VISION
To authorize the highest performing charter schools.

MISSION
To enhance student learning by providing oversight, compliance, and professional development to our charter schools.

VALUES
We believe:
- School performance is measured at the individual student level.
- Data are critical for informing decisions.
- Accountability includes student achievement, compliance, and fiscal responsibility.
- Student success equals strong educational leadership, great teachers, effective governance, diversity, respect, and continuous improvement.

GOALS
Grand Valley State University (GVSU) Charter Schools Office’s (CSO) goals and objectives spring from the university’s values and have been developed to move the CSO towards its vision. They also provide a way to measure and report progress to university and charter school stakeholders.
Goal One: The GVSU Charter Schools Office educates K-12 students by authorizing and supporting quality charter schools.

OBJECTIVE 1.1
By 2017, all GVSU authorized schools will be 100% compliant with contract performance standards.

OBJECTIVE 1.2
Through 2015, as a result of thoughtful analysis of community needs and historical performance, the CSO will identify 3 potential applicants for new charter startup as determined appropriate. Applicants will have a proven record of success in similar demographic to where new school areas are identified.

OBJECTIVE 1.3
By 2016, the CSO will have a well-established reputation as a leader in performance-based authorizing and model for best practices by establishing a process to evaluate teaching and learning interventions across the GVSU CSO portfolio.
Goal Two
The overall growth rate of the charter schools using a nationally recognized norm reference test will achieve at the fiftieth percentile or higher across all grades and subjects for which the test is designed or will successfully achieve completion of ACT or WorksKeys assessment.

OBJECTIVE 2.1
Schools that have been operating for 3 or more years will achieve at the fiftieth percentile or higher in the grades and subjects for which the test is designed.
  Sub-objective 2.1.1: Annually, field representatives will present the Contract Performance Review to the school board and school leadership to discuss areas of strength and of greatest need based on the data.
  Sub-objective 2.1.2: Annually, schools will have the opportunity to participate in GVSU CSO professional development and/or on-site support regarding data and instruction.

OBJECTIVE 2.2
New schools will receive start up support through Northwest Evaluation Association (NWEA) and GVSU CSO staff.
  Sub-objective 2.2.1: Annually, GVSU CSO will monitor testing preparation to ensure a smooth testing environment and provide additional support (virtual or on-site) as needed.
  Sub-objective 2.2.2: Annually, GVSU CSO will assist to ensure all testing roles and responsibilities are filled and duties completed.
  Sub-objective 2.2.3: Annually, new schools will be invited to participate in GVSU CSO professional development and/or on-site support regarding data and instruction.

OBJECTIVE 2.3
GVSU CSO will review the data and analyze school results.
  Sub-objective 2.3.1: Annually, GVSU CSO will identify schools who have not met the contract standard.
  Sub-objective 2.3.2: Annually, GVSU CSO will identify schools who did not meet any growth standards and need immediate intervention.
  Sub-objective 2.3.3: Annually, GVSU CSO will identify schools who have shown an overall regression in their growth data.

OBJECTIVE 2.4
Schools who are not participating in the nationally recognized norm reference test will successfully complete ACT WorksKeys assessment annually, where 50% or more of all pupils enrolled will meet or exceed Level 4 in the areas of Applied Mathematics, Locating Information, and Reading.
  Sub-objective 2.4.1: Annually, data will be provided to schools participating in WorkKeys that will help identify students’ foundational and soft skills.

OBJECTIVE 2.5
By 2016, Contract Performance Reviews will be redesigned into a mobile friendly format.
Goal Three
To maintain the highest level of portfolio academic performance, GVSU Charter Schools Office actively recruits competitive applications with strong evidence for improving student performance.

OBJECTIVE 3.1
By December 2015, GVSU CSO has established a partnership with two highly effective national charter management organizations.

OBJECTIVE 3.2
By December 2015, GVSU CSO has established partnerships with two funders to support GVSU charter school facility development.

OBJECTIVE 3.3
GVSU CSO hosts national authorizer conference to improve visibility among authorizers.
   Sub-objective 3.3.1: By May 2015, GVSU CSO will host third annual authorizer conference in partnership with peers.

OBJECTIVE 3.4
GVSU CSO maintains strong partnerships with key regional charter stakeholders to inform and support new applicants.
   Sub-objective 3.4.1: GVSU CSO will continually host bi-monthly gatherings for Detroit education stakeholders at the GVSU Detroit Center.
   Sub-objective 3.4.2: GVSU CSO participates in meetings hosted by the DeVos Foundation discussing K-12 education in Grand Rapids.
   Sub-objective 3.4.3: GVSU CSO participates in MAPSA strategy meetings and collaborates with the MAPSA new school development team.

OBJECTIVE 3.5
GVSU CSO continuously evaluates innovative new school models with strong evidence for success.
   Sub-objective 3.5.1: GVSU CSO staff members attend at least one national conference annually to review new school models.
Goal Four
The GVSU Charter Schools Office uses a standardized start up process to assist new schools in being successful.

OBJECTIVE 4.1
By the end of February 2015, the GVSU CSO will have finalized a start-up checklist, processes handbook, and completion verification form for new academies detailing what steps must be taken between GVSU Board of Trustee approval and each new academy’s opening day.

OBJECTIVE 4.2
By the end of May 2015, the GVSU CSO will have an established “Teaching and Learning” Professional Development and Compliance Training day, available to each new academy’s principal, education service provider, board members, and other applicable staff.
Goal Five
The GVSU Charter Schools Office is accountable to its stakeholders and the general public for providing information about student achievement, compliance, and financial decision.

OBJECTIVE 5.1
Each year, the GVSU CSO develops a consistent message that is accurate and reflective of the charter school image.

OBJECTIVE 5.2
The GVSU CSO will use multiple means to communicate with the identified audiences.

Sub-objective 5.2.1: Annually, the GVSU CSO will publish an office report and an academic achievement analysis highlighting student achievement, compliance, and financial decisions.

Sub-objective 5.2.2: By 2016, the GVSU CSO will connect with audiences via television, radio, and paper to communicate GVSU CSO school performance and compliance.

Sub-objective 5.2.3: The GVSU CSO will expand its audience by using social media to constantly provide information regarding office activity, student achievement, and charter news. By 2020, the GVSU CSO will have 1000 page “likes” on Facebook and 500 followers on Twitter.

Sub-objective 5.2.4: By 2016, the GVSU CSO will facilitate two "open houses" for legislators to learn about GVSU CSO authorizing practices and at least 10 face to face meetings with key legislators or legislative staff to educate legislators on GVSU authorizing practices.

OBJECTIVE 5.3
By 2014, all GVSU charter schools will have required transparency information posted to their websites.

OBJECTIVE 5.4
By 2015, all GVSU charter school contracts will be available to the public and posted on the CSO website along with charter school contract performance reviews and school snapshots.

OBJECTIVE 5.5
By 2015, all GVSU CSO Master Calendar of Reporting will be available to the public and highly visible on the CSO website.

OBJECTIVE 5.6
By 2016, all GVSU CSO Academic Grants to charter schools will be available to the public and posted on the CSO website.

OBJECTIVE 5.7
By 2020, the GVSU CSO website will be updated to provide a more reader-friendly format.
Goal Six
The GVSU Charter Schools Office strategically manages its presence in Detroit.

OBJECTIVE 6.1
By 2016, the GVSU CSO will provide professional development and support that builds the capacity of teachers, administrators, and governing boards to sustain and enhance the GVSU charter school brand in Detroit.

OBJECTIVE 6.2
By 2017, the GVSU CSO will implement data dashboards sufficient to monitor and assess progress and results of GVSU charter schools in Detroit.

OBJECTIVE 6.3
By 2018, the GVSU CSO will partner with individuals and organizations to provide resources, programs and activities that provide value to Detroit area students, parents, neighborhoods and communities.

OBJECTIVE 6.4
By 2019, the GVSU CSO will implement information, communication and feedback systems intended for Detroit area students, parents and other key stakeholders in Detroit area GVSU charter schools.

OBJECTIVE 6.5
By 2018, the GVSU CSO will participate in activities that help increase the number of Detroit area high school students who enroll in GVSU.
**Goal Seven**
The GVSU Charter Schools Office will collaborate with the broader university.

**OBJECTIVE 7.1**
By January 2015, the GVSU CSO will create a “set-aside” fund for financing selected projects that connect the GVSU CSO with the broader university.

**OBJECTIVE 7.2**
By April 2015, the GVSU CSO will identify two projects that will connect with the broader university.

**OBJECTIVE 7.3**
By April 2015, the GVSU CSO will invite five separate GVSU college representatives to a luncheon to learn more about the GVSU CSO as well as to introduce the representatives to current GVSU students who graduated from GVSU charter schools.