2014 Recruitment & Retention Plans

The Office of Charter Schools and School Redesign
Objectives of webinar

- Explain requirements of the recruitment and retention plans (R & R plans)
- Discuss the data to use in creating the plans
- Provide guidance for improving or enhancing plans
- Provide an overview of the review process
- Answer your questions
Just the facts

★ The charter school statute includes a requirement that all charter schools have an R & R plan in place and that it is updated annually.

★ Charter schools submit their plan with the annual report.

★ The school’s annual report should contain a report on the school’s implementation of its previous R & R plan, and also include an updated R & R plan for the upcoming school year.
The Law

★ The 2010 statute states that an application to become a charter school will include:

>a student recruitment and retention plan, including deliberate, specific strategies the school will use to ensure the provision of equal educational opportunity as stated in clause (xiv) and to attract, enroll and retain a student population that, when compared to students in similar grades in schools from which the charter school is expected to enroll students, contains a comparable academic and demographic profile (G.L. c. 71, §89 e)

★ The statute also requires a R&R plan for all existing schools. (G.L. c. 12 §9)
Intent of the Statute

Star To have charter schools attract, enroll, and retain a student population that, when compared to students in similar grades in schools located in the sending district(s), contains a comparable academic and demographic profile.

Star The plans are expected to list deliberate, specific strategies to maximize the number of students who complete all school requirements and prevent students from dropping out.
Intent of the Statute

The statute made the R & R plan a renewal factor.

The “board (of elementary and secondary education) may impose conditions on the charter school upon renewal if it fails to adhere to and enhance its recruitment and retention plan as required.” (G.L. c.71 §89 (dd))
Intent of the Statute

★ The plan shall be:
★ Updated annually
★ Include annual goals for:
★ Recruitment activities
★ Student retention activities
★ Student retention

(See: G.L., c. 71 §89 f)
“Recruitment and Retention Plan: A charter school’s written plan to recruit and retain diverse students under the provisions of M.G.L. c. 71 §89, and 603 CMR 1.00. For the purposes of a Recruitment and Retention Plan, retention shall be defined as the charter school’s ability to maintain enrollment of its students with low turnover and limited attrition.”

(See: 603 CMR 1.02)
Template for R & R plan: Recruitment

*From Annual Report Guidelines, page 10, box 1*

<table>
<thead>
<tr>
<th>Please provide a brief narrative report on implementation of recruitment strategies from last year’s plan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation Summary:</td>
</tr>
</tbody>
</table>


# Template for R & R plan: Recruitment

*From Annual Report Guidelines, page 10, box 2*

Describe the school’s general recruitment activities, i.e. those intended to reach all students.

<table>
<thead>
<tr>
<th>General Recruitment Activities:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Template for R & R plan: Recruitment-Directions

From Annual Report Guidelines (p.10)

★ Look at CHART.

★ Review your school’s subgroup enrollment in CHART.

★ Determine for which of the above subgroups the charter school enrolls a comparable population, and for what subgroups the school falls below the comparison index.

★ Do you need to add or enhance recruitment strategies?

★ NO: For subgroups with a comparable population,
★ YES: For subgroups that fall below the comparison index

★ **Do not repeat strategies.** Each group should have its own set of unique and deliberate strategies.
Template for R & R plan: Recruitment

Create goals and strategies for each subgroup below (unless indicated):

- Special education students
- Limited English-proficient students
- Students eligible for free or reduced price lunch
- Students who are sub-proficient
- Students at risk of dropping out of school  *(This includes elementary schools.)*
- Students who have dropped out of school *(not elementary schools)*
- Other subgroups of students who should be targeted to eliminate the achievement gap
How to access your school’s data

Click on http://www.doe.mass.edu/charter/chart/., and then on the excel file link as shown below:

Massachusetts Charter Schools
Charter Analysis and Review Tool (CHART)

With the much appreciated help of the Access and Equity Working Group convened by the Department and Massachusetts Charter Public School Association, the final version of the preliminary prototype of the Charter Analysis and Review Tool (CHART), formerly referred to as "Charter DART," is available for use. CHART has been designed to provide multi-school demographic comparison data in three categories:

1) Enrollment percentages by subgroup.
2) Attrition percentages by grade level and subgroup.
3) Student indicator statistics, including suspensions.
How to access your school’s data

2. Choose your school’s name

Charter Analysis and Review Tool (CHART)

Table of Contents

1. Enrollment
2. Attrition
3. Student Indicators
4. Snapshot

Source Data

Statewide Selected Populations Report
Statewide Attrition Report
Statewide Indicators Report

Data Timeframe
- Updated 2010 through 2014
- Updated 2009 through 2012

Understanding CHART Graphs:
Charter School of Interest

This refers to the school you select above.
How to access your schools’ data

3. Click on ENROLLMENT in the Table of Contents……OR

![Charter Analysis and Review Tool (CHART)]

Charter Analysis and Review Tool (CHART)
Last updated April, 2014

All data in this report is either public data or derived from public data. Public reports can be at links provided under “Source Data” below.

<table>
<thead>
<tr>
<th>Select charter school of interest:</th>
<th>Table of Contents</th>
<th>Source Data</th>
<th>Data Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Attrition</td>
<td>Statewide Attrition Report</td>
<td>Updated 2010 through 2014</td>
</tr>
<tr>
<td></td>
<td>3. Student Indicators</td>
<td>Statewide Indicators Report</td>
<td>Updated 2009 through 2012</td>
</tr>
<tr>
<td></td>
<td>4. Snapshot</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Understanding CHART graphs

Charter School of Interest
This refers to the school you select above.
How to access your data

3. Click on the ENROLLMENT Tab.
Sample demographic data

<table>
<thead>
<tr>
<th>School Name</th>
<th>Grades</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lowell Community Charter Public School (K-06) - Lowell - Est. 2000</td>
<td>K-6</td>
<td>36.1</td>
<td>36.2</td>
<td>49.6</td>
<td>51.7</td>
<td>53.0</td>
</tr>
<tr>
<td>Statewide Average</td>
<td></td>
<td>6.2</td>
<td>7.1</td>
<td>7.3</td>
<td>7.7</td>
<td>7.9</td>
</tr>
<tr>
<td>Median</td>
<td></td>
<td>32.6</td>
<td>32.9</td>
<td>36.4</td>
<td>34.9</td>
<td>31.8</td>
</tr>
<tr>
<td>First Quartile</td>
<td></td>
<td>27.3</td>
<td>28.6</td>
<td>26.0</td>
<td>25.7</td>
<td>24.9</td>
</tr>
<tr>
<td>Comparison Index</td>
<td></td>
<td>32.2</td>
<td>32.9</td>
<td>32.2</td>
<td>31.6</td>
<td>29.2</td>
</tr>
<tr>
<td>Lowell</td>
<td></td>
<td>32.4</td>
<td>33.1</td>
<td>31.8</td>
<td>31.3</td>
<td>29.4</td>
</tr>
<tr>
<td>Please Select District</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Comparison school count**

Massachusetts Department of Elementary and Secondary Education
Graph details

Massachusetts Department of Elementary and Secondary Education
First Quartile / Dotted orange line: of the (in this case, 22) comparison schools, 75% have a greater percentage and 25% have a similar or smaller percentage of students than the stated first quartile percentage in the given category.

Median / Dotted gold line refers to the middle percentage value of students in a given category (among the 22 comparison schools).

Comparison Index / Dotted red line refers to the statistically calculated comparison figure derived from data of students who reside within the comparison schools within this charter school’s sending district.
What are some ideas for recruitment?

- Special education students
- LEP students
- Students eligible for free/reduce lunch
- Students who are sub-proficient
- Students at risk for dropping out of school
- Students who have dropped out of school
Please provide a brief narrative report on implementation of retention strategies from last year’s plan.

Implementation Summary:
Retention Plan Directions

From *Annual Report Guidelines, p. 12.*

- Look at **CHART**.
- Review your school’s attrition in CHART.
- Calculate your school’s retention rate by subtracting the attrition rate from 100. For example:
  - if the attrition rate is 8.3%, then the retention rate would be calculated as $100 - 8.3 = 91.7\%$.
- Establish a retention goal for the 2014-15 school year.
Retention Plan Directions

★ Identify the retention strategies the school will implement during the upcoming school year to maximize the number of students who successfully complete all school requirements and to prevent students from dropping out.
Retention Plan Directions

The retention plan may include activities that address the needs of all students in the school, but must be designed to impact the target groups (students who are limited English proficient, students with disabilities, and students eligible for free or reduced price lunch, etc.).
Retention Goal

您的目标应该是：
- 基于您的留级数据。
- 定性—学生中将有多少百分比将留在学校。

留级数据位于 CHART 的第三个标签中。

Massachusetts Department of Elementary and Secondary Education
Retention Plan Template

From *Annual Report Guidelines (p. 13)*

<table>
<thead>
<tr>
<th>Overall Student Retention Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual goal for student retention (percentage):</td>
</tr>
</tbody>
</table>

Massachusetts Department of Elementary and Secondary Education
## Retention Plan Template

### Retention Plan – Goals and Strategies

List goals and strategies for retention activities for each demographic group.

<table>
<thead>
<tr>
<th>Demographic Group</th>
<th>Goals and Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special education students</td>
<td></td>
</tr>
<tr>
<td>Limited English-proficient students</td>
<td></td>
</tr>
<tr>
<td>Students eligible for free or reduced lunch</td>
<td></td>
</tr>
<tr>
<td>Students who are sub-proficient</td>
<td></td>
</tr>
<tr>
<td>Students at risk of dropping out of school</td>
<td></td>
</tr>
<tr>
<td>Students who have dropped out of school</td>
<td></td>
</tr>
<tr>
<td>Other subgroups of students who should be targeted to eliminate the achievement gap</td>
<td></td>
</tr>
</tbody>
</table>
Five Golden Rules of R & R Plans

**Rule 1:** *Read the directions* in the Annual Report Guidelines, and follow the template for creating or revision of your R & R plan.
Five Golden Rules of R & R Plans

Rule 2: If your school’s rate of enrollment of a particular subgroup is too low, you will need to enhance or improve your recruitment strategies.
Rule 3: Get to know the target population in the communities of your local sending district(s).

Identify staff, students or others who might research the statistics and trends regarding the targeted subgroup(s) in the sending district community/ies.
Rule 4: Be active and thoughtful in identifying new possibilities for recruitment links and tools.

For each subgroup:

- what are the community organizations that serve this group?
- What are the places where they can be found?
- What communication tools exist to reach this group?
Five Golden Rules of R & R Plans

Rule 5: Be creative. Consider alternative methods of recruitment and retention not used previously.

- Not just more flyers or ads, but face to face interactions.
- Celebrate your successes! Use testimonials/photos, from the students a target subgroup who already attend your school, in recruitment activities or materials.
- Reach out to a new community connection and dialogue with them.
Criteria for Review of R & R Plans

1. **Completeness**, includes—
   - narrative reports on implementation recruitment and retention plans and
   - unique strategies for each subgroup

2. *The comparability of demographics* based on data

3. *The use of accurate data* for retention goal

4. Whether each charter school has included *enhancements to recruitment and retention strategies for any subgroups for which enrollment is below comparison schools.*
Sibling Preference and its impact on enrollment

Charter schools whose enrollment demographics are meaningfully impacted by the sibling preference may provide details as part of their R & R plan in the narrative box on Implementation Report (on page 10 in AR guidelines).
## Level of Review

<table>
<thead>
<tr>
<th>Red</th>
<th>Yellow</th>
<th>Green</th>
</tr>
</thead>
<tbody>
<tr>
<td>(high level of R &amp; R plan review)</td>
<td>(moderate level of R &amp; R plan review)</td>
<td>(low level of R &amp; R plan review)</td>
</tr>
<tr>
<td>Below the first quartile for targeted subgroups in comparison schools.</td>
<td>Above or equal to the first quartile, but below the comparison index</td>
<td>Above or equal to the comparison index OR above or equal to the schools’ Gap Narrowing Target</td>
</tr>
</tbody>
</table>
Gap Narrowing Target (GNT)

- Meeting the annual GNT gives the school an alternate route to a “green” level of review for R & R plans, even with low subgroup enrollment.
- The GNT refers to the halfway point between the school’s baseline rate and the current CI (the “target”).
- The goal is to meet the GNT (to cut the gap in half) in six years.
- The annual GNT is 1/6 of the total GNT.
Gap Narrowing Target (GNT)

To determine the minimal increase necessary to meet the GNT, or the Annual GNT needed to cut the gap in half in six years, we calculate the increment using the following equation:

$$\frac{[(\text{Comparison Index} - \text{Baseline})/2] \div 6 \text{ years}}{1} = \text{Annual GNT}$$
GNT: Example

Example:

Comparison Index (CI) = 26

Baseline = 2%

\[
\frac{[(26\% - 2\%)/2]}{6 \text{ years}} = 2\%
\]

\[
\frac{(24\% / 2\%)}{6 \text{ years}} = 2\%
\]

Annual GNT = 2%

Note: The GNT adheres to the same principles as Proficiency Gap Narrowing. For more information and helpful videos please visit this link: [http://www.doe.mass.edu/apa/accountability/default.html](http://www.doe.mass.edu/apa/accountability/default.html)
Questions and Next Steps

★ Any questions?
★ Next steps:
   ★ Annual reports are due August 1st
   ★ Access and Equity team members will be reviewing the R & R plans.
   ★ If your school’s plan needs revising, the school will be contacted outlining next steps.