

1.4 Performance Management

14 Del. C. §§ 512(4)-(7)

1. Explain how the school’s Board and School Leadership Team will measure and evaluate the academic progress of individual students, student cohorts, and the school...

SMS will be tracking every student in their developmental, academic, emotional and social levels through the use of quantitative (State standardized assessments) and qualitative (observations, journals, teacher notes, etc.) approaches at various periods in the year. Please see the Educational Plan Student Performance Goals Item 2 for a detailed description of the ongoing monitoring of student’s academic progress. This data will primarily be used to support individual instructional decisions although it can be aggregated across various subgroups of the school community. For example, the DRA data could be collected and aggregated to monitor student progress across cohorts and classrooms. Aggregated data across ethnic and economic subgroups will be reviewed at the mid-point and end of the academic year.

In addition, the DeSSA assessments will provide an annual accounting of individual student progress, cohorts of students across the school community by age, race, economic factors, and gender. All performance data will be aggregated and shared with parents, teachers and the Board to determine areas of success and needed improvement. This data, collected over time, will be provided to DDOE as a part of the charter contract.

2. Explain how the school will collect and analyze student academic achievement data, ...

SMS teachers will collect data on student performance through the use of standardized assessments as outlined in the Educational Plan Student Performance Goals Item 2. In addition, journals, observational notes, and student work will be collected for baseline information, formative progress and summative data. SMS’s Head of School and Education Director will aggregate, analyze and distribute to the teacher’s information on academic performance. All information will be used to inform professional development to improve teacher classroom management, curriculum content and application within the Montessori setting. Summative assessments will be used toward the end of the year to demonstrate a student’s progress in both their personalized educational plan and by comparison to peers.

3. Describe the corrective actions the school will take, pursuant to 14 Del. C. § 512(5), ...

Each year, the Head of School will participate in a one-day conference with teachers and staff to discuss the academic performance of the school based on the aggregated data for the standardized assessments and other data (classroom observations, discipline data, etc.) to determine the needs of the school to improve performance. This includes understanding the assessment data, how the information aligns with the approach of the Montessori school methods, and if there are needed materials, professional development and services for students. The outcome of this conference will inform the development of the budget for the upcoming school year to improve performance. The head of school and staff will also discuss targets to be achieved for the following year.

The information from this review will be provided to the SMS Operational Board by the Head of School. If the school continues to perform poorly through a second subsequent year, the Board will have the opportunity to address the issue through the School Leader and Educational Director's performance reviews, by setting expectations on teacher quality and performance, operational management of the school and delivery of needed resources to the classroom. This will include whether the pedagogic approach needs to be modified to address how student performance can meet state assessment targets (noted below). If by the third year, student performance has not improved, the Board will address the operational and leadership approach for the school and determine if change is needed.

In the case of a particular teacher having achievement goals for students that are not met, the Head of School will meet with the teacher to develop an improvement plan for the area in question and a plan for monitoring student progress in that area more closely. If the teacher does not meet their improvement goals in the agreed upon time frame, the Head of School will determine if a change is needed.

4. Describe how state data systems will be used and monitored....

SMS will utilize the Delaware System of Student Assessments portal applications, such as the Assessment Viewing Application (AVA) and the Test Information Distribution Engine (TIDE) to acquire, review and evaluate data needed to improve classroom application of content. SMS will align its assessment application to the State schedule.

SMS will also utilize the First State Financials system as its accounting system and PHRST as its payroll accounting system. These tools will provide on-demand reports (which will be used weekly and monthly) for continuous assessment of the financial status of the school. It will also be used to assist with budgeting and revenue projections for long-term financial planning. The information will be shared monthly with the Operating Board and the Citizens Budget Oversight Board.

Lastly, the school will utilize E-School as its primary source of information on students, including enrollment, demographic data, tracking of student address (particularly important in serving transient student populations) and for the application of the unit count system. This information will supply enrollment information for the purposes of establishing the budget.

School employees will participate in on-going technical assistance sessions provided by DOE and others to ensure appropriate competence in managing data and its application.

5. Describe how the School Leadership Team will oversee and monitor compliance....

The school leadership team and SMS Operational Board will use the Organizational Framework to monitor all areas of the school's performance. Board Committees will be developed to focus on each area of the Organizational Framework including student achievement, financials, enrollment, education program, and human resources. It is expected that each monthly board meeting will devote time to specific areas of the Organizational Framework and progress

related to the specific areas that have been identified for detailed monitoring. Specifically, the specific areas of the Organizational Framework will be monitored as outlined in this chart:

Organizational Framework Area	Accountable Staff/ Board Committee	Reports to the Board:
Student Progress, Overall Student Achievement, proficiency of subgroups in math and reading	Education Director Head of School Teachers	Reports timed with DeSSA assessment results
Financial Performance including: current ratio, unrestricted cash, cash flow, debt service, contracts with service providers	Head of School Board Finance Chair Board Finance Committee	Monthly financial reports Annual Audit Report
Enrollment and Marketing reports - ensure that the school complies with all policies and practices related to admissions, lottery, wait lists and recruitment. Monitors schools attendance goals.	Board Committee Head of School	Monthly report to the board
Compliance with Legal requirements for educational program for students with disabilities	Leadership Team – Head of School, IST Team, and Education Director	Annual Report to Board about compliance issues and areas to be addressed
Record Maintenance – Student, Personnel, and other are maintained and accessed according to privacy guidelines. Maintains staff credentials and CBC records.	Head of School Education Director	No reporting required unless there is an issue
Management of service contracts	Head of School Finance Committee	Reporting as needed for board approval according to bylaws.
Governance – review of bylaws, hold elections for board offices and positions	Executive Board – Meets by-monthly	Annual review of bylaws Annual election process Annual signing of conflict of interest statement
Facilities, grounds, transportation including nursing, food services, fire codes, certificates of occupancy, insurance	Board Committee Head of School	Meets Monthly and provides a monthly report to the Board.

Performance Goals – HOS	Board Chair and Executive Committee complete performance review of Head of School annually	Provides confidential annual report to Board
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6. Describe any mission-specific academic goal(s) ... (Note! mission-specific goals are optional unless you are proposing to serve students at-risk of academic failure.)

The most relevant mission specific goal is to provide a Montessori education for the students of SMS. This goal will be monitored by the leadership team and the Board by using the National Center of Montessori in the Public Sector’s [Rubric of Essential Elements of Montessori Practice in the Public Schools](#). The rubric provides a set of descriptors that can assist SMS in determining how well they are implementing a Montessori program. The rubric addresses, 1) the Montessori adults including qualifications for teachers, recruitment strategies, and preparation of assistant teachers, 2) the Montessori Learning Environment including mixed age groupings, the Montessori scope and sequence, specialty programs, uninterrupted work periods, fully equipped classrooms, student choice, access to real world activities, and integration of the Montessori curriculum with CCSS and state standards, ELL and Special Education students, 3) family engagement including home school partnership, parent education, home-school association, 4) Leadership and Organizational development including credentials of school leadership, vision, membership in Montessori professional organizations, and 5) assessment including measures of academic achievement and alternative measures of executive functions, observation and qualitative assessment, classroom based assessment, and student self-assessment.

This rubric will be used by the school leadership, teaching teams, and the Board to continually evaluate and refine the practices at SMS to ensure delivery of a high quality Montessori program.

7. If you are proposing to serve students who are at-risk of academic failure, pursuant to 14 DE Admin. Code § 275.4.2.1.5, ...

Since SMS is not proposing to predominantly serve students who are at-risk of academic failure, this is Not Applicable.