

Recruitment and Retention Convening Webinar

In collaboration with the
Massachusetts Charter Public
School Association

Massachusetts Department of
ELEMENTARY & SECONDARY
EDUCATION

*Please mute your phone so
everyone can listen to the
presentation without background
noise.



“Meet” the OCSSR Accountability Team



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R&R plans: Importance

- ★ As defined in MGL c. 71 § 89 and 603 CMR 1.00, Massachusetts charter schools must receive approval from the Department for a recruitment and retention plan which is updated annually.
- ★ MGL c. 71 § 89 (Charter School Statute) prescribes content of R&R plan
- ★ Factor in BESE authorizing decisions: renewal, expansions, replication
- ★ Per statute, BESE considers 5 main factors at renewal: one is R&R plan enhancements, the other is attrition of students





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The MCPSA's perspective

- It's no longer a debate whether charter schools need to serve students who are demographically comparable to sending districts.
- Individual schools' demographics are under intense scrutiny by legislators, by the Board of Education, and by the public. It is a factor that is considered in renewal, expansion, and replication decisions, and a school's demographic comparability is often discussed on the public record at BESE meetings.
- Recruitment and Retention plans are Massachusetts law as of 2010, not just a project of the charter school office.
- Recruitment and Retention plans were the legislative compromise when legislators were discussing imposing demographic quotas for every charter school in MA in 2010. Recruitment and retention plans were supported by the MCPSA in the legislative process as an alternative to the introduction of quotas.



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Massachusetts Law: c. 71, §89

What does it have to include, according to the law?

...a detailed description of deliberate, specific strategies the school will use to maximize the number of students who successfully complete all school requirements and prevent students from dropping out...



Whom does it have to cover, according to the law?

“...enroll and retain a student population that, when compared to students in similar grades in schools from which the charter school shall enroll students, contains a comparable or greater percentage of special education students or students who are limited English-proficient of similar language proficiency as measured by the Massachusetts English Proficiency Assessment examination and 2 or more of the following categories: students eligible for free lunch; (ii) students eligible for reduced price lunch; students who are sub-proficient, those students who have scored in the "needs improvement", "warning" or "failing" categories on the mathematics or English language arts exams of the Massachusetts Comprehensive Assessment System for 2 of the past 3 years or as defined by the department using a similar measurement; (iii) students who are determined to be at risk of dropping out of school based on predictors determined by the department; (iv) students who have dropped out of school; or (v) other at-risk students who should be targeted in order to eliminate achievement gaps among different groups of students.”



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Massachusetts Law: c. 71, §89

Why is this more than just a bureaucratic exercise, according to the law?

“When deciding on charter renewal, the board shall consider ...the extent to which the school has followed its recruitment and retention plan by using deliberate, specific strategies towards recruiting and retaining the categories of ...The board may impose conditions on the charter school upon renewal if it fails to adhere to and enhance its recruitment and retention plan as required. When deciding on charter renewal, the board shall take into account the annual attrition of students.”


CHART

- ★ DESE uses [CHART](#) data when reviewing Recruitment and Retention Plans for effectiveness:
 - ★ Enrollment
 - ★ Subgroups
 - ★ Students with disabilities
 - ★ English learners
 - ★ Low income/economically disadvantaged
 - ★ Indicators
 - ★ Attrition
 - ★ All students
 - ★ Students with disabilities
 - ★ English learners
 - ★ Low income/economically disadvantaged
 - ★ Suspensions
 - ★ Graduation rate
 - ★ Attendance
- ★ Three training webinars, which will include how to use CHART, are scheduled at the end of April and early May before Annual Reports are due.



Chart Reference: Recruitment

Gap Narrowing Targets (GNT) and Comparison Index (CI)

English Language Learners 
Please Select District

School Name	Grades	2012	2013	2014	2015	2016
[REDACTED]			26.7	17.4	23.2	24.3
Statewide Average		7.3	7.7	7.9	8.5	9.0
Median		28.0	27.2	27.0	27.9	27.2
First Quartile		16.1	15.5	16.6	17.1	17.0
Comparison Index			25.6	27.8	27.8	26.8
Gap Narrowing Target (GNT)		26.7	26.7	26.7	26.7	26.8
Please Select District						

CHART Reference: Retention

Median and 3rd Quartile

ALL
High Needs

School Name	Grades	2012	2013	2014	2015	2016
[REDACTED]					6.7	15.4
Statewide Average		10.3	10.4	9.7	10.0	10.1
Median		9.3	10.7	9.0	12.0	13.0
Third Quartile		20.7	14.0	12.7	13.9	18.3



What is an Effective Strategy?

If it moves CHART data in the desired direction,
it is effective.

These strategies should be meaningfully personalized to your school community
What works in one community may not work in others

Intermediary Goal:

Enrollment: meet/exceed Gap
Narrowing Target (GNT)

Retention: Below Third Quartile

Ultimate Goal:

Enrollment: meet/exceed
Comparison Index (CI)

Retention: Below median



Charter School Recruitment and Retention Presentations



SHARING &
LEARNING
TOGETHER

Lowell Community Charter School

Martha's Vineyard Charter Public School

Martin Luther King Jr. Charter School of Excellence





Lowell Community Charter Public School

Demographics

African-American / Black	28%
Asian	20%
Hispanic	46%
White	3%
Multi-Race	3%
Special Education	16%
English Language Learner	45%

Recruitment/Retention

Spaces for '17-18	90
Applications for '17-18	370
Stability Rate	97%
Attendance Rate	97%

General Recruitment Strategies

- **Digital and printed advertisement** - newspaper, radio, TV
 - Target both English and non-English media outlets
- **Post flyers at key locations**
 - Multiple languages
 - Target community and retail spaces where your desired populations congregate
- **Sponsor events and festivals**
 - Program book ads are generally inexpensive
 - Attend events, both for networking and information tables
- **Email blasts**
 - Collect email addresses at events you attend (like festivals) and build up your mailing list
- **Build relationships with local community groups and non-profits**
- **Don't be afraid to highlight your strengths**
 - What are your USPs (unique selling points)?
- **Enlist your parents as advocates**
 - Word of mouth is your best friend



ELL Recruitment Strategies

Challenge: ELL families don't consume English media

Solution: Advertise through non-English community newspapers, radio and TV

Challenge: ELL families don't feel comfortable at traditional information sessions

Solution: Provide translation services at info sessions and include that info in advertisements

Challenge: ELL families don't see advertisements in traditional media or high-traffic locations

Solution: Meet families where they are – advertise in houses of worship, local stores and restaurants frequented by target groups, attend neighborhood meetings, set up tables at community festivals

Challenge: We can't find the ELL families in our community

Solution: Build partnerships with non-profits and community groups that target those populations, including advocacy groups, neighborhood groups, health centers and religious organizations



Special Education Recruitment Strategies

Challenge: Special education families prefer the district school because the perception is that they provide more services

Solution: Highlight special education services in advertising and share test scores and other success stories in press releases and information sessions

Challenge: Special education families are a niche group with specific interests/needs

Solution: Have special education staff available during information sessions to answer technical questions and provide support



Economically Disadvantaged Recruitment Strategies

Challenge: We are struggling to target this subgroup

Solution: Build connections with public assistance offices and community organizations that provide support. Advertise through these networks.

Challenge: The perception is that these students will be more supported through the district school.

Solution: Use parent liaisons (staff or volunteer) to connect with families at information sessions and discuss specific supports.



Challenge: We offer great services but no one knows about them!

Solution: Community word-of-mouth is a critical tool. Talk to your current families about spreading the word. Enlist your parent council. At information sessions, be clear about supports that are offered. Highlight key supports (like after school care) in your advertising.

Martha's Vineyard Public Charter School



MVCPS Recruitment

- Families access to administration
- New families
- Families and students feel ownership of school
- Weekly tours and open houses
- Fill out an application before leave tour or open house
- Support programming detailed with support staff present

Family

- Daily community meetings
- Classroom advisories
- Community style lunches
- Consensus model of decision making

Community

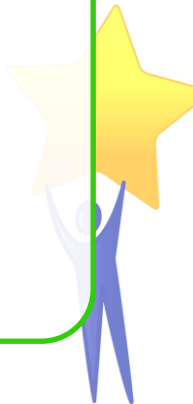


- High teacher retention
- School culture
- K-12 curriculum
- Clear, common expectations
- High academic support and student engagement
- Graduates attend college/universities

Academics

- Person education plans
- Advisors
- Positive adult/student interactions
- Purpose

Individual Student

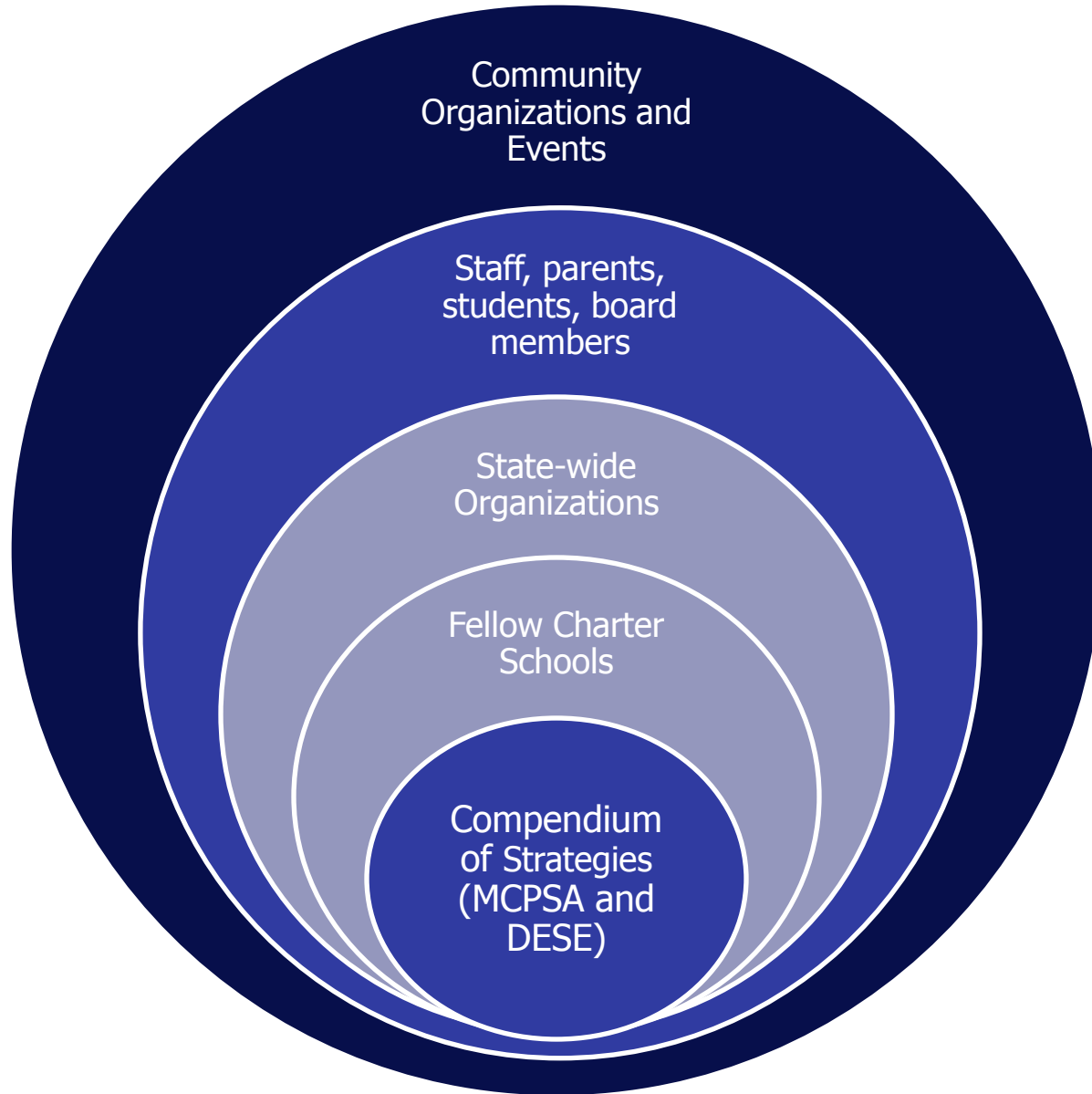


Martin Luther King Jr. Charter School for Excellence

- ★ The school's mission
 - ★ Aspiring to Dr. King's ideal of beloved community
- ★ Building community with parents
- ★ A "customer service" approach
- ★ Services that meet the needs of "high-needs" students
 - ★ Social-emotional and behavioral
- ★ Challenges



Resources



Changes to R&R Plans for 2016-17

★ **Goal:**

- ★ To create plans that are responsive to school communities and CHART data
- ★ To create a smoother process for schools and DESE

★ **New Strategies:**

- ★ New Template
- ★ Differentiated Approach for Schools
 - ★ Front end assistance for some schools
 - ★ Timeline for October 1 SIMs data



Non-Boston Schools with Increasing Trends or Above Comparison Index CHART Data for Recruitment of All Student Subgroups

Barnstable Horace Mann	Sheila Kukstis
McAuliffe	Kristen Harrison
Lowell Community	Deborah Motew
Martha's Vineyard	Robert Moore
Phoenix Charter Academy: Chelsea and Springfield	Sara di Bonaventura Ofosu-Amaah
Sizer	David Perrigo
Springfield Prep	Bill Spirer



Boston Schools with Increasing Trends or Above Comparison Index CHART Data for Recruitment of All Student Subgroups

Boston Day and Evening Academy	Alison Hramiec
Boston Preparatory	Sharon Lisanckie
Bridge Boston	Jennifer Daly
City on a Hill: Circuit Street	Cristin Berry
City on a Hill: Dudley Square	Sonya Pratt
Dudley Street Neighborhood	Dawn Lewis
Edward M. Kennedy Academy for Health Careers	Caren Walker Gregory
Helen Y. Davis Leadership Academy	Karmala Sherwood
KIPP Academy Boston	Emily Dobell
MATCH	Hannah Larkin
UP Academy Boston	Katy Buckland



Non-Boston Schools with Increasing Trends or Below Median CHART Data for Retention of All Student Subgroups

Abby Kelley Foster	Brian Haas
Alma Del Mar	William Gardner
Atlantis	Robert Beatty
Benjamin Banneker	Sherley Bretous
Community Day	Mary Chance
Holyoke Community	Sonia Pope
KIPP Lynn	Sarah Drezek
Lawrence Family Day	Judy Marley
Community Day Schools	Brent Merten
Martin Luther King	Alan Katz
Prospect Hill Academy	Angela Allen
SABIS	Karen Reuter
Salem Academy	Stephanie Callahan
Seven Hills	Michael Barth
Silver Hill Horace Mann	Margaret Shepherd



Boston Schools with Increasing Trends or Below Median CHART Data for Retention of All Student Subgroups

Academy of the Pacific Rim	Spencer Blasdale
Boston Collegiate	Sarah Morland
Boston Day and Evening Academy	Alison Hramiec
Boston Preparatory	Sharon Lisanckie
Boston Renaissance	Alexandra Banhares-Buckmire
Bridge Boston	Jennifer Daly
Brooke	Meghan Thornton
Codman Academy	Thabiti Brown
Excel Boston/Chelsea	Owen Stearns
KIPP Academy Boston	Emily Dobell
MATCH	Hannah Larkin
Roxbury Preparatory	Anna Hall
UP Academy Dorchester	Jabari Peddie



Mark Your Calendars!

Annual Report Webinars with Recruitment and Retention Training

April 25 from 9-10am

April 27 from 1:30-2:30pm

May 3 from 9:30-10:30am





Question and Answer





Contact Us!

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