

# MULTI SCHOOL ORGANIZATIONS

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Evaluation Criteria  
2014-15 Charter Renewal

Denver Public Schools

# What is a Multi-School Organization?

- A single organization that:
  - Operates multiple charter schools;
  - Has a single governing board that delegates components of school oversight to organization staff; and
  - Has a central office structure in place to oversee schools.

# Why do we differentiate our processes?

- MSO's are complex organizations that require customized monitoring to ensure that DPS is fulfilling its oversight duty.
- We utilize a custom rubric with MSO's in order to:
  - Consider a comprehensive view of the organization's assets, liabilities and cash flow
  - Evaluate financial metrics from a holistic view to gauge overall sustainability of the organization as well as site-based economics of any given school
  - Review operational oversight and leadership that supports overall efficacy and compliance in each school site

# Criteria for Evaluating

- Specific indicators for evaluating MSOs are supplementary to the School Quality Framework
  - Taken together, both sets of indicators evaluate organizational health and capacity
- MSO specific indicators are relevant in the following key areas of organizational structure and performance:
  - Human Capital
  - Finance
  - Long Term Planning
  - Governance
  - Service Provision

# Evidence Collection Methods: Document Review

- One primary method of evaluation is the review of documents submitted for both the school site and broader organization. The following organization level documents are requested in addition to the school level documents.

Document	Notes
Long Term Growth Plan	Including planned schools locally and nationally, and the associated facility and development plans
Financial Policies and Procedures	Including allocation of costs and revenues across the MSO
5 Year organization budget	Including central office revenues and costs
MSO Organization Charts	Both current state and planned growth
Central Office leadership evaluation tools	Protocols and criteria for evaluating key central office roles
Central Office Audit (including management letters)	Either including schools or separate for just central office structure; for three years to offer full picture
Central Office Balance Sheet and Income Statements for FY14	Allowing us to see movement of funds
Leadership Development Documentation	Any existing documents about the structure of leadership pipeline programs in place at the network
Central Office Fee Structure Table	Completed table outlining fees paid by each campus and contributions made by the central office to each campus in the previous three years

# Evidence Collection Methods: Interview

- Another key method of evidence collection is interviews with key central office staff, in addition to the school and board interviews conducted at all schools.

Role	Purpose of Interview
CEO	Understand long term vision of the MSO, including long term plans and provision of services, as well as the governance structure
CFO	Understand the organization's financial health, long term financial viability, and costs/revenue structure
CAO/CSO (role that supervises principals and instruction)	Understand how the organization oversees instruction and human capital
Chief Operating Officer or Comparable Role	Understand the school's long term plans, human capital strategy and facility plans

# 2014-15 Timeline

- Share Process and Rubric With MSOs to Gather Feedback: May 2014
- Finalize Process and Rubric: June 2014
- Process Guidelines Distributed to MSOs: June 2014
- Interview Scheduling: Week of August 4<sup>th</sup>
- Documents Due to OSRI: August 15<sup>th</sup>
- Interviews Conducted: 9/15-10/1