Core Question 3: Is the organization effective and well run?

The Governance and Leadership Performance Framework, outlined in Core Question 3, gauges the academic and operational leadership of schools. Core Question 3 consists of six indicators designed to measure schools on how well their school administration and board of directors comply with the terms of their charter agreement, applicable laws, and authorizer expectations.

3.1. Is the school leader strong in his or her academic and organizational leadership?		
Indicator Targets	Does not meet standard	The school leader presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.
	Approaching standard	The school leader presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.
	Meets standard	The school leader complies with and presents no concerns in the sub-indicators below.
	Exceeds standard	The school leader consistently and effectively complies with and presents no concerns in the sub-indicators below.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
3.1 Rating	2012-13	2013-14	**2014-15**	2015-16	2016-17	2017-18	2018-19
	MS	MS	**MS**				

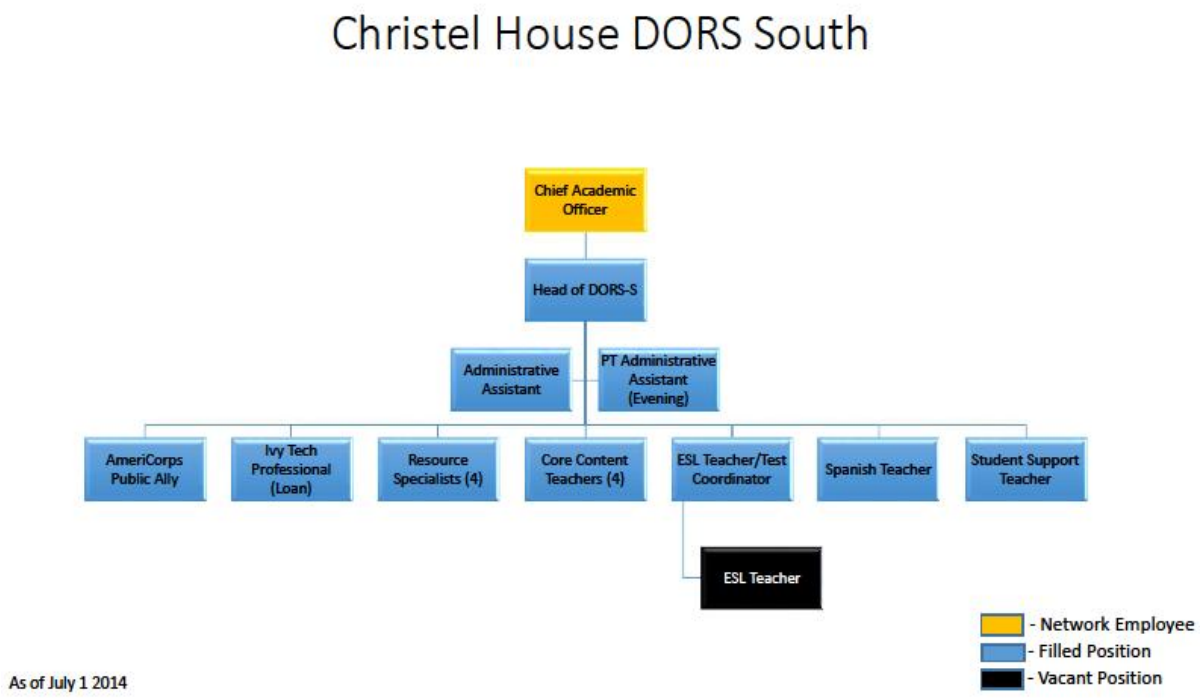
	Sub-indicators	Rating
Sub-indicator Ratings	Demonstration of sufficient academic and leadership experience	ES
	Leadership stability in key administrative positions	MS
	Communication with internal and external stakeholders	MS
	Clarity of roles among schools and staff	MS
	Engagement in a continuous process of improvement and establishment of systems for addressing areas of deficiency in a timely manner	MS
	Consistency in providing information to and consulting with the schools' board of directors	ES

The school leadership team for Christel House DORS South (CHD South) is comprised of a Chief Academic Officer (CAO) for the Christel House network and the Head of DORS South.

The Chief Academic Officer (CAO) has extensive education experience as both a teacher and school leader, and has worked with the CHA organization for several years. The Head of DORS South also has extensive education experience, having taught for several years before completing a school leadership program through Columbia University and becoming the founding Head of DORS South.

In order to allow the Head of DORS South to focus mostly on internal communications and school operations, the CAO handled the majority of communications with external stakeholders, including the board of directors, Board Chair, Mayor's Office (OEI) and community partners. However, the Head of DORS South did provide a thorough report to the board at every meeting that included sections on multiple measures of school performance. Information was consistently accurate, relevant, and timely, and allowed the board to react appropriately to school performance.

Organizational Chart



When mid-year data showed students' earning fewer industry certifications and dual credits than projected, the Head of DORS South and CAO made mid-course corrections to ensure additional opportunities and preparation for students. Additionally, the CAO and Head of DORS South made appropriate shifts to the educational model in order to better serve its students and meet academic targets set in the Adult High School performance framework.

Overall, the school leadership was consistently effective in its organizational and academic oversight and receives a **Meets Standard** for school leadership.

3.2. Does the school satisfactorily comply with all its organizational structure and governance obligations?		
Indicator Targets	Does not meet standard	The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.
	Approaching standard	The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.
	Meets standard	The school complies with and presents no concerns in the sub-indicators below.
	Exceeds standard	The school consistently and effectively complies with and presents no concerns in the sub-indicators below.

3.2 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2012-13	2013-14	**2014-15**	2015-16	2016-17	2017-18	2018-19
	MS	MS	**MS**				

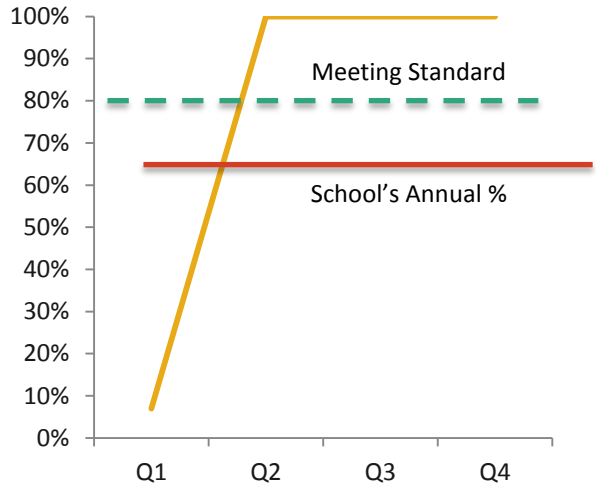
Sub-indicator Ratings	Sub-indicators	Rating
	Submission of all required compliance documentation in a timely manner as set forth by the Mayor's Office, including but not limited to: meeting minutes and schedules, board member information, compliance reports and employee documentation	AS
	Compliance with the terms of its charter, including amendments, school policies and regulations, and applicable federal and state laws	MS
	Proactive and productive collaboration with its board and/or management organization (if applicable) in meeting governance obligations	MS
	Active participation in scheduled meetings with OEI, including the submission of required documentation by deadlines	MS

During the 2014-2015 school year, Christel House DORS South (CHD South) complied with all of its organizational and governance reporting obligations. While the first quarter's compliance documentation was not submitted on time, CHD South submitted all other reporting documentation on or before the submission deadlines.

In addition to compliance documentation, CHD South maintained compliance with all material sections of its charter and submitted amendments when necessary. The CAO and other members of the leadership team were consistently actively engaged in meetings with OEI and the CAO maintained frequent communication with OEI between scheduled meetings.

Despite its early challenge with documentation, CHD

On-Time Compliance Reporting Percentage (3.2a)



South received a rating of **Meets Standard** for compliance obligations.

3.3. Is the school's board active, knowledgeable, and does it abide by appropriate policies, systems, and processes in its oversight?		
Indicator Targets	Does not meet standard	The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.
	Approaching standard	The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.
	Meets standard	The school complies with and presents no concerns in the sub-indicators below.
	Exceeds standard	The school consistently and effectively complies with and presents no concerns in the sub-indicators below.

3.3 Rating	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2012-13	2013-14	**2014-15**	2015-16	2016-17	2017-18	2018-19
	ES	MS	**AS**				

Sub-indicator Ratings	Sub-indicators	Rating
	Timely communication of organizational, leadership, academic, fiscal, or facility deficiencies to the Mayor's Office; or when the school's management company (if applicable) fails to meet its obligations as set forth in the charter	MS
	Clear understanding of the mission and vision of the school	MS
	Adherence to board policies and procedures, including those established in the by-laws, and revision of policies and procedures, as necessary	MS
	Recruitment and selection of members that are knowledgeable, represent diverse skill sets, and act in the best interest of the school and establishment of systems for member orientation and training	ES
	Effective and transparent management of conflicts of interest	MS
	Collaboration with school leadership that is fair, timely, consistent, and transparent in handling complaints or concerns	MS
	Adherence to its charter agreement as it pertains to governance structure	MS
	Holding of all meetings in accordance with Indiana Open Door Law	DNMS

The board of directors at Christel House DORS South (CHD South) is active, experienced, and provides competent oversight of the school. The board is comprised of individuals with experience in business, healthcare, education, law, and public relations. In an effort to ensure alignment, two representatives from CHA's parent organization, Christel House International, reside on the board. The board also oversees two

additional schools in the Christel House network: Christel House Academy South and Christel House Academy West.

A review of meeting minutes and notes demonstrates the board's clear understanding of and commitment to the school's mission of providing an outstanding education to an underserved population. However, the majority of the board's discussion around mission during meetings related to Christel House Academies, and not to DORS specifically. This was highlighted when the school leadership team proposed a shift in education model for DORS, which led to little discussion, feedback, or guidance from the board in terms of whether or not the new model completely aligned with the school mission.

Skill Sets Represented on Board

Education		Business	
Legal		Healthcare	
Public Relations		Parent	

The board met quarterly and regularly met quorum, with the majority of directors consistently in attendance. Although directors reviewed board packets in advance and received extensive updates from the school leadership team, there was not a high level of engagement from all directors during meetings. Many times, if there were questions or discussions, the board chair and one to two other directors led the discussion. It would be beneficial for the continued development of the board and the school for all directors to consistently engage in school updates and offer their respective insights and experience.

Board Overview

Christel House Academy, Inc. holds the charter for Christel House DORS South.

10	33%
Members	# Required for Quorum

The CHA board meets quarterly.

Christel House DORS South is an expansion of the Christel House International global network of learning centers operated for the purpose of creating the opportunities for impoverished children to live productive and dignified lives.

In governance operations, the board maintained compliance with its bylaws throughout the course of the year. Furthermore, the board established two new committees to ensure that governance obligations are met. The new governance committee worked throughout the 2014-15 school year to design a new self-evaluation system.

The board did not, however, maintain compliance with Indiana Open Door Law (IODL). The board failed to properly post its agenda prior to the beginning of its meetings, and furthermore, held two executive sessions out of compliance with IODL. As noted above (see Indicator 3.2), the executive sessions were not recorded in the meeting minutes, nor were the sessions properly noticed. Moving forward, the board will need to ensure full compliance with IODL to improve its rating on this sub-indicator.

The board of directors for CHD South provided consistent leadership and stewardship. However, due to concerns with its compliance with IODL, the school receives an **Approaching Standard** for board governance.

3.4. Does the school's board work to foster a school environment that is viable and effective?		
Indicator Targets	Does not meet standard	The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.
	Approaching standard	The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.
	Meets standard	The school complies with and presents no concerns in the sub-indicators below.
	Exceeds standard	The school consistently and effectively complies with and presents no concerns in the sub-indicators below.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
3.4 Rating	2012-13	2013-14	**2014-15**	2015-16	2016-17	2017-18	2018-19
	n/a	AS	**MS**				

	Sub-indicators	Rating
Sub-indicator Ratings	Regular communication with school leadership and/or its management company	MS
	Annual utilization of a performance based evaluation to assess its own performance, that of the school leader, and management organization (if applicable)	MS
	Collaboration with the school leader to establish clear objectives, priorities, and goals	AS
	Interaction with school leader that is conducive to the success of the school, including requesting and disseminating information in a timely manner, providing continuous and constructive feedback, and engaging the school leader in school improvement plans	MS

The CHA board holds quarterly meetings in which all stakeholders, including the CAO, school leadership team, and relevant school staff, provide thorough reports on school performance. Between meetings, the CAO communicates with the board chair when necessary to provide leadership and support in school initiatives and events.

Annually, the CAO provides thorough evaluations of the Heads of School. Additionally, the board established more formal methods of assessment for the CAO and itself during the 2014-2015 school year. Christel House Academy's founder completed a rigorous evaluation of the CAO, which the board then reviewed for accuracy and approval. The board adopted a self-evaluation survey to identify strengths and areas for growth. Further,

the board took time during its annual retreat to reflect on its performance and specific areas of improvement, including, but not limited to, improved attendance and reviewing board meeting format.

In all observed meetings and interactions, the board and Head of School appeared to have a positive and collaborative working relationship. The Heads of School were proactive, self-reflective, and self-motivated, which allowed for relevant and transparent meetings that demonstrated a constant commitment to school improvement. The school would benefit from additional board engagement in the goal setting process. Overall, however, the board receives a **Meeting Standard** for school and board environment.

3.5. Does the school comply with applicable laws, regulations, and provisions of the charter agreement relating to the safety and security of the facility?							
Indicator Targets	Does not meet standard	The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.					
	Approaching standard	The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.					
	Meets standard	The school complies with and presents no concerns in the sub-indicators below.					
	Exceeds standard	The school consistently and effectively complies with and presents no concerns in the sub-indicators below.					
3.5 Rating	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
	2012-13	2013-14	**2014-15**	2015-16	2016-17	2017-18	2018-19
	MS	MS	**MS**				
Sub-indicator Ratings	Sub-indicators						Rating
	Health and safety code requirements						MS
	Facility accessibility						MS
	Updated safety and emergency management plans						MS
	A facility that is well suited to meet the curricular and social needs of the students, faculty, and members of the community						MS

In 2014-15, Christel House Academy West's facility met all health and safety code requirements and provided a safe environment conducive to learning. The facility's design, size, maintenance, security, equipment and furniture were all adequate to meet the school's needs. The school was accessible to all, including people with physical disabilities. The Mayor's Office monitoring of Christel House Academy's compliance with health and safety code requirements did not reveal any significant concerns related to these obligations. Accordingly, the school received a rating of **Meets Standard** for this indicator for 2014-15.

3.6. Is the school meeting its school-specific non-academic goals?							
Indicator Targets	Does not meet standard		The school does not meet standard on either school-specific non-academic goal.				
	Approaching standard		School is 1) approaching standard on one school-specific non-academic goal, while not meeting standard on the second goal, 2) approaching standard on both school-specific non-academic goals, OR 3) meeting standard on one school-specific non-academic goal, while approaching standard on the second goal.				
	Meets standard		School is 1) meeting standard on both school-specific non-academic goals, OR 2) meeting standard on one school-specific non-academic goal while exceeding standard on the second goal.				
	Exceeds standard		School is exceeding standard on both school-specific non-academic goals				
3.6 Rating	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
	2012-13	2013-14	**2014-15**	2015-16	2016-17	2017-18	2018-19
	N/A	N/A	**ES**				
Sub-indicator Ratings	Sub-indicators						Rating
	At least 90% of graduates participated in at least two community organization workshops or two community service opportunities each month.						ES
	By graduation, between 95 and 99% of DORS graduates have met with a work study administrator to discuss their post-secondary options.						ES

Each year, Mayor-sponsored charter schools set two non-academic goals that are aligned to or support the school's unique mission. All data for school-specific goals is self-reported by the individual school.

In the 2014-15 school year, CHD South set its first goal around graduate utilization of community resources to meet their needs or the needs of others. The school reported that 100% of their graduates completed this task by participating in at least two community organization workshops or community service opportunities each month, earning the school a rating of **Exceeds Standard** on its first goal.

CHD South set its second goal around raising graduate awareness of all post-secondary options and resources available to them. During the 2014-2015 school year, CHD South reported that 100% of their graduates had met with a work study administrator to discuss post-secondary plans, and thus receives an **Exceeds Standard** on its second goal.

Overall, due to the ratings of the individual goals above, Christel House Academy DORS South receives an **Exceeds Standard** on this indicator for the 2014-15 school year.