



Charter School Office

North Side Community School: Contract Term 2020-2029

ANNUAL REVIEW PERFORMANCE SUMMARY SY23

STANDARDS	SY23 RATING
I. ACADEMIC PERFORMANCE	
State and Federal Accountability	Meets
Academic Proficiency	Partially Meets
Academic Growth	Meets
II. FINANCE	
Near-Term Financial Health	Meets
Financial Sustainability Measures	Meets
Financial Operations	Meets
III. LEARNING ENVIRONMENT	
School Environment	Meets
Education Program Compliance	Meets
Student Rights and Requirements	Meets
School-Specific Goals	Meets
IV. GOVERNANCE	
Effective Governance Practices	Partially Meets
School Leader Accountability	Meets
Compliance and Reporting	Meets
V. OPERATIONS AND ORGANIZATIONAL COMPLIANCE	
Employee Rights and Requirements	Meets
Compliance and Reporting	Meets
School-Specific Goals	Meets

RATING	DESCRIPTION
Exceeds	The school is exceeding expectations and showing exemplary performance. This rating only applies to academic performance.
Meets	The school generally meets the criterion, is performing well, is meeting expectations for performance, and/or minor concerns(s) are noted.
Partially Meets	The school meets some aspects of the criterion, but not others and/or moderate concerns(s) are noted.
Does Not Meet	The school falls far below the stated expectations and/or significant concern(s) are noted. The failures are material and significant to the viability to the school.

REVIEW SUMMARY
 In review, North Side Community School has fully met the terms of the Performance Contract in three of the five areas: Finance, Learning Environment, and Operations and Organizational Compliance. They have made great improvements in the areas of Learning Environment and Operations and Organizational Compliance, in comparison to the SY22 Annual Review.

In the area of Academic Performance, they have outperformed the resident district in all areas and met some of their revised Performance Contract goals, but were rated as "Partially Met" because not all goals were met. They demonstrated average growth, which must be improved, in order to ensure they are performing at the high levels they aspire to in the future. In the area of Governance, the Board does not complete a self-assessment, as required in the Charter Contract. They have improved, in that they have developed an evaluation system for the Executive Leader.

FINDINGS
Strengths
 - MAP outcomes exceeded SLPS in 2022 by 10 percentage points (ELA); 5 percentage points (Math); and 1 percentage point (Science).
 - NSCS prioritizes academic excellence and personal habits focused on student success. Even though the focus is on the fundamentals, they also make space for students to enjoy extracurricular and creative activities.
 - NSCS finances and financial operations are sound. They have maintained a financial surplus between 26-45% over the last five years.- The NSCS Board of Directors operates with clear vision, strong strategic planning, and comprehensive support for the school.
 - NSCS demonstrated significant improvements in the area of student support services, during SY23.
 - The NSCS Board of Directors brings expansive expertise and commitment to ensuring NSCS achieves their vision.
 - NSCS is one of the few small charter schools to offer transportation to students.
 - NSCS has invested in professional development, coaching, and evaluation of all staff to ensure staff are aligned, effective, and satisfied in their work.

Areas for Growth:
 - Student achievement scores must improve. Specifically, the school must aim to have "Above Average" growth

scores in order to address the learning loss of the past few years.

- While they have made progress in the area of staff culture this year, this is still an area in need of growth. They have had almost a full staff turnover since SY20.
- The Middle School is not fully established, as it was still growing when the failed leadership transition and COVID-19 happened. They must establish a strong program to ensure strong student outcomes.
- The NSCS Board of Directors must self-assess in order to ensure they are making strategic improvements to the board.

CONCLUSION

Overall, NSCS has met the terms of its Charter Contract and Performance Contract. They have declined in meeting academic goals and student growth since the previous Charter Contract (SY19). This year, though, they focused on resetting and stabilizing the program and hiring a new Executive Director. He has strategically implemented many data-based and evidence-based strategies to lead the school on a path to meeting their mission and improving student outcomes. These efforts are expected to support the return of their prior academic success with students.



Charter School Office

North Side Community School: Contract Term 2020-2029

I. ACADEMIC PERFORMANCE

STANDARDS	INDICATORS/ MEASURES	PERFORMANCE DURING CONTRACT					Cumulative Rating	Direction	Notes
		SY 19	SY 20	SY 21	SY 22	SY 23			
State and Federal Accountability	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23			
* State Rating-APR	70+	87	N/A	N/A	67	TBD	Partially Meets	↘	- SY20 not available; - SY21 not to be used for accountability; - Comparisons are a new metric in SY22 and are not part of the Performance Contract.
Exceeds Home District APR	<i>Exceeds Home District? (Meets or Exceeds if SLPS Score in this line is less than charter school score)</i>	SLPS = 50.8	SLPS = N/A	N/A	SLPS = 64	TBD	Exceeds	↔	
Academic Proficiency	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* ELA: % Proficient/Advanced (All)	Target Actual Score		72% 46%	74% 26%	29% 27%	32% TBD	Partially Meets	↗	- SY19 is from previous contract - SY20 not available - SY21 not to be used for accountability - Comparisons are a new metric in SY22 and are not part of the Performance Contract - MPIs in SY22: 1st Number is MPI calculated as Continuous MPI per MSIP 6; the 2nd number is the conversion to an MSIP 5 calculation made to compare to Contract targets and determine if target met. Measure Rating Key: - Exceeds if results are 2 percentage points greater than the Proficient/Advanced target or 5 points greater than MPI target - Meets if results are between -1.9 and 1.9 percentage points from Proficient/Advanced target or - 4.9 or 4.9 MPI points of MPI target - Partially Meets if results are between 2 and 4 percentage points less than Proficient/Advanced target or 5-10 points less than MPI target - Does Not Meet if results are more than 4 percentage points less than Proficient/Advanced target or 10 points less than MPI target
ELA: Proficiency Comparison (All K-8)	<i>Exceeds Home District? (Meets or Exceeds if SLPS Score in this line is less than charter school score)</i>		N/A	SLPS (K-8) = 16%	SLPS (K-8) = 17%	TBD	Exceeds	↔	
* ELA: % Proficient/Advanced (Subgroups)	Target Actual Score		72% 46%	74% 26%	29% 27%	32% TBD	Partially Meets	↗	
* ELA: MPI (All)	Target Actual Score		365 343	368 299	303 367/304	306 TBD	Meets	↗	
* ELA: MPI (Subgroups)	Target Actual Score		365 343	368 299	303 366/302	306 TBD	Meets	↗	
* Math: % Proficient/Advanced (All)	Target Actual Score		65% 44%	67% 14%	20% 16%	23% TBD	Partially Meets	↗	
Math: Proficiency Comparison (All K-8)	<i>Exceeds Home District? (Meets or Exceeds if SLPS Score in this line is less than charter school score)</i>		N/A	SLPS (K-8) = 9%	SLPS (K-8) = 11%	TBD	Exceeds	↔	
* Math: % Proficient/Advanced (Subgroups)	Target Actual Score		65% 44%	67% 14%	20% 16%	23% TBD	Partially Meets	↗	
* Math: MPI (All)	Target Actual Score		360 333	363 217	220 332/245	23 TBD	Exceeds	↗	
	Target		360	363	220	23			

* Math: MPI (Subgroups)	Actual Score	333	N/A	217	331/ 244	TBD	Exceeds	➔	
* Science: % Proficient/Advanced (All)	Target		40%	45%	20%	23%	Partially Meets	➔	
	Actual Score	30%	N/A	14%	16%	TBD			
Science: Proficiency Comparison (Grade 5)	Exceeds Home District? <small>(Meets or Exceeds if SLPS Score in this line is less than charter school score)</small>		N/A	SLPS = 12%	SLPS 5th=16%, 8th=15%	TBD	Meets	↔	
* Science: % Proficient/Advanced (Subgroups)	Target		40%	45%	20%	23%	Partially Meets	➔	
	Actual Score	30%	N/A	14%	16%	TBD			
* Science: MPI (All)	Target		320	327	267	270	Does Not Meet	➔	
	Actual Score	257	N/A	209	314/ 195	TBD			
* Science: MPI (Subgroups)	Target		320	327	267	270	Does Not Meet	➔	
	Actual Score	257	N/A	264	313/ 194	TBD			
Academic Growth	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
ELA: NCE Score (All)	>= 50	51.4	N/A	47.9	Average: Z= 0.0035; SIG = 0 NCE = 50.1	TBD	Meets	➔	- NCE (Normal Curve Equivalent) was a new metric for SY21, and is not part of the Performance Contract - NCE is a grade 4-8 metric and measures growth of individual students against the growth of similar peers - SY19 is from previous contract - SY 20 not available - SY 21 not to be used for accountability - SY 22 NCE was hand-calculated by (Z*21.063)+50 Measure Rating Key: - Exceeds if school NCE is greater than 52 (SY21) or Above Average (SY22) - Meets if school NCE is between 50-51.9 (SY21) or Average and ≥ 50 (SY22) - Partially Meets if school NCE is between 48.9-49.9 (SY21) or Average and < 50 (SY22) - Does Not Meet if school NCE is less than 48.9 or Below Average (SY22)
ELA: NCE Comparison (All)	Exceeds Home District? <small>(Meets or Exceeds if SLPS Score in this line is less than charter school score)</small>	SLPS = 48.9	N/A	SLPS = 49.8	SLPS Z = 0.0534; SIG = 1 NCE = 51.1	TBD	Meets	➔	
ELA: NCE Score (Subgroups)	>= 50	N/A	N/A	N/A	Average: Z = 0.0477; SIG = 0 NCE = 51.0	TBD	Meets	N/A	
Math: NCE Score (All)	>= 50	49.4	N/A	45.5	Average: Z = -0.0135; SIG = 0 NCE = 49.7	TBD	Meets	➔	
Math: NCE Comparison (All)	Exceeds Home District? <small>(Meets or Exceeds if SLPS Score in this line is less than charter school score)</small>	SLPS = 49.1	N/A	SLPS = 48.9	SLPS Z = -0.02415; SIG = -1 NCE = 49.5	TBD	Meets	➔	
Math: NCE Score (Subgroups)	>= 50	N/A	N/A	N/A	Average: Z = 0.0350; SIG = 0 NCE = 50.1	TBD	Meets	N/A	

Overall Notes: In SY22, North Side Community School outperformed the resident district (SLPS) in all reported areas. In addition, they made average growth in all areas. From SY21 to SY22, they made progress in all areas, with the exception of science. North Side has been attempting leadership transition since SY19, which alongside the challenges of serving a population of student with high needs during the pandemic, has contributed to decline in student performance since SY19 (pre-pandemic). The new leadership at North Side Community School (started in SY23) has implemented many strategic changes that are expected to positively contribute to further improved academic outcomes in the coming years (although the effects of these changes are not immediate and will take time). Some of the adjustments made to the academic program include the following: developing an MTSS process to ensure all students in need of additional academic intervention receive support; supporting a healthy staff culture with increased pay, mentoring/coaching, and higher education tuition support; curriculum development focusing on alignment with standards, pilots of new programs, development of pacing guides, and increased time for curriculum development; professional development and support for school leaders and teachers that includes outside coaches and hiring three internal instructional coaches; and ensuring each student has 1-1 access to a computer.

Internal data for SY 23 demonstrate that from fall to spring, student achievement on NWEA declined by 1 NCE point in reading, declined by 2 NCE points in literacy, declined by 3 NCE points in Math, and declined by more than 10 NCE points in science. Conditional growth index scores also demonstrated a decline in all areas. The school is closely monitoring student achievement and implementing drastic changes to address the decline, as outlined above.

An UMSL review of curriculum found NSCS's curriculum is designed to be in alignment with the school's mission and vision, which centers on improving each student's educational and life prospects by honing in on essential skills, knowledge, and personal qualities essential for success. The emphasis is on fundamental skills and foundational principles. The school's decision-making process is guided by a resolute dedication to fulfilling this mission. The curriculum for the coming school year will be drastically different, in that they are shifting to new curriculum in all areas.

The majority of the lessons observed were teacher-centered with the teacher leading the discussion or directly addressing students one at a time to assign and field questions. No small group or partner learning opportunities were observed. Teachers were prepared, and required student participation. Classroom observations demonstrate teachers have high expectations for students and provide structured, supportive classrooms in which students have the opportunity to meet those expectations. Teachers and students both treated others with respect during observations. The school builds strong relationships with students and families.

- Asterisk indicates Standards in the Performance Contract
 - Data is that which was available through June 15, 2023
 - 5-year information is provided for the purpose of determining direction/trend from 1st year of contract to current year: ↘, ↗, ↔

Cumulative Rating Scale:
 Exceeds: Consistently exceeds target, year over year OR Exceeds in current year, and demonstrates a positive trend overall
 Meets: Consistently meets target, year over year OR Meets or exceeds in at least one of the last two years, and demonstrates a positive trend overall
 Partially Meets: Consistently partially meets target, year over year OR Partially meets in current year, and demonstrates a negative trend from previous years rated meets or positive trend from does not meet
 Does Not Meet: Does not meet target for two of the last three years OR Partially meets or does not meet, and demonstrates a negative trend for two of the last three years



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II. FINANCE									
STANDARDS	INDICATORS/ MEASURES	PERFORMANCE DURING CONTRACT					Cumulative Rating	Direction	Notes
Near-Term Measures	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23			
Student enrollment and attendance numbers are in line with the charter agreement, and provide evidence the school is a viable school of choice	Materially Compliant		466 (+ 48PK)	484	455	470 (Oct)	Meets	↗	NSCS has been implementing many strategies to increase enrollment. Some of the strategies include updated marketing and the website, but they are primarily focused on program improvements for the purpose of recruiting through the word of mouth of satisfied families. Further, their financial planning process is considering the impacts of permanently reducing enrollment numbers, so they can sustain their focus on improving their program and outcomes before bringing more students to the school.
Fund Balance	Materially Compliant		\$3,054,241	\$2,179,688	\$2,168,136	TBD	Meets	↔	
Sustainability Measures	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* % Surplus	> 10%		45%	26%	33%	TBD	Meets	↗	
Expenditures Less than Receipts for the Fiscal Year	Expenditures/Revenue < 1		0.89	1.10	1.00	TBD	Meets	↗	
Financial Operations	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* Complies with annual auditing and ASBR requirements, and remedy all audit findings	Materially Compliant		Meets	Meets	Partially Meets	Partially Meets	Partially Meets	↔	NSCS audit was published late (as it was in SY22). The school assures NSCS's new leader is taking action to ensure this does not happen again.
* Maintains adequate fiscal health, as evidenced by producing regular financial statements, ensuring board review and oversight of payments, and paying all obligations in a timely manner	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	NSCS has a strong financial position and are responsible stewards of public funds. The Board reviews the check register at monthly board meetings. Other financial oversight is managed through internal controls within school management. All necessary insurance is in place.
* Fiscal records are appropriately maintained	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	Records continue to be appropriately maintained, and they have made some positive changes in their financial accounting systems this year, to work toward accuracy and clarity for outside reviewers.

<p>* The school operates in a fiscally sound and appropriate manner</p>	<p>Materially Compliant</p>		<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>↔</p>	<p>The school is fiscally sound and a good steward of public funds. As of now, they do not have a process in place to amend their budgets or create a multi-year budget projection. As has been recommended in the past and in alignment with the NSCS Board Policy on Budget Amendments, the Board needs to review and revise the annual budget as necessary. As stated in DESE's Accounting Manual, the budget is a working budget, not a static budget, and should be amended/revisted as necessary.</p>
<p>* School business and expenses, including personnel, are made free of conflict of interest and directed toward meeting the mission of the school</p>	<p>Materially Compliant</p>		<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>↔</p>	<p>NSCS is hyper focused on the mission of the school and ensuring that students are receiving the best education. They allocate all resources toward this. This year they have invested in instructional coaches for the sake of systematically improving instruction, curriculum development, and staff hiring and retention initiatives. Further, they have looked for areas to cut expenses in order to re-allocate funds toward improving their academic and supporting programs.</p>
<p>* Core Data and other required school reporting is conducted in a timely and appropriate manner</p>	<p>Materially Compliant</p>		<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>Meets</p>	<p>↔</p>	<p>- NSCS has begun posting their financial ledgers online quarterly. This must be done consistently moving forward.</p>

Additional Notes: N/A

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 - 5-year information is provided for the purpose of determining direction/trend: ↘, ↗, ↔

Cumulative Rating Scale:

Meets: Consistently meets target, year over year OR Meets in at least one of the last two years, and demonstrates a positive trend overall
 Partially Meets: Consistently partially meets target, year over year OR Partially meets in current year, and demonstrates a negative trend from previous years rated meets or positive trend from does not meet
 Does Not Meet: Does not meet target for two of the last three years OR Partially meets or does not meet, and demonstrates a negative trend for two of the last three years



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III. LEARNING ENVIRONMENT COMPLIANCE

III. LEARNING ENVIRONMENT COMPLIANCE									
STANDARDS	INDICATORS/ MEASURES	PERFORMANCE DURING CONTRACT							
School Environment	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* Complies with facilities and transportation requirements	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	NSCS has created impressive school environments (3 campuses) to house instructional programs. They have razed buildings that did not meet their needs, built new structures, and rehabbed others.
* Meets all state and local standards relative to health and safety; maintains a clean and safe environment that supports the educational mission of the school	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	The main campus is an impressive setting, including expansive outside spaces that create a college campus type of feel. NSCS 's physical space more than meets the needs of their program. The space is conducive to learning and the goals outlined in the Performance Contract. They have implemented initiatives to ensure the safety of their community.
Education Program Compliance	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
Implements the material terms of the education program as defined in the current charter contract	Materially Compliant				Meets	Meets	Meets	↔	- Reviewed/Did not receive a rating prior to SY22 With an emphasis on ensuring strong student outcomes, NSCS is making strides to achieve the goals as set forth in the current charter contract.
Complies with applicable education requirements	Materially Compliant				Meets	Meets	Meets	↔	- Reviewed/Did not receive a rating prior to SY22
Students Rights and Requirements	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
Protects the rights of all students	Materially Compliant				Partially Meets	Meets	Meets	↗	- Reviewed/Did not receive a rating prior to SY22
Protects the rights of students with disabilities	Materially Compliant				Partially Meets	Meets	Meets	↗	- Reviewed/Did not receive a rating prior to SY22
Protects the rights of English Language Learner (ELL) students	Materially Compliant				Meets	Meets	Meets	↔	- Reviewed/Did not receive a rating prior to SY22
School-Specific Goals	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* Attendance	90/90		85.20%	66.90%	75%	TBD	Partially Meets	↗	This is trending in the right direction.

* Student Retention Rate (enrollment from beginning to end of school year)	80%		>80%	Does Not Meet	77%	TBD	Meets	↗	
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Additional Notes: NSCS staff and families are committed to a mission and vision of "improve(ing) each student's opportunities in education and in life by developing the skills, knowledge, and personal qualities necessary for success." The mission and values are embraced by most staff, but there are some challenges related to having so many new staff. The staff culture is newly developing amongst the new staff, so leadership must work to ensure the culture and methodology implemented in all classrooms is aligned to the mission and vision.

The first step to students achieving the mission is for NSCS students to be placed in an appropriate high school in which they will excel. NSCS has invested in a high school placement coordinator to facilitate an impressive and robust middle to high school transition process to be considered a model for other schools. Alumni are being recruited and accepted into exceptional schools across St. Louis.

Under the direction of the new Executive Director, NSCS has made great strides in student support systems. They have begun to develop an MTSS process and Student Support Team to ensure all students in need of additional support are identified and receiving the help they need. They have made progress in both math and literacy intervention, utilizing the support of instructional assistants and supplemental intervention programs. In the coming school year, the school will continue to build on this foundation and is expected to provide even more effective interventions as their systems become more codified and teachers receive more training in the Student Support Team/MTSS processes. NSCS also utilizes onsite social workers and nurses to attend to the non-academic needs of students.

Surveys indicate both students and families feel the school climate is positive. Younger students and parents feel safe, while some older students report concerns with bullying. Students and families also report the school has high expectations for students. Older students report believing they can achieve those expectations, and the teachers will help them do it. An area of tension is within the staff, who report concern with cooperation and communication between the staff. Interviews indicate the three separate campuses isolate people from each other. It is recommended that leadership work to ensure cooperation and communication between departments, although this work has begun with weekly newsletters and other forms of shared communications. Teacher and staff interviews indicate the school is family-oriented; staff get along well/are like family; parents are engaged (come to PT Conferences); and students and families enjoy being there. Surveys of students, families and staff also support that NSCS creates a positive school culture. Teachers and staff indicate they have voice in decision-making and their suggestions/feedback are acted upon. All accounts indicate an improved school culture this year, with several actions indicating appreciation for teachers and staff: raises, more PTO, new teacher lounge, more opportunities to give feedback, needed resources being added (PD, dramatic play, instructional coaches, director at ECC).

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 - 5-year information is provided for the purpose of determining direction/trend from 1st year of contract to current year: ↘, ↗, ↔

Cumulative Rating Scale:
 Meets: Consistently meets target, year over year OR Meets in at least one of the last two years, and demonstrates a positive trend overall
 Partially Meets: Consistently partially meets target, year over year OR Partially meets in current year, and demonstrates a negative trend from previous years rated meets or positive trend from does not meet
 Does Not Meet: Does not meet target for two of the last three years OR Partially meets or does not meet, and demonstrates a negative trend for two of the last three years



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North Side Community School: Contract Term 2020-2029

IV. GOVERNANCE									
STANDARDS	INDICATORS/ MEASURES	PERFORMANCE DURING CONTRACT					Cumulative Rating	Direction	Notes
Effective Governance Practices	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23			
* Maintains an active, involved board as described in their charter	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	The NSCS Board of Directors is actively involved, meets regularly, and works to fulfill the varying needs of the school. The NSCS Board maintains finance, facilities, governance, teacher appreciation, and development committees. They also develop ad hoc committees, as needed.
* The school Board operates legitimately and in the best interest of its students and mission	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	The NSCS Board of Directors is deeply committed to the mission of the school. They have intentionally diversified their board to provide the appropriate expertise and personal backgrounds to best govern the school.
* All board members receive training in Missouri Sunshine Law, nepotism, school governance, student achievement, school law and policy and conflict of interest within their first year of service and continual training throughout their service	6+ hours/member annually		Meets	Meets	Meets	Meets	Meets	↔	
* Appropriate board policies are developed, revised as needed, and followed	Materially Compliant		Does Not Meet	Does Not Meet	Does Not Meet	Meets	Meets	↗	The school completed a major overhaul of policies this school year to ensure compliance.
* Meetings are regularly scheduled and appropriately conducted	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	NSCS's board meets 9 times/year. Records are appropriately maintained and are easily accessible on their website. School business is conducted in accordance to regulations, as evidenced in UMSL's attendance of board meetings. They have developed clear roles and expectations for board members, so board members are effectively fulfilling their governance roles.
* The Board annually self-evaluates using a standardized tool that assesses performance based on setting goals, developing policy, and communication	Materially Compliant		Meets	Meets	Partially Meets	Does Not Meet	Does Not Meet	↘	Not submitted

Strategic Plans, Board Goals	Materially Compliant				Meets	Meets	Meets	↔	- Reviewed/Did not receive a rating prior to SY22 NSCS engaged in a comprehensive strategic planning process that resulted in a multi-year strategic plan for FY21-FY24. The themes include stabilization of academics, operations, and finances through COVID-19; rebuilding of culture at the Elementary School; maturation of Middle School; and Executive Director transition preparation and execution. The board is frequently updated on progress toward goals by the Board President and Executive Director. Many of the activities of the board and the leadership team are clearly linked to these priorities. They have prioritized stabilizing academics and transitioning to the new Executive Director during this fiscal year.
School Leader Accountability	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* The Board implements a transparent process for evaluating the school leader that includes evaluation of core competency categories and progress made on yearly school goals	Materially Compliant		Meets	Meets	Does Not Meet	Meets	Meets	↗	According to the submitted evaluation plan, the Board is closely monitoring the new Executive Director's progress on the strategic plan as well as the goals established at his hiring. They have made progress in their process to evaluate the school
Compliance and Reporting	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* Consistently abide by all Missouri laws	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	
* Governance records and documentation are appropriately created and maintained	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	Records are appropriately maintained and are easily accessible on their website.
* School business is conducted in a transparent manner subject to the provisions and sections 610.010 to 610.030, Missouri Sunshine Law; free of conflict of interest, and models best practices regarding governance roles and responsibilities.	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	School business is conducted in accordance to regulations, as evidenced in UMSL's attendance of board meetings.
* The Board communicates in a timely manner with UMSL's sponsorship liaison about significant policy, personnel, school performance or legal issues	Materially Compliant		Meets	Meets	Meets	N/A	Meets	↔	
* The Board officially reviews the sponsor's Annual Review at one of its board meeting	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	

Additional Notes: NSCS not only has the board, but also the Young Friends of the NSCS Board, who are expected to someday transition to the school board. This process of succession planning for the board is a model to be considered by other charter schools.

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- 5-year information is provided for the purpose of determining direction/trend from 1st year of contract to current year: ↘, ↗, ↔

Cumulative Rating Scale:

Meets: Consistently meets target, year over year OR Meets in at least one of the last two years, and demonstrates a positive trend overall

Partially Meets: Consistently partially meets target, year over year OR Partially meets in current year, and demonstrates a negative trend from previous years rated meets or positive trend from does not meet

Does Not Meet: Does not meet target for two of the last three years OR Partially meets or does not meet, and demonstrates a negative trend for two of the last three years



Charter School Office

North Side Community School: Contract Term 2020-2029

V. OPERATIONS AND ORGANIZATIONAL COMPLIANCE

STANDARDS	INDICATORS/ MEASURES	PERFORMANCE DURING CONTRACT					Cumulative Rating	Direction	Notes
		SY 19	SY 20	SY 21	SY 22	SY 23			
Employee Rights and Requirements	Indicators/Measures								
* Maintains a professional development system that includes a teacher evaluation system that meets state requirements, retention of excellent teachers, and removal or development of teachers that are not meeting expectations	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	Teacher and staff interviews indicate professional development is improved this year and they have participated in PD that can be implemented immediately. North Side Community School is very clear in their approach (outlined in the LEA's Roadmap to Learning) and have built a PD plan to support teachers' abilities to implement the approach. They are building in a PD of choice program for next year. This year some did LETRS, others to teacher leadership, and others focused on restorative justice. The school is offering comprehensive tuition support for staff interested in pursuing professional development or relevant degrees and certifications at the university.
* Personnel procedures and practices are conducted in a manner that promotes instructional effectiveness and continuous school improvement			Meets	Does Not Meet	Does Not Meet	Meets	Meets	↗	NSCS has grown this year in offering a more robust teacher coaching, mentoring, and professional development aligned with the strategic plan. Further, they have implemented several strategies to improve staff morale working toward greater staff retention and increasing the number of candidates who apply for open positions.
Meeting teacher and other staff credentialing requirements	Materially Compliant				Does Not Meet	Meets	Meets	↔	- Reviewed/Did not receive a rating prior to SY22
Compliance and Reporting	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* Compliance rate for submitting required data and reports to UMSL	> 90%		Meets	82%	96%	97%	Meets	↔	3% Not Submitted; 8% Late
* Consistently complies with DESE reporting requirements and requests, including Core Data Submissions and Tiered Monitoring requirements	Materially Compliant		Meets	Meets	Meets	Meets	Meets	↔	
* Student enrollment procedures, including open enrollment and lottery, if needed, are appropriately conducted and documented	Materially Compliant		Meets	Meets	Partially Meets	Meets	Meets	↗	

Document Retention requirements	Materially Compliant					Meets	Meets	↔	- Reviewed/Did not receive a rating prior to SY23 NSCS is developing their process for digitizing records.
School-Specific Goals	Indicators/Measures	SY 19	SY 20	SY 21	SY 22	SY 23	Cumulative Rating	Direction	Notes
* Staff Retention Rate (percent of certified staff who return from the end of one school year to the beginning of the next school year)	> 75%		> 75%	51% (Teachers)	69%	TBD	Meets	↗	69% of teachers and leaders returned (accounting for reduction of 4 positions); 68% of full staff returned. Much of the turnover was intentional, as new leadership is striving to make purposeful instructional changes to support improved student outcomes. NSCS retained the staff they wished to retain.

Additional Notes: The school is making strides on building a more systematic approach to operations and delegating authority for specific tasks to specific people. They are developing a process to ensure records are prepared to be digitized, and retained or destroyed as is required. In the coming year, they are assessing facilities and working on a long-term maintenance plan. They are considering the benefits and drawbacks of having three separate campuses.

The transition to a new Executive Director has led to significant changes in operations, compliance, curriculum, and professional development. He has taken on a school with a history of high performance, that is currently in need of turnaround. He is focused on ensuring the organization itself is operating not only in compliance with requirements, but also in support of the mission and ensuring all students are provided access to an excellent education. All accounts also indicate leadership is working toward a healthier staff culture that will be leveraged to improve student outcomes and school success, overall.

- Asterisk indicates Standards in the Performance Contract
 - Data is that which was available through June 15, 2023
 - 5-year information is provided for the purpose of determining direction/trend from 1st year of contract to current year: ↘, ↗, ↔

Cumulative Rating Scale:
 Meets: Consistently meets target, year over year OR Meets in at least one of the last two years, and demonstrates a positive trend overall
 Partially Meets: Consistently partially meets target, year over year OR Partially meets in current year, and demonstrates a negative trend from previous years rated meets or positive trend from does not meet
 Does Not Meet: Does not meet target for two of the last three years OR Partially meets or does not meet, and demonstrates a negative trend for two of the last three years