**Sample: Charter Management Organization (“CMO”) Evaluation**

***Note: This document is meant to provide an example only. Not all criteria will apply to all schools and CMOs. Each individual education corporation board retains ultimate responsibility to evaluate employees and service providers based on the criteria set by that individual board in response to its own strategic goals.***

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| **Part 1: CMO Agreement Compliance** |
| **Area** | **Criteria** | **In Compliance/Commentary** |
| **Personnel** | CMO hires and supervises a qualified Head of School (or equivalent). |  |
| CMO effectively supervises the Head of School (or equivalent). |  |
| CMO recruits and recommends qualified personnel for all open positions.  |  |
| CMO, together with the Head of School (or equivalent), provides training and professional development to teaching and non-instructional personnel.  |  |
| CMO supports all school personnel in other areas deemed necessary by the Head of School (or equivalent) and the Board.  |  |
| **Business Administration** | CMO ensures all corporate documents and requirements are in good order, allowing school to legally operate according to charter agreement.  |  |
| CMO effectively maintains federal and state tax exemption.  |  |
| CMO complies with all requirements from charter authorizer. |  |
| **Finance and Accounting** | CMO works with key school leadership to develop a budget that meets the programmatic needs. The proposed budget is then presented to the board finance committee for review and eventually presented to the full board for approval prior to June 30th of each year. |  |
| CMO shall regularly report to the board on budget vs. actual performance throughout the year.  |  |
| CMO works with the board approved independent external auditor and provides the auditor with requested documentation sufficient to ensure an unqualified audit opinion on the financial statements.  |  |
| CMO supports school staff in managing revenues and expenditures throughout the year and accurately reports to the board on variations from budget. |  |
| **Food, Transportation and Health** | CMO assists school in providing for daily delivery of healthy school food to students.  |  |
| CMO assists school in providing necessary transportation services for students.  |  |
| CMO assists school in providing for daily nursing services at each school location.  |  |
| **Insurance** | CMO procures insurance, benchmarked to industry standards, in the following areas: general liability, directors and officers, property, and other areas deemed necessary.  |  |
| CMO manages all potential and actual insurance claims on behalf of the school.  |  |
| **Student Recruitment** | Jointly with school leadership, CMO ensures that annual student outreach is conducted such that there is a waiting list on lottery day.  |  |
| Jointly with school leadership, CMO ensures that all budgeted enrollment targets are met.  |  |
| **School Performance Evaluations** | CMO implements and oversees regular school performance evaluations based on strategic goals, and report all findings to Head of School (or equivalent) and the board.  |  |
| CMO analyzes and reports on student academic performance on NY State Exams, and other assessments as agreed upon with Head of School (or equivalent).  |  |
| CMO provides academic performance reports and analysis to board that are response to annual strategic goals and other goals as identified by the board.  |  |
| CMO assists school leaders in identifying measures of and goals for school performance, including parent satisfaction.  |  |
| **Board Management** | CMO schedules, coordinates and prepares for monthly board meetings throughout the year.  |  |
| CMO provides all reasonably requested information to the board in a timely manner.  |  |

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| **Part 2: Academic Performance** |
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| **Area** | **Criteria** | **Baseline Prior to CMO** | **Target** | **Actual** | **Criteria Met?** | **Commentary** |
| **New York State Exam – ELA** | Shall exceed proficiency of local district by XX% or more |  |  |  |  |  |
| Shall exceed proficiency of NYC by XX% or more |  |  |  |  |  |
| Shall exceed proficiency of NYS by XX% or more |  |  |  |  |  |
| Overall proficiency level shall be XX% or higher |  |  |  |  |  |
| Performance Level Index (PLI) shall exceed annual measurable objective (AMO) as provided by authorizer |  |  |  |  |  |
| Shall exceed its predicted level of performance by an effect size of 0.3 or above according to regression analysis controlling for economically disadvantaged students |  |  |  |  |  |
| Unadjusted growth percentile shall exceed that of the state.  |  |  |  |  |  |
| **New York State Exam - Math** | Shall exceed proficiency of local district by XX% or more |  |  |  |  |  |
| Shall exceed proficiency of NYC by XX% or more |  |  |  |  |  |
| Shall exceed proficiency of NYS by XX% or more |  |  |  |  |  |
| Overall proficiency level shall be XX% or higher |  |  |  |  |  |
| Performance Level Index (PLI) shall exceed annual measurable objective (AMO) as provided by authorizer |  |  |  |  |  |
| Shall exceed its predicted level of performance by an effect size of 0.3 or above according to regression analysis controlling for economically disadvantaged students |  |  |  |  |  |
| Unadjusted growth percentile shall exceed that of the state.  |  |  |  |  |  |
| **NWEA – ELA (or other internal benchmark assessments)** | XX% of students shall meet or exceed yearly growth targets |  |  |  |  |  |
| Average student percentile ranking shall be XX% or higher |  |  |  |  |  |
| **NWEA – Math (or other internal benchmark assessments)** | XX% of students shall meet or exceed yearly growth targets |  |  |  |  |  |
| Average student percentile ranking shall be XX% or higher |  |  |  |  |  |

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| **Part 3: Other Metrics** |
| **Area** | **Criteria** | **Baseline Prior to CMO** | **Target** | **Actual** | **Criteria Met?** | **Commentary** |
| **Financial - Short Term** | Current Ratio greater than 1.1 |  |  |  |  |  |
| Unrestricted Days Cash greater than 30 |  |  |  |  |  |
| Loan covenants met |  |  |  |  |  |
| **Financial - Long-Term** | Total Margin greater than XX% by full enrollment |  |  |  |  |  |
| Debt to Asset Ratio less than X |  |  |  |  |  |
| Cash Flow is positive |  |  |  |  |  |
| Unrestricted Net Assets as % of Expenses greater than XX% |  |  |  |  |  |
| Debt Service Ratio greater than X |  |  |  |  |  |
| Lease Service Coverage Ratio greater than X |  |  |  |  |  |
| **Student Population Stability** | XX% Enrollment |  |  |  |  |  |
| Attrition Rate less than X% |  |  |  |  |  |
| Attendance Rate greater than XX% |  |  |  |  |  |
| **Student Demographics** | % Minority at or above district average |  |  |  |  |  |
| % Free/Reduced Lunch at or above district average |  |  |  |  |  |
| % Students with Disabilities at or above district average |  |  |  |  |  |
| % English Language Learners at or above district average |  |  |  |  |  |
| **Human Resources** | Head of Schools tenure greater than X years |  |  |  |  |  |
| School leadership evaluation above average |  |  |  |  |  |
| Voluntary Faculty/Staff attrition less than XX% |  |  |  |  |  |
| Involuntary Faculty/Staff attrition less than XX% |  |  |  |  |  |
| Gallup Employ Satisfaction averages agree or strongly agree |  |  |  |  |  |
| **Recruitment** | XX% open positions filled by last day of school |  |  |  |  |  |
| XX% of offers accepted |  |  |  |  |  |
| XX resumes received for each open position |  |  |  |  |  |
| **Compliance** | Charter |  |  |  |  |  |
| Federal Education Regulations |  |  |  |  |  |
| State Education Regulations |  |  |  |  |  |
| Attendance Reporting |  |  |  |  |  |
| Financial Reporting |  |  |  |  |  |
| GAAP |  |  |  |  |  |
| Rights of ELL students and SPED students |  |  |  |  |  |
| Employee Rights |  |  |  |  |  |
| Teacher/Staff Credentials |  |  |  |  |  |
| Background Checks |  |  |  |  |  |
| Facilities |  |  |  |  |  |
| Health and Safety |  |  |  |  |  |
| Informational Handling |  |  |  |  |  |