

Mid-Contract Review 2012

Marshall Academy

September 26-27, 2012

Presented to Ferris State University Charter Schools Office

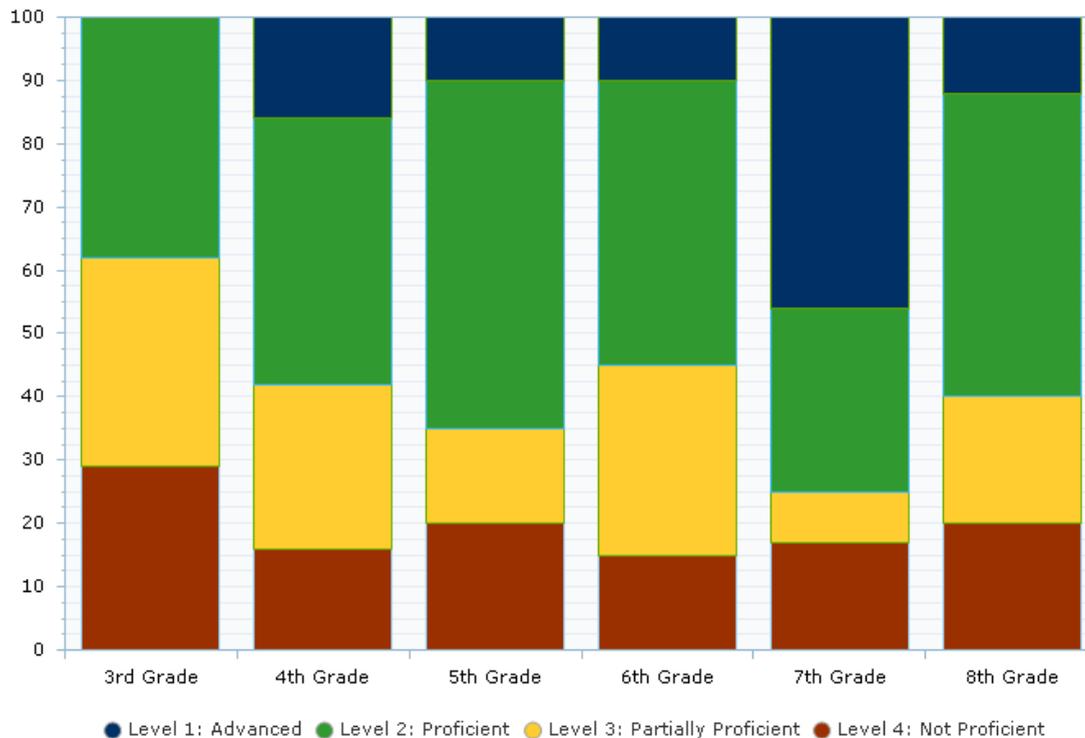
1. Academic Program

Is the Academy making academic progress?

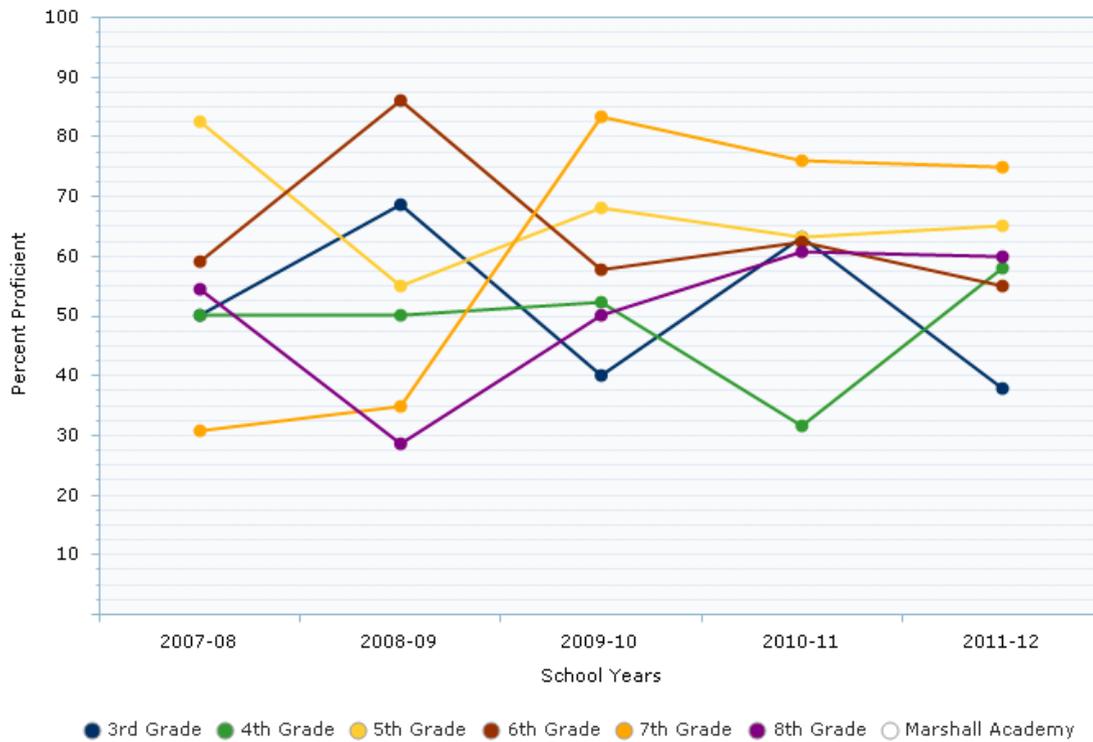
While students at Marshall Academy have made gains on the MEAP and Scantron performance series in 4th and 7th grade writing, reading and math. Several grade levels have seen a leveling or reduction in achievement scores over the last two years. Students are making academic gains, but many students are behind grade-level achievement as illustrated on the Scantron Performance Series Achievement Bands Report. (Attachments 1-3)

Some grade levels and particular subjects have not performed to our expectations. Our school improvement team is taking all the necessary steps to meet the needs of our students. For instance, MEAP data has informed our instructional strategies in the area of reading comprehension of non-fiction texts. MEAP data has driven our decision making in math alignment with Michigan's Grade level Content Expectations. A recent challenge to our Academy has been the exchange of departed higher achieving students for lower achieving students. Marshall Academy's Title I program has recently undergone a thorough review and some program changes were made, based on data, to raise student achievement.

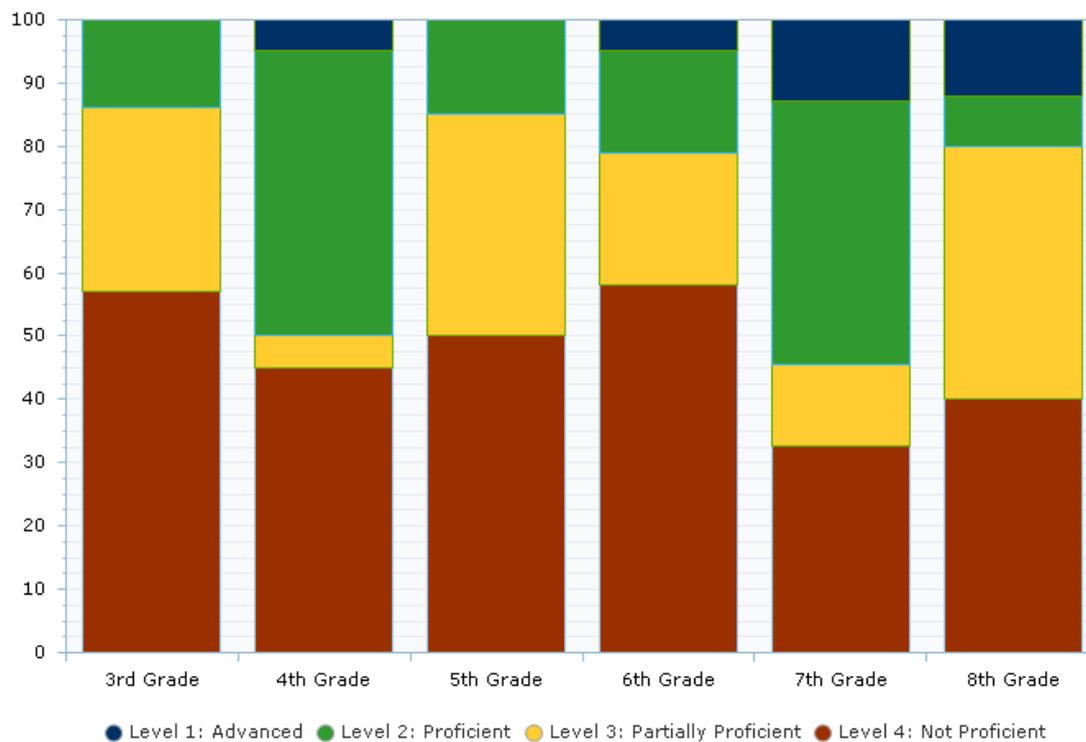
MEAP Reading Marshall Academy 2011-2012



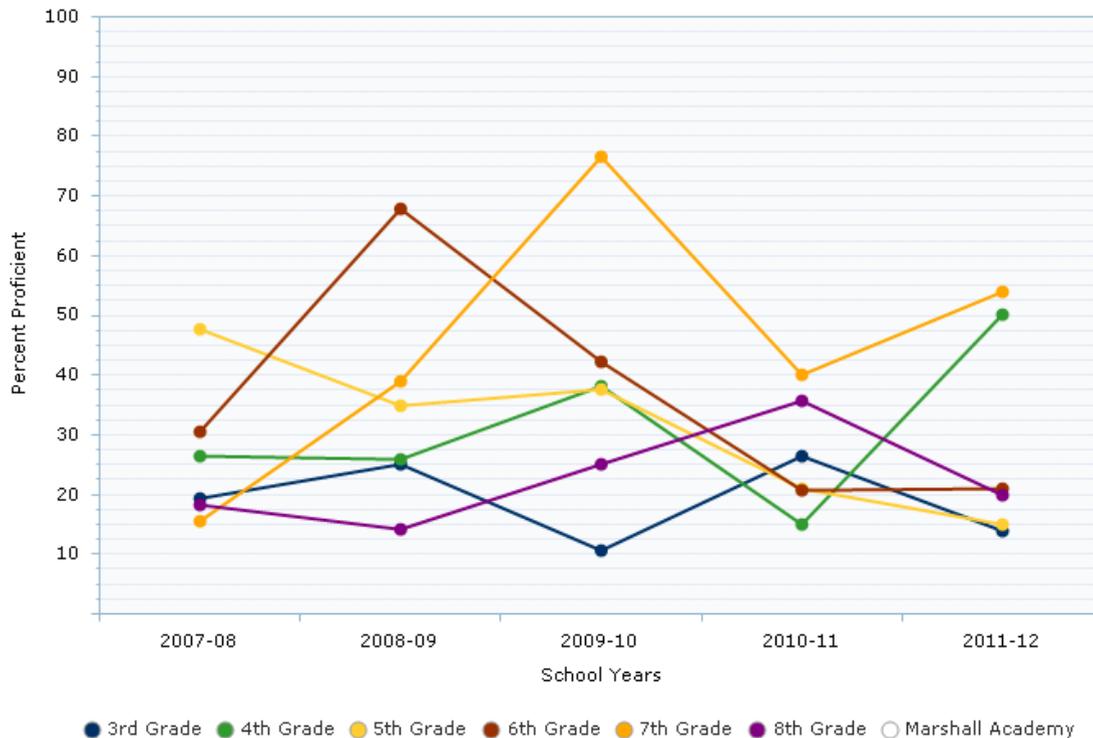
MEAP Math 5 Year Trend Marshall Academy 2007-2011



MEAP Math Marshall Academy 2011-2012



MEAP Math Marshall Academy 5 Year Trend



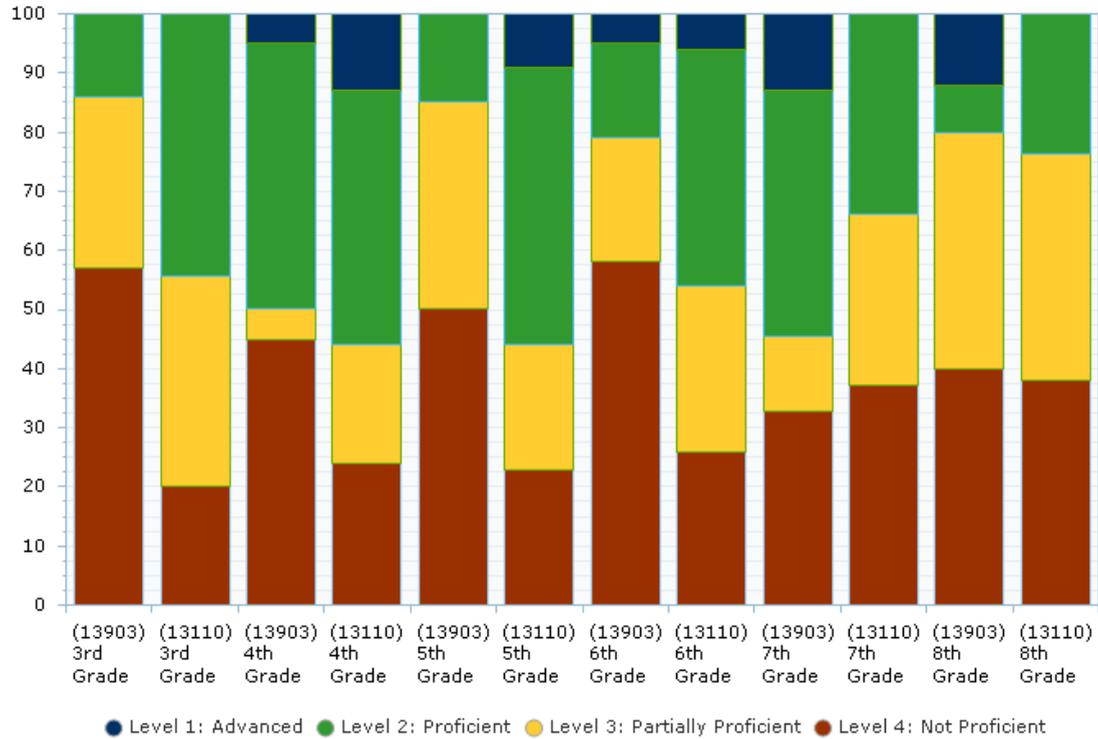
B. How does Marshall Academy compare academically relative to the State, resident district, and demographically comparable district? Discuss both criterion referenced testing such as MEAP, and standardized testing such as Scantron, or Terra Nova Tests.

Comparisons of state, resident and demographically comparable districts have revealed that students in grade 3rd-5th grades have lagged behind in achievement in both math and reading, while students in grades 6th-8th have performed comparable or better to those districts in math and reading.

MEAP Results Comparison with Resident District

13903-Marshall Academy

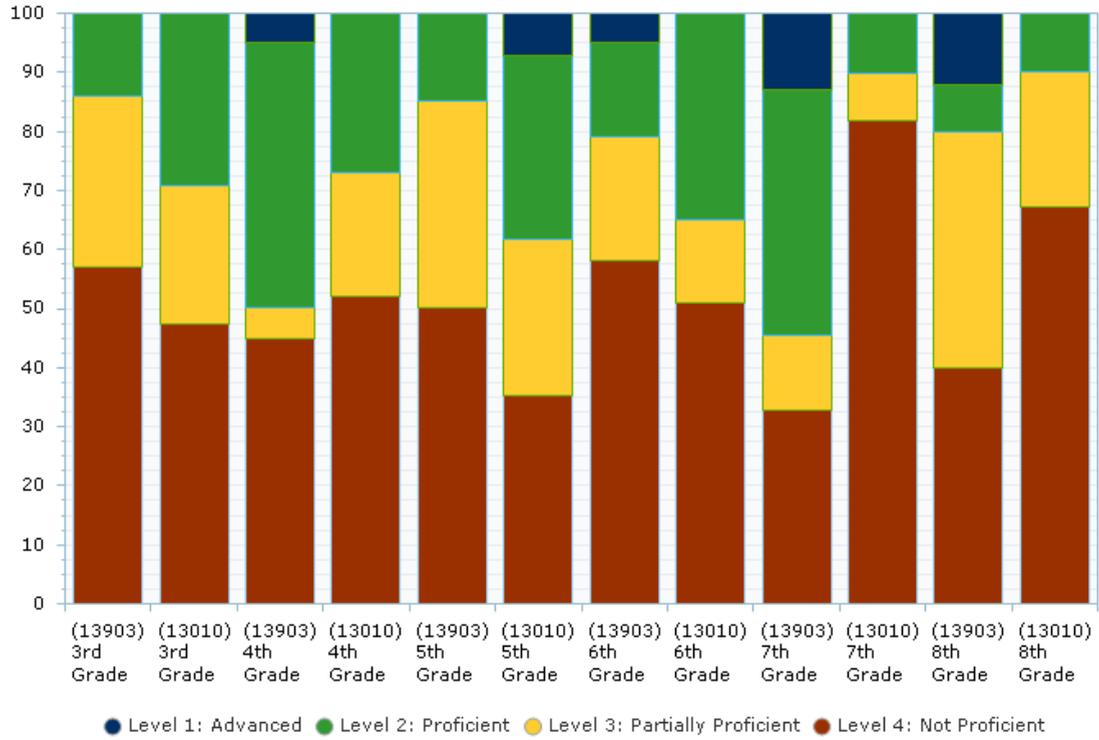
13110-Marshall Public Schools



MEAP Results Comparison with Nearby District

13903-Marshall Academy

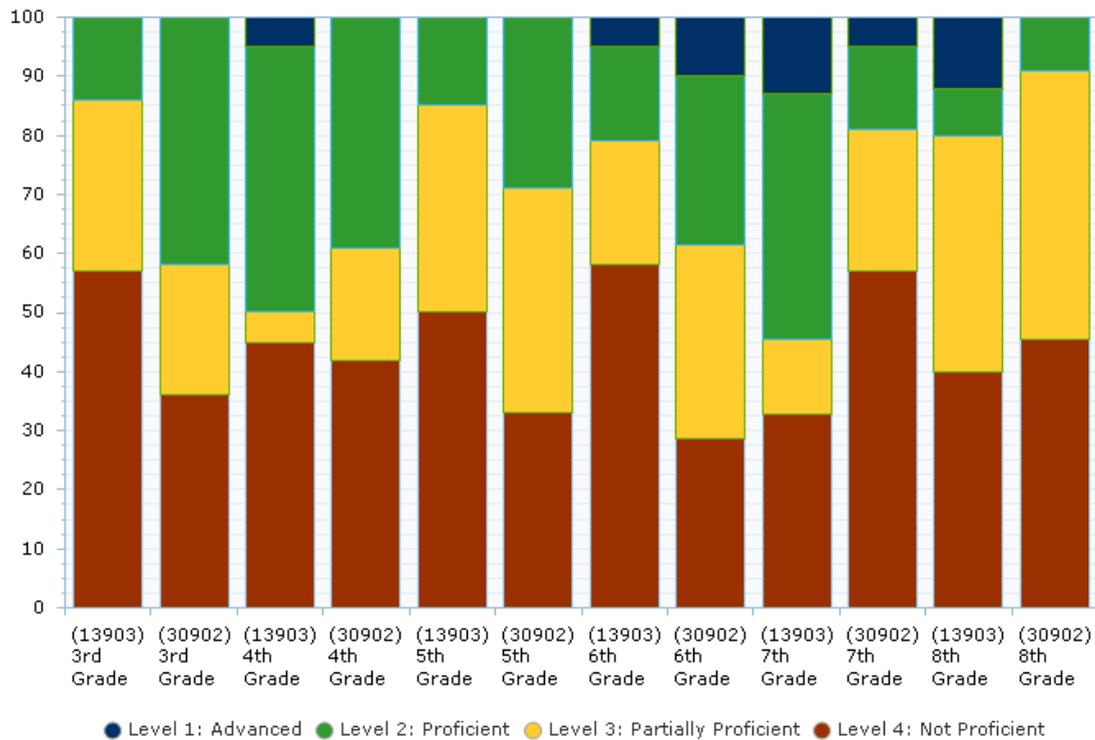
13010-Albion Public Schools



MEAP Results Comparison with Demographically Similar District

13903-Marshall Academy

30902-Will Carleton Academy



2. Marshall Academy Mission

A. What progress has been made toward meeting the Academy's mission?

B. What changes are proposed (if any) in the Academy's Mission Statement or

Vision for the contractual period?

“Marshall Academy Mission Statement”

As members of the Marshall Academy community, we pledge our best efforts to create and maintain a disciplined learning environment based upon traditional moral values, while assuring mastery of the classic fundamentals of learning and challenging our students to excel in their given talents.

A. The Marshall Academy community of board members, authorizer, administration, staff, parents, and students remain committed to our mission. We offer an important choice for educating youth in our community. We are the only school in Marshall, public or private, that outwardly teaches its students about virtuous behavior. Upon visiting our school, evidence of a disciplined environment will be made apparent by the extraordinary engagement of students in the classroom and the orderly nature of the school

generally. There is no question that we need to improve in meeting the needs of many incoming students performing below grade-level as well as acculturating new students to Marshall Academy.

- B. No changes are planned for the revision of the Academy's mission or vision statements. (Both have been recently revised subsequent to the last re-authorization)

3. Sustainability and Viability

A. Is the Academy financially solvent and stable?

B. Is the student enrollment stable and near capacity?

A. During the past two years, Marshall Academy increased its fund balance by 225%. We have been financially accountable, providing for a successful audit of our records each year. Our fund balance at the end of the 2011-2012 fiscal year is near 15% of budget.

B. Enrollment has shown modest increases over the last two years, 264 students in 2010 and 274 students in 2011. Capacity of our building is approximately 400 students, putting us at 65% of capacity. We currently have a waiting list in our kindergarten class and are working to retain more students through the twelfth grade.

4. Decision Making

A. How does the Academy (staff, administrators, and Board) use assessment data to make decisions?

Marshall Academy staff members use assessment data to inform their instruction. They use it to make classroom level decisions about what to teach and to whom it should be taught. They use formative assessment data to insure that their students are grasping the content being taught. Daily homework, assignments, and quizzes are all examples of formative assessments used. The Scantron Performance Series is used by the teachers to identify specific concepts in which students demonstrate strength or weakness. They use summative assessment data to evaluate teaching strategies, curriculum, including lesson and unit design. Examples of these assessments are unit and chapter tests, exams, IOWA and MEAP. IOWA test data give us important information on how the students compare nationally.

The administration uses assessment data to make curricular and staff decisions. Poor performance on an assessment prompts the administration to seek the root causes for those deficiencies. The administration leads the school improvement team in analyzing the data to develop specific goals to overcome staff deficiencies. If curriculum is judged to be the root cause, then we work either to re-engineer the curriculum in place or otherwise look to develop a new curriculum that will address the educational need while conforming to our school's mission. If a root cause for deficiency is judged to be an issue relating to instructional competence, then professional development opportunities are first attempted as a solution. If this is not successful, then the teacher will either be reassigned or dismissed.

The Marshall Academy Board of Directors uses assessment data to make decisions on where best to allocate resources. The Board also uses assessment data to evaluate whether desirable progress is being made towards realizing our school 's mission and vision.

5. Challenges and Opportunities

A. As the Academy approaches reauthorization, what are the biggest challenges facing the Academy during the new reauthorization period? How does the Academy intend to address those challenges? (What is the Board's long-range plan?)

The Marshall Academy Board of Directors is cognizant the issues related to the expected reductions of state aide. We are taking the appropriate steps to control costs and maximize funding with increased enrollment. We are challenged to grow even in the face of a shrinking local student pool because of the loss of jobs, locally. We are increasing our efforts to market our school to attract more students. Achieving significant student body growth is paramount to our success. Retention of our current student body by maintaining excellence in all of our programs and instruction is critical. Providing activities and engaging classroom content will help us retain more of our students. Recent reduction in state funding in the face of rising costs is a very real challenge for our Academy. In such circumstances Marshall Academy - as any business must do-needs to achieve institutional capacity in order to thrive. With the success of increased student enrollment will come the challenge of assimilating these new students into our school culture. Experience has shown us that adding many new students creates stress on our staff to provide for achievement and behavioral deficiencies. We are taking the steps now to address these challenges by providing additional student supports that will guide these students to success. Our goal is to academically and socially acculturate students to contribute to the long-term success of the Academy. In the past two years, we have secured additional Title I funding that has provided for aides, tutors and support specialists. Teacher effectiveness is critical for us to meet the challenges that these new students will bring. Our staff is currently engaged in professional development (classroom management, instructional strategies) that will work towards meeting the needs of increased enrollment.

Another important area of concern is the retention of educators at Marshall Academy. Keeping experienced teachers and administrators is important to our long term success. The Marshall Academy Board of Directors partners with its management company to offer competitive salaries and benefits to its employees with the goal of retaining staff. The greater financial resources that would result from an expanded student population, will make possible enhanced salaries for the top performing educators.

Signatures

Academy Board President _____ **Date** _____

Headmaster _____ **Date** _____

School Improvement Team Designee _____ **Date** _____