaved.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue your efforts to inform parents of the importance of being an active participant to support higher academic achievement.</li> <li>• Continue your efforts to educate your community, to promote academics over athletics.</li> <li>• Continue your efforts to use the mentor program to strengthen student performance and communication with the family.</li> </ul>

<ul style="list-style-type: none"> <li>• There is a strong effort to help students understand their results on standardized test and their individual goals.</li> </ul>	
<b>Mission Accomplishment</b>	
<b>Observations</b>	<b>Opportunities for Growth</b>
<ul style="list-style-type: none"> <li>• Mission is posted throughout the building, and in documentation shared with stakeholders.</li> <li>• The Board reviews the mission at every board meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• None at this time.</li> </ul>
<b>Website</b>	
<b>Observations</b>	<b>Opportunities for Growth</b>
<ul style="list-style-type: none"> <li>• The web site provides necessary, important, and helpful information.</li> </ul>	<ul style="list-style-type: none"> <li>• None at this time.</li> </ul>

## Academy Internal Review

<b>Student Outcomes</b>	
<b>Observations</b>	<b>Opportunities for Growth</b>
<ul style="list-style-type: none"> <li>• Staff has developed high expectations, and a strong belief that all students can learn.</li> <li>• There appears to be a strong emphasis on data analysis to determine interventions and flexible groupings.</li> <li>• Classroom non-negotiables are consistent throughout the building i.e. daily objectives, agendas, word walls, data walls, common lesson format, etc.</li> <li>• Teachers are able to identify and address the different needs/learning abilities of their students.</li> <li>• The tutoring program appears well organized (teachers develop lesson plans for tutoring sessions) and is available to all students.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to analyze the pros and cons of the balanced calendar, especially in the areas of academic growth, academic achievement and enrollment.</li> <li>• Continue the search to hire a certified special ed teacher and clarify the child study protocol.</li> <li>• Continue to search for a certified math instructor.</li> <li>• Continue your efforts to retain highly qualified teachers.</li> </ul>

<u>Resources and Support Systems</u>	
Observations	Opportunities for Growth
<ul style="list-style-type: none"> <li>• There appears to be adequate resources and technology needed to promote learning.</li> <li>• The school schedule allow for adequate time to address core subjects.</li> <li>• The ESP provides appropriate support staff to assist with teacher needs related to student outcomes i.e. behavior specialist, parent community liaison, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to search for ways to initiate and stabilize elective offerings, i.e. music, art, coding, etc.</li> </ul>

## CSO Review of Overall Performance for Northridge Academy

<u>Contract Performance Report Review</u>	
Observations	Opportunities for Growth
<ul style="list-style-type: none"> <li>• MAP growth targets met on 14/14 measures and 11/14 were at the 90<sup>th</sup> percentile or higher. All grades had MAP Math growth at or above the 95<sup>th</sup> percentile. Fantastic!</li> <li>• MSTEP growth is above 40% in all areas and averages 61% in ELA and 66% in math.</li> <li>• MSTEP Proficiency Percentages are well above their Composite District's averages (28% ELA and 23% Math compared to 15% and 6%).</li> <li>• Compliance remains at 100%.</li> <li>• Solid growth in MSTEP Social Studies performance.</li> <li>• 98% Free &amp; Reduced Eligibility for 2016-17.</li> <li>• 91% Board attendance last year- excellent!</li> </ul>	<ul style="list-style-type: none"> <li>• MAP Spring Achievement Percentiles average 44 for Reading and 46 for Math. The 50<sup>th</sup> percentile is the goal.</li> <li>• MSTEP Proficiency Percentages are 28% for ELA and 23% for math- keep growing to get closer to State averages.</li> <li>• Declining enrollment.</li> <li>• Northridge Academy had 0% proficiency in MSTEP Science last year.</li> </ul>

## School Support Team (SST) Updates

Observations	Opportunities for Growth
<ul style="list-style-type: none"><li>• Northridge Academy is designated as a “Green” school based on their overall performance.</li><li>• Building and Board leadership have been stable for several years.</li><li>• Academy changed building and grounds in 2016-17.</li></ul>	<ul style="list-style-type: none"><li>• Achievement and Proficiency data.</li><li>• Current Blended Enrollment is 251. That is down from a peak of 452 in 2013-14.</li><li>• Fund balance was down to 5% at the end of 2016-17.</li></ul>

### Overall Opportunities for Growth

- Become the “go-to” K-8 school in your area so enrollment stabilizes.
- Grow the fund balance.

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

#### **For: Northridge 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 designated as a Partnership, Priority, Comprehensive Support, low performing, etc. school by the State of Michigan.

Signed   
CSO Visitation Chair

  
CSO Associate Director