



Renewal Report
Elmer A. Henderson: A Johns Hopkins Partnership
School (368)

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REPORT INTRODUCTION

Purpose of the Report

The renewal report is a summary of findings and a resulting recommendation regarding renewal of the charter or contract for an operator-run school. To inform this recommendation, Baltimore City Public Schools collects and analyzes documentation including the school's renewal application, and an evaluation of the school's performance based on the renewal rubric, the School Effectiveness Review (SER) performed on site at each school and consideration of all other relevant information.

City Schools' renewal criteria are based on state law (§ 9-101, *et seq.*, MD. CODE ANN., EDUC.) and Baltimore City Board of School Commissioners' policy IHBJ and associated administrative regulations (IHBJ-RA and JFA-RA). The Board's policy requires that schools up for renewal be evaluated on multiple measures including, but not limited to, the following:

- **Student achievement**, constituting at least 50 percent of the renewal score and including measures such as schoolwide performance on state assessments, College and Career Readiness (for schools with high school grades), academic programming for special student populations, and a school's fidelity to its charter
- **School climate** (chronic absence, suspensions, enrollment trends, school choice data, and school survey results from parents, teachers, and students)
- **Financial management and governance** (annual audits, school budget submissions, grants management, board documentation; compliance/adherence with federal, state, and local laws, rules, and regulations)
- An overall finding of not effective in any of the key areas (Student Achievement, School Climate, or Financial Management/Governance) may be the basis of a non-renewal decision.

The renewal process is a component of City Schools' annual review of its schools, designed to ensure that students and families across the district have access to school options that meet their interests and needs. The framework was originally developed in 2011 by the Renewal Stakeholders Working Group (composed of school operators from a range of school types, Supporting Public Schools of Choice, and the Maryland Charter School Network) who worked to develop a methodology for evaluating the performance of operator-run schools. The result: a fair, transparent, and rigorous renewal framework that reflects schools' unique nature and innovative contributions to student achievement, used for the first time in the 2012-13 school year, and a process for reviewing and updating the framework each year.

At the conclusion of each year's renewal cycle, staff engages operators and other key stakeholders in a review of the process to identify areas for improvement that could be addressed while still maintaining a level of predictability for schools up for renewal in the following year.

The Process

Based on recommendation of staff and feedback from school operators and other stakeholders following the normal feedback and review cycle, the Baltimore City Board of School Commissioners approved a modified renewal process for school year 2021-22. This modified process was designed to take into considerations the lingering impacts of the Covid19 pandemic on student data while still holding operators accountable to delivering strong programs for students. This year's process takes a focused look at data in the key areas (Student Achievement, School Climate and Effective Financial Management and Governance). Since the scope of certain data items like state assessments is limited, the Board approved modifications so that the only terms schools will be eligible for are either a three-year renewal term or non-renewal¹. Non-renewal recommendations will be considered for schools where the evidence indicates serious financial sustainability concerns, or inability to comply with critical state, federal and local guidelines that places students, staff or the district at risk. Thus, schools that earn a "Not Effective" rating in any of the following metrics will be recommended for non-renewal by the Charter and Operator-Led Schools Advisory Board to the CEO:

- Effective Programming for Students with Disabilities,
- Audit Content, Internal Controls,
- Operator Capacity, or
- Strategic Leadership/Governance (All of Domain 4 from SER).

If a school is considered for non-renewal based on any of these four metrics, the Board will also consider the school's record of renewal and academic performance, as measured in the Academic Success section of the renewal rubric, in making its renewal decision.

In addition to determining the renewal or non-renewal of a school's contract, the renewal process informs the Board and the public on the efficacy of school performance and practices, as well as helping identify areas for growth in schools' planning for their next contract term.

The revised process continues to use the following components:

- Renewal Rubric (Updated to reflect the above changes)
- Application for Renewal
- Data Tables prepared by City Schools
- School Effectiveness Review (Streamlined to include fewer key actions in metrics used in the School Climate section of the renewal rubric)

¹ In the modified renewal process for 2021-22, schools will not be eligible for a 5-year term or 8-year "extended" term. However, the outcome of the 2021-22 renewal process will allow schools to earn progress towards an extended renewal term in the future. According to Board Policy IHBJ – Public Charter Schools, "A public charter school shall only be eligible for an extended renewal term if the school has two or more consecutive full renewals, including demonstrating quality programming for all student groups." For the 2021-22 renewal process, a school that receives "Meets Expectations", "Effective" or "Highly Effective" in each of the four metrics that could lead to non-renewal listed above, as well as "Effective" or "Highly Effective" in the overall Academics section, will be considered to have earned a full renewal for their progress towards an 8-year extended renewal in future renewal processes.

The process starts with a review by the Charter and Operator-led Schools Advisory Board, whose members represent foundations, nonprofit organizations, school choice advocates, school operators, and district representatives; and whose function is to provide advice to the CEO on renewal and other issues as they relate to operator-led schools. In performing its review, the Advisory Board looks at all data and information, both quantitative and qualitative, to make sound recommendations to the CEO. After its review of the components above, the Advisory Board makes recommendations to City Schools’ CEO on whether charters or contracts should be renewed. The CEO considers the recommendations and the quantitative and qualitative review, and then makes her own recommendation to the Board. In some instances, the nature or severity of an issue raised during the renewal process is serious enough to give it extra weight in formulating the renewal recommendation and, ultimately, the renewal decision, especially in instances where the issue affects the wellbeing of students, staff, or the district as a whole.

The ultimate decision on all operator renewals rests with the Board, which considers the recommendations and rationale of the CEO, the operator renewal report, testimony given at public Board meetings and work sessions, the contents of the official record and the factors listed in policy IHBJ and administrative regulation IHBJ-RA for charter schools, and policy FCA and administrative regulation FCA-RA for non-charter schools. This includes the Board’s ability to consider prior partial renewal terms afforded to operators who have had serious challenges in the prior renewal that remain issues that continue to affect the wellbeing of students, staff, or the district as a whole based on evidence in this renewal process. In particular, as Policy IHBJ states, “[t]he Board may decide that a public charter school is not eligible for two consecutive partial renewals.”

Actions	Timeline
Schools submit renewal applications	September 2, 2021
Charter and Operator-led Schools Advisory Board reviews renewal applications and makes recommendations to the CEO	September to October 2021
District presents recommendations to Board at public meeting	November 9, 2021
Work Session for operator to provide oral testimony to Board in a meeting open to the public	December 9, 2021
Board votes on renewal recommendations	January 11, 2022

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Operator: East Baltimore Community School, Inc.
Configuration: Elementary/Middle
Type: Contract
Enrollment: 584²

Recommendation

3-year renewal

Discussion

On January 11, 2022, the Baltimore City Board of School Commissioners voted to renew the contract with East Baltimore Community School, Inc. to operate Elmer A. Henderson: A Johns Hopkins Partnership School for a three-year term running from July 1, 2022 to June 30, 2025.

The school was rated “Developing” in Audits/Internal Controls, and Effective Programming for Students with Disabilities, “Effective” in Operator Capacity, “Highly Effective” in Strategic Leadership/Governance, and “Effective” in Academics overall.

Academic achievement is a strength of Elmer A. Henderson, with school programming leading to strong outcomes for students in most assessment metrics considered in the renewal rubric. The state performance ratings are based on the most recent years when the state assessment was given which are for school years 2016-17, 2017-18, and 2018-19. For PARCC absolute performance (2018-19), schools are compared to schools with similar levels of students considered economically disadvantaged (ED) because absolute performance on assessments is highly correlated to the relative wealth of student populations. The school was rated “Highly Effective” in absolute achievement in ELA 3-5 (100th percentile in the ED group), math 3-5 (92nd percentile), and ELA 6-8 (89th percentile). For math 6-8, the school is rated “Not Effective” (42nd percentile). In PARCC achievement growth, which looks at the extent to which a school can improve individual student performance year to year over the three-year period considered, the school was rated “Highly Effective in ELA 6-8 (90th percentile overall) and math 6-8 (84th percentile), “Effective” in ELA 3-5 (76th percentile) and “Not Effective” in math 6-8 (50th percentile). The school has a strong culture of data analysis among faculty which is used to inform instruction, sets high expectations for proficiency among all students, and provides access to advanced and honors programming. The school uses data to determine student supports and how to accelerate learning. These supports include Literacy Lab (a targeted intervention based on reading growth), Amplify Reading (virtual support for small groups of students), FEV Tutors and targeted during and after school intervention blocks in math and reading.

² Total enrollment counts reflect the MSDE official enrollment file for grades k-12, which includes students enrolled on September 30 each year. This file is verified by MSDE prior to becoming the official enrollment count for the year.

Elmer A. Henderson was rated “Effective” in Fidelity to Charter/Application Overall, indicating that *“the school has implemented the mission expressed in its charter application and mission is clear to most stakeholders. Evidence that the school has made a good to fair effort to gather data to assess its efficacy and has implemented effective strategies to address any challenges evident in the data, particularly in the areas of student performance, enrollment, student attendance, dropout rates, attrition and student choice data/school demand³.”* The school’s mission is to “unlock students’ joy and passion while preparing them for academic success and fulfillment in a rapidly changing world.” Families report high levels of satisfaction with the school and student satisfaction is shown in strong cohort retention, application and enrollment numbers. The school also has strong outreach into the community, serving as a food distribution site for families in the school community as well as the surrounding neighborhood, a vaccination site, and a Student Learning Center during virtual learning in the 2020-21 school year. Elmer A. Henderson also makes a good effort in collecting data to identify and address weaknesses in programming. As noted above, the school has strong data collection and analysis practices in regards to academic data, utilizing tools such as Achievement Network (ANet) and Dibels assessments to regularly track student progress. There are also similarly strong practices to track attendance and chronic absence, which have led to improvement in these numbers over the course of the contract.

The school was rated “Developing” in Effective Programming for Students with Disabilities. Evidence shows the school *“is working towards a trajectory of growth, is aware of its data and responsibilities to students with disabilities, and has implemented processes, interventions and strategies to support student outcomes including to address any gaps in the data as it relates to performance and climate metrics for students with disabilities over time over the course of the contract but in some instances has struggled to take measures that are appropriate and sufficient. The school has taken steps to remedy such shortcomings.”* While the school is taking steps towards growth for students with disabilities, PARCC results show that it is not yet on a trajectory for growth. The data shows mixed results with scale scores rising in some areas, but proficiency levels remaining at 0% in middle grades and dropping in elementary. An audit of school practices conducted by the Office of Special Education showed that, while the school generally provides appropriate services to students with disabilities, there is area for improvement in ensuring that all student schedules are set up to ensure that they can receive services in an appropriate setting.

The school was rated “Developing” in Audit Content/Internal controls because *“the statements of cash flow and ratio of assets to liabilities indicate that the operator has fair performance on their short-term liquidity measure.”* The school experienced negative net assets in two of the three years looked at in the review. This was a temporary situation related to the financing of the school facility, which is something that can happen when operators take on major capital projects; net assets rose significantly in the final year looked at in the review.

³ Text in italics is quoted from the 2021-22 Operator Renewal Rubric

For more information on school practices, please also see the school’s School Effectiveness Report available at www.baltimorecityschools.org.

Findings (elementary/middle school rubric)

Category 1. Has the school followed sufficient financial management and governance practices? Has the school had challenges with meeting critical district, state or federal guidelines? Has the school delivered strong academic programming for students with disabilities that demonstrates a trajectory of growth? Has the school provided strategic leadership and governance?

Sub-Category	Renewal Metric	City Schools Rating
1.1 Audit Content, Internal Controls	The extent to which the school's Independent Auditor's Reports offer unqualified opinions and no management points in each of the years of the charter term. The extent to which statements of cash flow and ratio of assets to liabilities indicate that the operator has strong performance on their short-term liquidity measure.	Developing
1.2 Effective Programming for Students with Disabilities	The extent to which the school has a demonstrated a strong trajectory of growth, is aware of its data and responsibilities to students with disabilities, does not have any gaps or has decreased gaps in the data as it relates to performance and climate metrics for students with disabilities over time, and has effectively and consistently implemented processes, interventions and strategies to support student outcomes over the course of the contract.	Developing
1.3 Operator Capacity	The extent to which the school has operated effectively, and the operator has consistently met all state, federal reporting requirements critical District or federal obligations and has not received any Notices of Concern or Notices of Reprimand during the contract period. (Evidence that may be considered includes compliance with state or federal reporting requirements, budget submissions and monitoring reports, quarterly reports, and the relative number, frequency and severity of Notices of Concern or Notices of Reprimand.)	Effective
1.4 Strategic Leadership/Governance	School Effectiveness Review Score - Strategic Leadership	Highly Effective

There is no overall rating for this section as each metric is considered individually.

Category 2. Is the school an academic success?

Sub-Category	Renewal Metric	City Schools Rating
2.1 Absolute Student Achievement	Average Mean Scale Score PARCC ELA (grades 3-5)	Highly Effective
	Average Mean Scale Score PARCC Math (grades 3-5)	Highly Effective
	Average Mean Scale Score PARCC ELA (grades 6-8)	Highly Effective
	Average Mean Scale Score PARCC Math (grades 6-8)	Not Effective
2.2 Student Achievement Trend	Trend in Average Mean Scale Score PARCC ELA (grades 3-5)	Highly Effective
	Trend in Average Mean Scale Score PARCC Math (grades 3-5)	Highly Effective
	Trend in Average Mean Scale Score PARCC ELA (grades 6-8)	Highly Effective
	Trend in Average Mean Scale Score PARCC Math (grades 6-8)	Developing
2.3 Student Achievement Growth	Growth in Average Mean Scale Score PARCC ELA (grades 3-5)	Effective
	Growth in Average Mean Scale Score PARCC Math (grades 3-5)	Not Effective
	Growth in Average Mean Scale Score PARCC ELA (grades 6-8)	Highly Effective
	Growth in Average Mean Scale Score PARCC Math (grades 6-8)	Highly Effective
2.4 Fidelity to Charter/Application Overall	The extent to which the school has fully implemented the mission expressed in its charter application and this mission is clear to all stakeholders. The extent to which the school has delivered high quality programming for all student subgroups. The extent to which the school is gathering data to assess its efficacy and has effectively addressed any challenges evident in the data, particularly in the areas of subgroup performance, enrollment, student attendance, dropout rates, attrition and student choice data/school demand.	Effective
Academics Overall Rating		Effective

Category 3. Does the school have a strong climate?

As part of the modified renewal process for 2021-22, Domains 1-3 of the School Effectiveness Review (SER), which are considered in the Climate section of the renewal rubric, were modified and abbreviated. These domains did not receive overall ratings and are summarized below. For more information on the efficacy of school practice in these domains please see the full SER report available on the district website at <https://www.baltimorecityschools.org/renewal>.

Domain 1: Highly Effective Instruction		
Domain	Description	Rating
1.1	School leadership supports highly effective instruction.	Effective
1.2	Teachers use multiple data sources to adjust practice.	Not Rated
1.3	Teachers deliver highly effective instruction.	Effective
1.4	Teachers establish a classroom environment in which teaching, and learning can occur.	Not rated

Domain 2: Talented People		
Domain	Description	Rating
2.1	The school implements systems to select effective teachers and staff whose skills and beliefs meet the needs of the school.	Not Rated
2.2	The school develops teacher and staff capacity through individualized support and professional development.	Effective

Domain 3: Vision and Engagement		
Domain	Description	Rating
3.1	The school has a clear vision and mission that promotes a student-centered, culturally relevant learning that prepares students for future success.	Effective

3.2	The school cultivates and sustains open communication and decision-making opportunities with families and the community.	Highly Effective
3.3	The climate and culture of the school creates a welcoming learning environment that meets the academic, social, and emotional needs of each student.	Not Rated