



| Charter School Renewal Recommendation | |
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| Charter School | Individualized Developmental Educational Approaches to Learning (IDEAL) |
| Date of Site Visit | October 22, 2020 |

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:

The mission of Individualized Developmental Educational Approaches to Learning (IDEAL) is to ensure healthy development and high academic success of all student’s through the unique multi-age program.

Educational Performance:

IDEAL has consistently met the large majority of its educational performance measures during the term of its current contract. In addition to meeting those goals, the school continues to demonstrate improvements. However, after looking at the disaggregated data, especially for students with disabilities and African American students, there are disparities in terms of their overall achievement. Engaging in one-on-one data chats with students might help provide a better sense of what students may need to increase their academic outcomes and help students understand and take a higher level of ownership of their achievement. Intentional conversations with parents might also support this effort and ensure that all students are making academic achievement.

For the 2019-20 school year, all federal and state requirements to administer academic assessments were suspended, as a result of the Elementary and Secondary Education Act (ESEA) waiver granted by the Department of Education on March 23, 2020 and the Wisconsin Act 185 enacted on April 15, 2020, there were no Wisconsin Student Assessment System (WSAS) tests this year.

IDEAL has achieved a “meets expectations” rating on the state report card, increasing its rating over the term of the contract. IDEAL continues to outperform the district on the WSAS tests in all subject areas. The Review Team suggested that the school work towards using data to target the subgroups, which will increase the overall results for all students.

It is evident that IDEAL has had some struggles with a decline in enrollment, an increase in mobility, and a decrease in the stability rate. However, they have demonstrated recent improvements in these areas. The school did acknowledge these concerns and did attribute some of the causes to local

enrollment patterns and the addition of a new school in the area. More importantly, IDEAL has taken steps to increase enrollment through a more intensified recruitment plan as a result of the decline in their enrollment and their neighboring competition. In addition, they have a plan to address the stability and mobility rates moving forward.

Financial Performance:

IDEAL is a fiscally sound organization and has met 100% of its financial performance measures during its contract term. IDEAL has a positive financial performance rating with a balanced budget and a small carry over each year. The financial audits indicate that the school is compliant with no material weaknesses or budget deficits.

Organizational Performance:

IDEAL has a strong and diverse organizational structure that is reflective of the school and community it serves. The school leadership and staff are dedicated to its mission and vision and are passionate about their work. IDEAL has consistently met 90% of its organizational performance measures in each year of the contract term. Immunizations is the area that the school has struggled to meet; however, IDEAL has plans in place with the school nurse to ensure further improvement in this area.

IDEAL operates with the shared governance model. The multi-age classrooms consist of primary (grades K4 – 2), elementary (grades 3 – 5), and middle school (grades 6-8). These multi-age units allow for flexible grouping to address student’s strengths and needs as well as to plan thematic units that intertwine content areas.

Application for Renewal

| Met the Standard | Did Not Meet the Standard |
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| <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. |
| <p>IDEAL has met all components of its application for renewal based on the above criteria.</p> | |

Summary Comments:

IDEAL was established as an instrumentality charter school in Fall 2001. IDEAL’s vision is to ensure the healthy development and high academic success of all students through their unique multi-age program. IDEAL is built on five constructs: 1) multi-aged, inclusive classrooms; 2) students actively engaged in meaningful learning; 3) assessments by performance, product, and demonstration; 4) shared governance model; 5) community involvement. The multi-age units are taught collaboratively by teams of teachers.

The application included evidence of increased student achievement and continuous improvement. IDEAL has been faithful in the implementation of its educational program. They use a guided inquiry

approach with shared themes across all grade levels and content areas. Parents are strong partners in the education at IDEAL and are actively involved in school events.

The application provided credible examples and documented evidence of its financial performance. The budget decisions are shared among the administrator, school engagement council and the Learning Team.

The application provided sound and organized plans moving forward with continued success for both virtual and in-person learning models. IDEAL has a shared governance model that includes student and parent voice.

The school's plans for continued success are clearly and effectively outlined with details, descriptions, and explanations. Based on the application, the school did not have any changes to its educational program. Overall, IDEAL is making continuous progress. The Review Team recommends that the school engage in practice that will help to maximize achievement for students with disabilities and African American students in areas where there are significant achievement gaps.

School Site Visit

| Met the Standard | Did Not Meet the Standard |
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| <p>Charter school site visit provided excellent further evidence that the school is meeting performance standards.</p> <ul style="list-style-type: none"> <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. | <p>Charter school site visit did not provide compelling evidence that the school is meeting performance standards.</p> <ul style="list-style-type: none"> <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. |
| <p>IDEAL has met all components of its school site visit based on the above criteria.</p> | |

Summary Comments:

IDEAL's virtual site visit included presentation, virtual classroom visits, and testimony from school leadership, parents and students. The school presentation clearly and effectively communicated information from its application for renewal. The school's mission and vision were prominent in all aspects of the school visit. IDEAL's commitment to the five constructs, particularly the multi-age programming was evident throughout the visit. The school consists of three multi-age units that allows for flexibility in programming and collaboration among educators. The unique programming and low teacher turnover allow for the staff to truly get to know and understand the students and provide for individually guided instruction.

IDEAL provided examples of how it is meeting performance targets. It was clear that assessments connect directly to learning goals and are aligned to the state standards. They provided solid examples of project based, cooperative groupwork, and hands-on learning experiences for students at every grade level.

The school sufficiently addressed any concerns raised relating to difficult issues. The presentation team openly addressed concerns, specifically related to enrollment, stability, mobility, succession plan, and disproportionality of data. The school presentation team recognized and acknowledged the

concerns, provided reasons and offered plans for improvement moving forward. IDEAL's team will need to work and further develop a succession plan to ensure IDEAL's success in the future. IDEAL was receptive of this feedback and will work to create a plan for the institutional knowledge of the school program to be detailed to ensure the long success of IDEAL's programming.

The testimonials showed a strong love and commitment to multi-age programming. There is a strong sense of community. Teachers and staff are able to build positive relationships with students and families. It is evident that the staff, students, and parents believe in the mission and vision of the school program.

The school provided samples of student work and classroom visits that reflected strongly and positively of the school's teaching and learning practice. The classroom visits provided evidence of differentiated instruction and creative use of technology. The classrooms were well organized and structured. Some of the content was not very challenging and there were some technical difficulties that slowed down the lessons. Despite some of the challenges of virtual instruction, the students were engaged in the learning and interested in the content. Students used various online instructional resources to engage in learning and check for student understanding.

Evidence was also provided as to a strong governance council that is active. IDEAL has a strong parent community that are engaged in students learning which was evident by the high participation in school events. IDEAL continues to find creative virtual family engagement activities that involve the entire family. There is a great amount of pride in the school as evident in the numerous parents who drive a great distance to attend IDEAL because of its unique programming. Below is an excerpt of a parent's testimonial:

The multi-age classrooms are the most effective blend of challenge and support; a place where children can thrive at any age and at their current ability level...IDEAL provides a very specific, catered-to, developmentally appropriate, and need-based experience. I searched for two years for a school that would offer that type of child-specific program. To this day, sending our children here has been the very best decision my husband and I have made for our children's growth, wellness, and academic achievement.

It was evident from the student focus groups that the students enjoy that teachers make learning fun. They also indicated that their teachers demonstrate patience and understanding. Students did note that they would like more time for "specials". The students noted that the teachers explain things in a way for everyone to understand. The students stated that not only did they feel prepared for their next level of education, but they were excited about it. The students feel supported by their teachers. They indicated that virtual instruction has been more challenging; however, they feel they are able to get plenty of help from their teachers. The students also mentioned that the teachers are being innovative with regards to virtual learning.

Charter School Review Team Renewal Recommendation

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| 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 Charter School Review Team recommends a full-term charter contract renewal for IDEAL. The school demonstrated strong and compelling evidence that the school met or exceeded the performance standards in the areas of education, financial, and organizational performance.

IDEAL offers a creative and unique educational program for Milwaukee Public School students, particularly with the multi-age programming. Its programming allows for the development of strong, lasting relationships with students and individualized guided instruction. There is use of project-based learning, STEM, and thematic based units. IDEAL leadership and staff have a wealth of institutional knowledge and dedicated staff to carry out its mission and vision.

IDEAL has longstanding relationships with local colleges and universities, which has allowed the school to hire educators who are knowledgeable about and committed to multi-aged instructional practices and the school's other constructs of shared governance, active student engagement in learning, assessment by performance, product, demonstration, and community involvement. This has helped to provided continuity and a strong sense of community among students, staff, and families.

IDEAL has a dedicated staff, many of whom stay or even return as a substitute after retirement. Staff, students, and parent believe in the mission and vision of the school. The students and families acknowledged its love for the school and its family structured environment. Developing a succession plan is something that the school will need to consider along with growing community partners.

As the school's population becomes more diverse, staff will need to consider how to better meet the diverse needs of students to build and sustain continuous improvement and academic achievement. Due to the evolving education ecosystem close to the school, staff will need to consider how to attract and retain students.

Lastly, the testimony by both students, parents, and staff confirmed that IDEAL is a vital program for Milwaukee. The community cares deeply for the school as it offers a unique educational program in the MPS portfolio for families.

MPS Charter School Review Team Members

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| Richard Anderson | MPS Contract Law Coordinator |
| Mickell Daniels | Community Member |
| Patricia Ellis | MPS Equity and Access |
| Lisa Haar | MPS School Performance Coordinator |
| Marva Herndon | Milwaukee Board of School Director |
| Ashley Hughes | MPS Finance |
| Suzanne Maldonado | Community Member |
| Megan O'Halloran | Milwaukee Board of School Director |
| Marc Sanders | MPS Research and Assessment |
| Tracy Wozniak | MPS Specialized Services |

Signature: *Bridget Schock* Date: October 22, 2020
Bridget Schock, Contracted School Services