



Charter School Renewal Recommendation	
Charter School	Milwaukee Community Cyber High School (MC²)
Date of Site Visit	November 7, 2019

The renewal recommendation is based on a thorough review and analysis of information and data from the following:

- Charter School Performance Summary
- Application for Renewal
- School Site Visit

Charter School Performance Summary		
Rating:	Met the Standard	Did Not Meet the Standard
Educational Performance		X
Financial Performance	X	
Organizational Performance	X	
Summary Comments:		
<p>The mission of MC² High School is to empower students to become engaged learners utilizing 21st century tools and resources leading to successful post-secondary opportunities in a global environment. Its vision is to create a positive learning environment which provides opportunities for differentiated instruction to help students develop the knowledge, skills and attitudes to embrace life-long learning and contribute to the common good as active, responsible, successful citizens. MC² met most standards for financial, organizational and educational performance.</p> <p>Educational Performance: MC² has not met its educational performance metrics based on the Wisconsin Student Assessment System (WSAS) as demonstrated on the ACT (reading, English Language Arts, math and science). As indicated in the Charter School Performance Summary and evidence provided by the school, MC² has struggled to meet its academic performance. However, MC² has generally met the WSAS social studies measure (and shown improvement in this area) and has met the universal screener math and reading measures, mobility rate and graduation rate. MC² consistently meets the attendance rate metric and maintains a 95% attendance rate.</p> <p>The data provided in responses by MC² and the Performance Summary demonstrates that it ranks highly among high schools in the district and is demonstrating growth in a variety of areas. Though the results did not meet all the metrics, in terms of the educational standards, there were many positive and quantifiable performance improvements. MC² is <i>meeting expectations</i> on the 2018-19 state report card; this is an improvement from the previous years. In addition, the school has demonstrated a high rate of student matriculation in post-secondary education and training. Lastly, the school has implemented or plans to implement numerous strategies to improve upon academic performance growth.</p> <p>Financial Performance: MC² is financially sound and has had no material findings in its financial audits. It continues to meet</p>		

100% of the financial measures through the duration of its contract. MC² consistently has unmodified audits with no material or significant weaknesses reported. Furthermore, MC² is anticipating additional strong financial performance that will be supported by targeted enrollment growth.

Organizational Performance:

MC² has consistently met 90% of the organizational performance measures under the contract with the exception being for immunization requirements, which have shown improvement recently. The school has systems in place to address the immunization of its students.

The school has a strong and committed board of directors, with diverse professional backgrounds. The Charter School Review Team raised concerns related to turnover in a small school staff, this was attributed to personal life decisions made by a young staff and the school did indicate that they had developed or were developing systems and strategies for staff recruitment and retention. The Team also noted a loss of a few positions recently. This was attributed to a decline in enrollment and related funding and the school indicated that they hoped to resolve this issue with their targeted enrollment growth plans. Seeds of Health offers significant opportunities for collaboration and development.

There is a high level of parent engagement and a commitment to the students and families at MC². Students have opportunities to participate, along with larger area high schools, in extra-curricular activities.

The school has developed several community partnerships, allowing students to explore and begin to understand the paths to a variety of career opportunities. In partnership with Milwaukee Area Technical College (MATC), students can earn college credit through its health careers pathway. However, the Team did note that there was even greater opportunity for exploration of partnerships in light of MC²'s unique programming and location.

Application for Renewal

Met the Standard	Did Not Meet the Standard
<p>The Application for Renewal provides <i>clear, concise and compelling information</i> in the areas of Educational, Financial and Organizational Performance. The school has:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Included ample evidence of increased student achievement or shown continuous improvement; <input checked="" type="checkbox"/> Provided credible examples and documented evidence of its financial performance; and <input checked="" type="checkbox"/> Illustrated sufficiently and convincingly that it is organizationally sound. <input checked="" type="checkbox"/> The school's plans for continued success are clearly and effectively outlined with full details, descriptions, and explanations. 	<p>The Application for Renewal <i>does not provide clear, concise and compelling information</i> in the areas of Educational, Financial and Organizational Performance. The school did not satisfactorily address application components. Responses lack details. Descriptions and/or examples are underdeveloped. The school provided:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Insufficient evidence of increased student achievement or continuous improvement; <input type="checkbox"/> Unclear examples and evidence of its financial performance; and <input type="checkbox"/> Inadequate evidence that it is organizationally sound. <input type="checkbox"/> The school's plans for continued success are unclear and not fully described or developed.
X	

Summary Comments:

MC² provided clear, concise and compelling information in the areas of educational, financial and organizational performance. Although it has not met the academic metrics, the school is showing growth and has systems in place to address this area. MC² has plans for continued success that are clearly and effectively outlined in the application for renewal.

MC²'s application for renewal presented strong evidence related to growth as measured on its universal screener and related to the state report card while acknowledging and accepting ownership

for deficiencies related to the WSAS. However, the application could have included greater detail in relating to plans to address these deficiencies. It should be noted that the school site visit provided more detail into efforts and strategies the school has put in place to address these measures in particular. Furthermore, it should be noted that the WSAS measure could be greatly impacted by the fact that the school has small class sizes and that the growth (or lack of growth) of one student in any one class could significantly impact the results.

The application for renewal provided a variety of examples outlining academic achievement growth as well as demonstrating strong organizational and financial performance. The application particularly focused on performance improvement and detailed a number of strategies aimed at closing the achievement gap. These include implementation of the Princeton ACT performance preparation program, support for college and career progression and many community partnerships tied to specific outcomes.

There is evidence of continuous progress monitoring of academics. MC² illustrates its universal screener data as benchmarks for success which has demonstrated progress towards ample growth at a rate that is higher than the national norm.

The school provided sufficient documentation as to its financial performance and systems. However, it would have been beneficial to provide additional documentation and information as to plans to maintain and/or improve financial stability and performance moving forward. It should be noted that the school does have a solid system in place and regularly meets all measures relating to financial performance.

MC² provided compelling evidence relating to its organizational performance, particularly as it relates to its board and administrators. There are established systems in place relating to these measures and the board has strong and diverse occupational backgrounds. The school hires highly qualified staff; however, the Team did raise concern about staff mobility and its impact on the program. MC² provided sufficient evidence relating to parental involvement (parent advisory council, volunteers, and parent-teacher conference attendance). The Team was also provided with survey results from staff, parents and students that were generally positive.

Finally, MC² did provide evidence of a plan for moving forward in all areas of educational, financial and organizational performance.

School Site Visit

Met the Standard	Did Not Meet the Standard
Charter school site visit provided excellent further evidence that the school is meeting performance standards. <input checked="" type="checkbox"/> School presentations clearly and effectively communicated information from its Application for Renewal. <input checked="" type="checkbox"/> School sufficiently addressed any issues/concerns raised by the MPS Charter School Contract Review Team members. <input checked="" type="checkbox"/> School (if appropriate) provided sufficient supplementary information to further clarify performance results and ratings. <input checked="" type="checkbox"/> Samples of student work and classroom visits reflect strongly and positively the school's teaching and learning practices.	Charter school site visit did not provide compelling evidence that the school is meeting performance standards. <input type="checkbox"/> School presentations insufficiently communicated information from its Application for Renewal. <input type="checkbox"/> School did not adequately address issues/concerns raised by the MPS Charter School Contract Review Team members. <input type="checkbox"/> School did not provide ample supplementary information to clarify performance results and ratings. <input type="checkbox"/> Samples of student work and classroom visits did not necessarily positively reflect the school's teaching and learning practices.
X	

Summary Comments:

MC² site visit provided excellent further evidence that the school is meeting its performance standards. The school presentation clearly and effectively communicated information through its stakeholders of students, parents and staff. The samples of student work and classroom visits reflect strongly and positively the school's teaching and learning practices.

The school visit consisted of testimonies of parents, administrators, board members, teachers, alumni and students. The presentation provided strong evidence of the commitment, involvement and satisfaction of parents with the program, as well as the students.

The staff are committed to students, well organized with appropriate lesson plans and infusion of technology as a teaching tool. The students are attentive and engaged in the academic content. Based on the observations made through classroom visits, it was evident that teachers were monitoring student understanding, scaffolding instruction and making accommodations for students that needed them. Students appeared to be comfortable answering questions posed by the teachers, participating in academic discourse and working with peers in small groups. The environment was welcoming and the teachers held students to high expectations. Students were engaged in meaningful learning as well as a productive and supportive environment. Lessons were well organized and there was effective collaboration among students.

It was evident how connected staff members are with each other and students. Staff expressed the joy in working at MC² due to the students and support that is received.

When school leadership was presented with challenges and concerns, they readily accepted responsibility if/when appropriate and/or they provided evidence of steps taken (or that will be taken) to address any concerns. The leadership expressed gratitude for its partnership with MPS, a partnership which has been lengthy and strong and provided for a great exchange of ideas that benefit MPS students.

The student and parent testimonies illustrated that the small school setting is what draws the community towards MC². These testimonies solidified that MC² is a school that embraces diversity, meets students where they are at, and welcomes all families. Parents and students spoke positively about their experiences at MC² and their willingness to recommend it to others.

The students expressed their appreciation of the staff and the programming and indicated that they felt MC² was preparing them for their future. They also appreciated the one-on-one attention, the small class sizes, the challenging curriculum and diverse programming. Students expressed that they felt empowered by the options and that they were being given options as to how they could move forward. The students did express concerns relating to staff turnover, loss of positions, and also expressed a desire to intermingle with other class levels. These concerns were acknowledged and addressed, and it was indicated that plans were (or would be) put in place to address them in the near future. Some of the student testimonies included the following:

"Our school is like family. The smaller size helps everyone know everyone and we all support each other. Students and teachers all know everyone and have each other's backs."

"I came to MC² after struggling to find my perfect fit for high school. I wanted the responsibility of an online school, the friends and experiences of a traditional high school, and the freedom for creativity of an arts school. After coming to MC², I found all of these traits and more. The one-to-one Chromebooks allowed me to experience and grow my knowledge of technology as well as join a robotics team. The small class sizes make it really unique and helpful for a student/teacher bond. In the past two years that I've been here I've grown my thoughts and expectations for how I'll go into the future almost ten-fold in comparison to my previous two years of high school. It's because of MC² that I've changed from

only being a statistic to being who I previously dreamed of being.”

Parents similarly enjoyed the smaller class size of the school and the feel of a family. They felt they could contact any staff member, if needed, and that their voice was heard. Parents also enjoyed the strong foundation created by a challenging curriculum and personalized attention that still allowed students to flourish.

Although the school did not meet all the academic performance measures, MC² is fulfilling a need in the district for a small high school. Students that are not performing at grade level have multiple layers of support in math and literacy. MC² prepares students for college and success after graduation by offering classes for careers in the health care field. All teachers implement reading and writing within their subject area, which was evident in the classroom observations.

Charter School Review Team Renewal Recommendation

X	Full-Term Term of 5 Years	<p>To be eligible, schools must be in the last year of the contract term and have achieved the following: <i>There is a strong and compelling record of evidence that the school met or exceeded the performance standards in the areas of Educational Performance, Financial Performance, and Organizational Performance.</i></p> <p><u>Guidelines for Recommending Five-Year Renewal:</u></p> <ul style="list-style-type: none"> • The Team determines that a school primarily merits <i>Met the Standard</i> ratings in the performance areas. • A school that receives mixed ratings may be recommended for a full five-year renewal term if sufficient additional evidence obtained from the school's Application for Renewal and School Site Visit make this a credible recommendation.
	Short-Term Term of 3 Years	<p>To be eligible, schools must be in the last year of the contract term and have achieved the following: <i>There is a strong and compelling record of evidence that the school met or exceeded a considerable number of the performance standards in the areas of Educational Performance, Financial Performance, and Organizational Performance and/or shows continuous, meaningful improvement toward meeting the performance standards.</i></p> <p><u>Guidelines for Recommending Three-Year Renewal:</u></p> <ul style="list-style-type: none"> • The Team determines that a school primarily merits <i>Met the Standard</i> ratings or demonstrates continuous and meaningful improvement in the performance areas. • A school that receives mixed ratings may be recommended for a three-year renewal term if evidence obtained from the school's Application for Renewal and School Site Visit make this a credible recommendation.
	Non-Renewal / Revocation	<p><i>The school does not apply for renewal or the school's educational, financial, and/or organizational performance results do not meet defined standards and are deemed unsatisfactory. This would result in a recommendation for non-renewal/revocation.</i></p> <p><u>Guidelines for Recommending Non-Renewal / Revocation:</u></p> <ul style="list-style-type: none"> • The school receives a <i>Did Not Meet the Standard</i> in all three areas of performance. • A school that receives mixed ratings may be recommended for non-renewal/ revocation if evidence obtained from the school's Performance Summary, Application for Renewal, and School Site Visit make this a credible recommendation.

Summary Comments:

The educational performance of MC² empowers students to become engaged learners. Students are prepared for college, the curriculum and academic opportunities presented to them provide multiple opportunities to students.

MC² offers a unique, valuable opportunity for students in the city of Milwaukee. During the school visit all students demonstrated high awareness of academic and social expectations and they identified their school vision by talking about their close relationships and the success they are having as students and members of the community. The relationships among all stakeholders were clearly based on mutual respect and regard for values. The culture of the school is safe, nurturing to students' needs, and supportive of their approach to learning. Open concept classrooms, materials, resources and rigorous instruction work together to provide a positive experience to our students in MPS. Parents attest to their satisfaction about how their children are supported and engaged.

MC² has multiple partnerships. The school offers programs through MATC to earn dual credits towards a technical career in addition to Job Corp and other important partnerships that extend opportunities

for students beyond high school.

Students have a high awareness of the expectations, mission and vision of MC². Students communicated the importance of personal development and life skills. The culture of the school is safe and supportive. During the student focus group, students indicated that MC² empowers them to become engaged learners utilizing 21st century skills such as public speaking, mock interviews and resume building that are precise ways students are receiving support for post-secondary college and career opportunities.

Parents, students and staff expressed that the small size of the school contributes to their overall success. MC² is a nurturing, disciplined and safe environment that allows students to discover their potential and customize their approach to support each student's way of learning.

The school's plan for continued success was successfully outlined with details, descriptions and explanations. For a small school, they offer a variety of opportunities for students that includes robotics, coding, health careers, career explorations and college preparatory programs. The curriculum promotes student engagement and academic rigor that integrates student discourse and social interactions based on respect and collaboration.

While there is room for growth at MC², especially related to WSAS, enrollment, and teacher retention, this is a unique program for MPS students. It is a small school, with small class sizes that provides a unique opportunity for students who might otherwise not be able to succeed in a larger or more traditional school setting. It is a safe, family environment that still provides a challenging curriculum. This program provides a good academic option for students and families in Milwaukee.

Based on the evidence provided in the Charter School Application for Renewal; Performance Summary; Site Visit (which included classroom visits, testimony from students, staff and parents); along with additional data and artifacts, the Charter School Review Team recommends a full-term charter school contract renewal.

MPS Charter School Review Team Members

Richard Anderson	MPS Contracted School Services
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Signature: *Bridget Schock*

Bridget Schock, Contracted School Services

Date: November 7, 2019