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Using the Indicators of Distress Survey Tool for Charters

*Catch issues before they
become insurmountable*

Access Slides:



fci.fyi/2024-11-distress

Powered by Miami Dade College

Welcome

The Florida Charter Institute's mission is to serve as Florida's premier hub for charter excellence and insight by providing research-based best practices, resources, and support.



Curtis Fuller
Chief Operating Officer



Christine Mentis
Governance Support Specialist

Giving Credit

Identifying Indicators of Distress in Charter Schools

Tools to Support Authorizer
Data Collection

June 2021



The National Charter School Resource Center (NCSRC) provides technical assistance to federal grantees and resources supporting charter sector stakeholders working across the charter school life cycle. NCSRC is funded by the U.S. Department of Education and managed by Manhattan Strategy Group in partnership with WestEd.

This report was produced by NCSRC in partnership with lead authors Aimee Evan, Hannah Sullivan, and Laura Groth.



<https://fci.fyi/distresspaper>

Suggested citation: National Charter School Resource Center (2021). *Identifying Indicators of Distress in Charter Schools: Tools to Support Authorizer Data Collection*. Bethesda, MD: Manhattan Strategy Group.



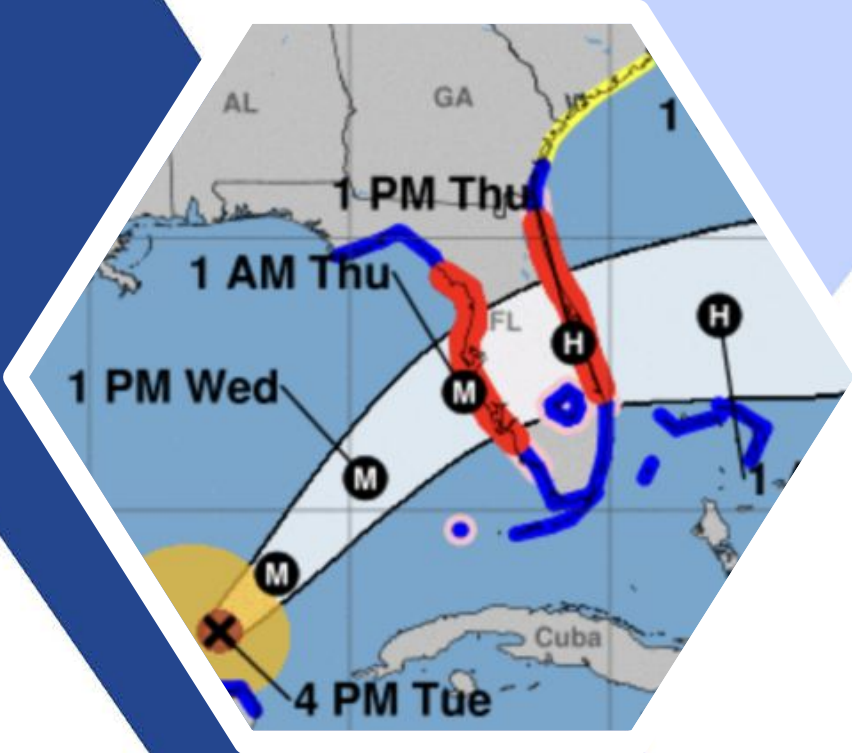
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Our Goals For Today

- Basic information on the Indicators of Distress research
- What are the indicators?
- Demonstrate a new tool available from FCI to gauge stakeholders perceptions



Early Warning Systems



Especially In Florida ...

we understand the value of a strong **early warning system.**

What About Schools?



- What early warning systems do we have in schools?
- Why do we wait until schools need “turnaround” services?
- How can we identify schools that need help early?



Introduction to Indicators of

Distress

Based on research done by the NCSRC on identifying school distress before that distress impacts students outcomes

- **Driving question?** Why do we wait so long until it becomes difficult, time intensive resource and funding intensive before intervening to address school concerns?
- **Goal of resource:** How to identify schools early that are off track and get them back on track before outcomes start to lag?



Identifying Red Flags



- Impacts various types of schools:
 - some that never met high quality
 - some who struggle to maintain high quality
- There is no one size fits all, but there are trends to consider



What Do You Think Are Possible Trends That Point to Concern?



Potential Early Warning Systems



- Review past events in past context to identify potential characteristics of distress
- Apply characteristics of current events to predict potential future events
 - Example: early warning risk factors for high school graduation, if intervened early then likelihood to reduce dropout rate and increase graduation rate

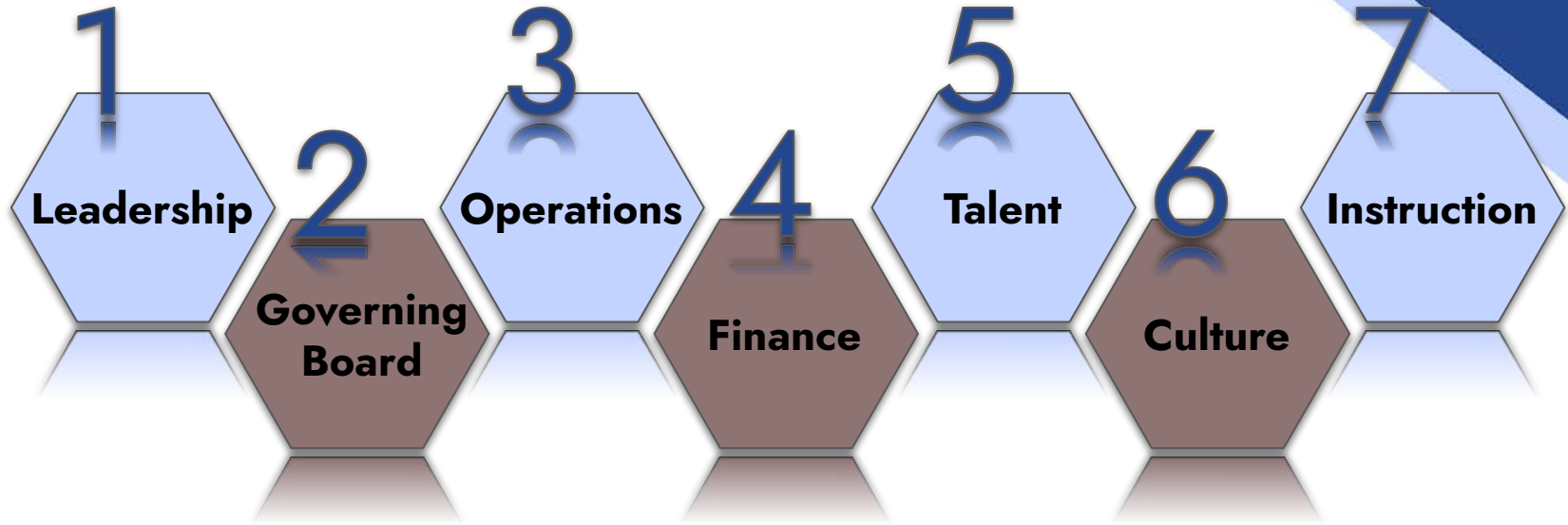
Leadership “Death Spiral”

Stages of deterioration in trust, confidence, and ability to oversee and implement improvement efforts:

Schools can not improve when leadership is operating in distress



The Seven Indicators



Examples...

Leadership

Leadership

Governing
Board

Operations

Finance

Talent

Culture

Instruction

- inability to sustain leadership
- mismatched leadership competencies
- Lack of leadership development



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Examples...

Governance

Leadership

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Culture

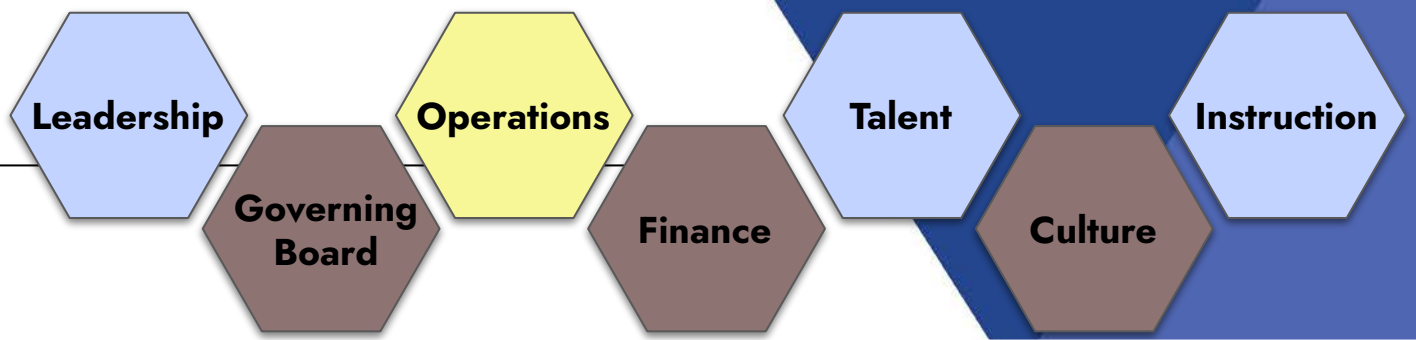
- lack of holding leaders accountable
- lack of skill sets
- deteriorating relationship with authorizer and other stakeholders
- Frequently missed meetings, in ability to obtain quorum



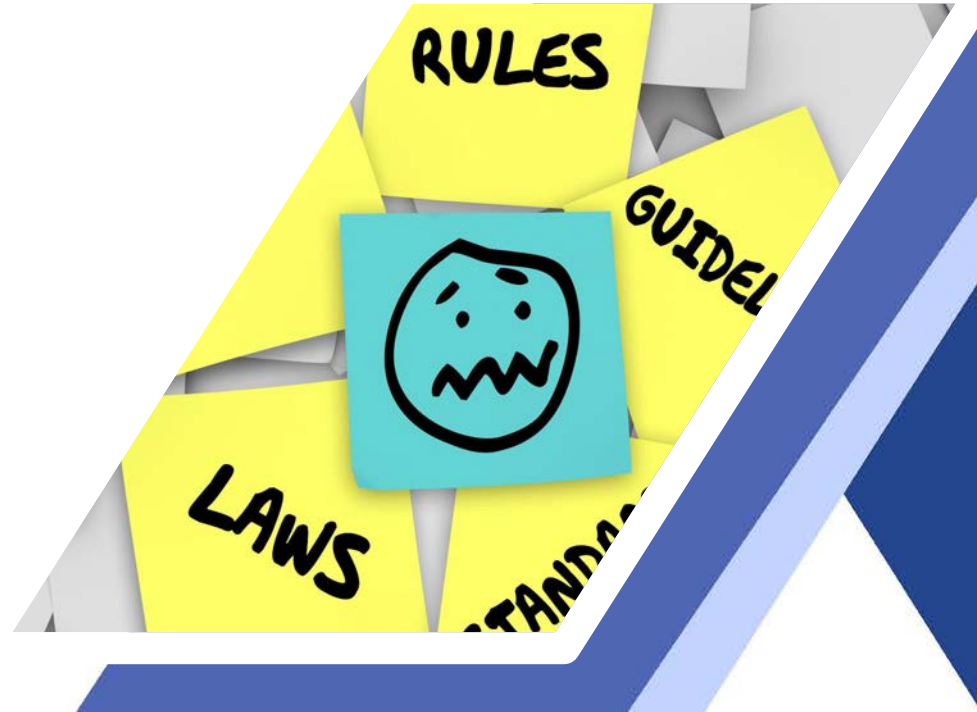
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Examples...

Operations



- compliance reporting
- inability to plan and pivot to needs of schools



Examples...

Finance

Leadership

Operations

Talent

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Governing Board

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- failure to properly manage finances
- misappropriation of funds
 - planning of the budget based on school priorities



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Examples...

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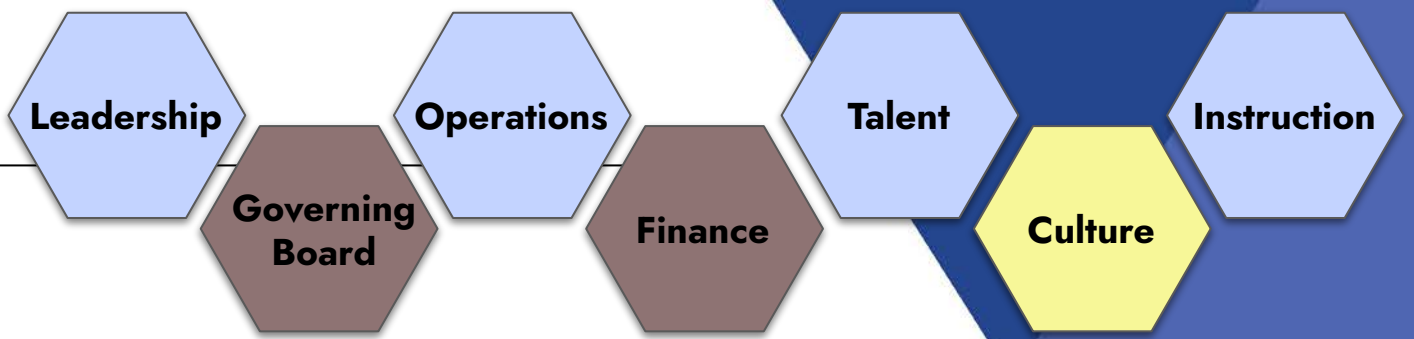
- hiring challenges
- turnover
- teacher capacity decline; ex. turnover 80% of staff over 3-5 years may be of concern



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Examples...

Culture



- lack of connection with students, families;
- inhospitable professional culture (frequent staff complaints)
- Increase in student discipline concerns



Examples...

Instruction

Leadership

Operations

Talent

Instruction

Governing Board

Finance

Culture

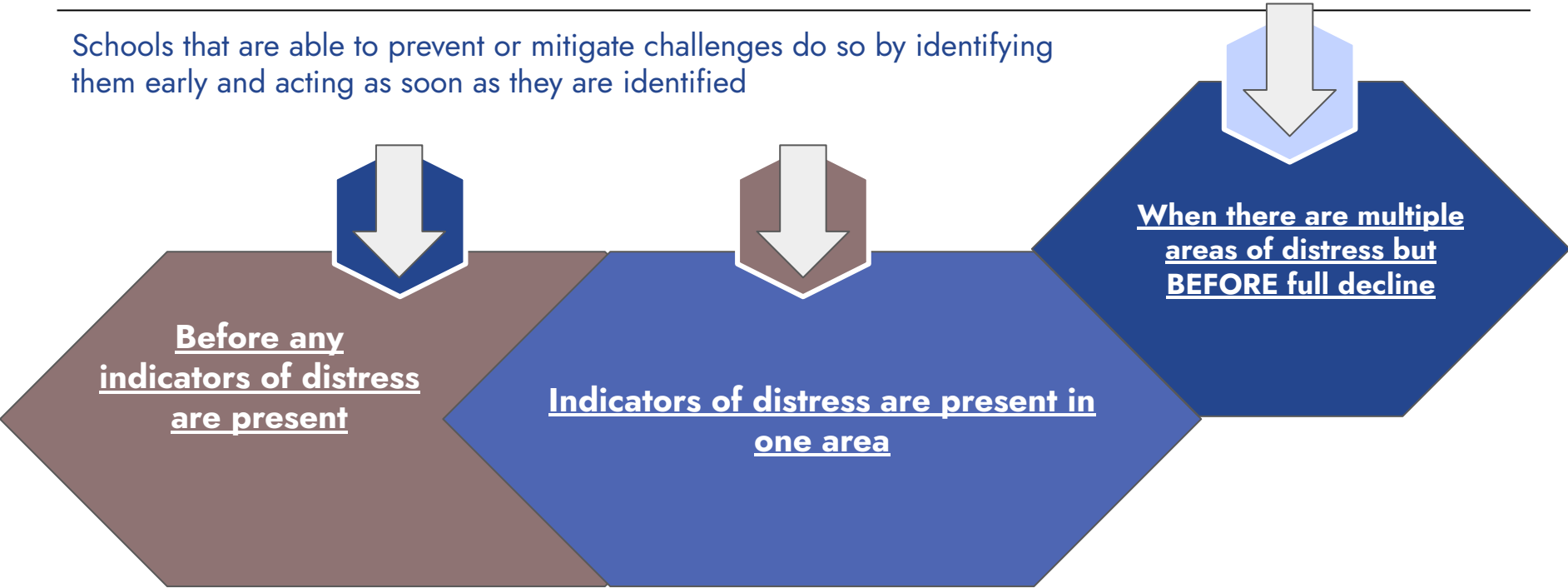
- lack of focus on instruction
- cohesion/alignment with curriculum standards, and assessments



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Best Time to Look For Indicators

Schools that are able to prevent or mitigate challenges do so by identifying them early and acting as soon as they are identified



What Have We Done to Help?



- Created a survey using the indicators
- Intended to be set up by a School Principal or Board Chair
- All other key stakeholders are invited to participate
 - (Governing Board, Key administrators, select staff, select others i.e. PTO president, etc.).
- Survey tool will collate responses and identify the biggest potential areas

Let's Review the Indicators of Distress System & a Sample Report

CharterDistress.org



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FCI Support



We are working to develop resources and materials around each of the indicators to help “right the ship” once they are identified as possible concerns by the survey



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What's Ahead From FCI?



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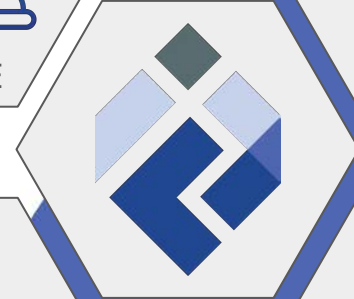
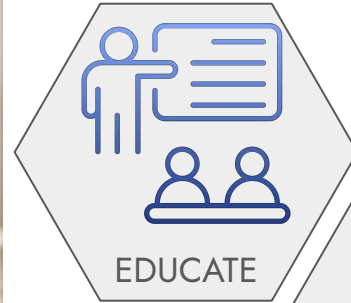
FCI "At a glance"

To serve as Florida's premier hub for charter excellence and insight by providing research-based best practices, resources and support.



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FCI "At a glance"



Leadership Offerings

- 3 day Professional Learning Workshop, in Miami AND Orlando
- **Monitor the Learning:** instructional coaching that supports teachers in student work analysis to transform learning
- New and improved videos, featuring top Florida charter leaders
- New Day 3 focused on developing an implementation plan
- HEAVILY SUBSIDIZED, thanks to generous state funding. \$400!

ORLANDO:



MIAMI:



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Teaching Offerings

- 2 Professional Learning Workshops, spanning 3 days. Live in Miami AND Orlando
- **Building Strong Classroom Culture, High Ratio Instruction**
- Ideal Participants: Teams of 4-10/school, spanning range of roles (admin, culture-carrying teachers, dept. leads...)
- HEAVILY SUBSIDIZED, thanks to generous state funding. \$150/day (typically: \$500-1000/day)



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FCInsight - Our Monthly Blog

- Monthly blog on leadership practice
- Includes linked research-backed, clinically-proven coaching resources
- Released in our Monthly and available at:

flcharterinstitute.org/fcinsights/

Learn More:



RECENT POSTS



USING DATA IN BEGINNING OF YEAR OBSERVATIONS

We're excited to dive into our second installment on developing school leaders as instructional coaches. Last month, we focused on establishing coaching foundations; today, we'll center the conversation around observation and feedback practice – and specifically, what that can look like at the beginning of a school year. Read on

[READ MORE](#)



LAYING THE GROUNDWORK FOR INSTRUCTIONAL COACHING

At FCI Educate, we are passionate about educator development. We believe that all members of a school community – students, teachers, and leaders – should feel they are on an intentional growth trajectory and have smart coaches and loud cheerleaders behind them every step of the way. Often, school leaders

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FCI Support Provides



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Resource Library



Professional Learning

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Presentations & Trainings
Online Courses



Menu of Services

School Review
Strategic Planning
Governing Board Recruitment & Training
Document Review



**CHARTER
SUPPORT
UNIT**

IS NOW PART OF



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New Options For Charter Applications

- FCI provides support to the Charter School Review Commission.

Upcoming application deadlines:

- November 26, 2024 - to be considered on February 26, 2025
 - February 25, 2024 - to be considered on May 28, 2025
 - May 27, 2025 - to be considered August 27, 2025
-
- FCI is approved to be a Charter Sponsor in Miami Dade.
Watch for more information coming soon!





Join Our Team!

FCI's Director of Finance

SUMMARY:

The Director of Finance, Florida Charter Institute is responsible for the fiscal oversight of schools authorized by the Florida Charter Institute (FCI). The position works with the Florida Department of Education, MDC's finance department, authorized schools and the FCI to lead the development, management, and reporting requirements associated with FCI's budget.

Learn More:



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- Weekly emails about upcoming webinars, training opportunities and support resources.
- Monthly newsletter.
- Sign up at on our website.

-- OR --

Sign up at our Booth for a chance to win free tickets to an upcoming FCI Educate professional development workshop!

FEATURED ARTICLES

ESSENTIAL DOCUMENTS FOR SCHOOL LEADERS: YOUR SEASONAL GUIDE FROM THE FCI LIBRARY
Linda Chambers October 10, 2024
As school leaders, staying organized and prepared is key to a successful school year. To help you navigate the demands of the season, we've curated a list of must-have documents from the Florida Charter Institute (FCI) Library. Whether you're tackling governance, compliance, or everyday school operations, these resources are designed to support your leadership and keep your school on track....
[READ MORE »](#)

OBSERVING TO MONITOR THE LEARNING
Kathryn Perkins November 3, 2024
In our last post on developing leaders as instructional coaches, we dove into the foundations of classroom observation, focusing on effective beginning-of-year practices. Once classroom foundations are set for the teachers we coach, it's time to shift our observation eye to ensuring student learning is happening. In today's post, we'll outline a framework for just that and offer a concrete example of...
[READ MORE »](#)

FCI TEAM MEMBER HIGHLIGHT: KATHRYN PERKINS
Linda Chambers November 7, 2024
Introducing the FCI Team: Embracing Change and Leading with Purpose Change is a constant in education, and it is how we navigate it that defines our impact. At the Florida Charter Institute (FCI), merging with the Charter Support Unit (CSU) isn't just about combining organizations—it's about uniting our strengths, experiences, and visions to build something even greater. Three Questions for...
[READ MORE »](#)

GOVERNANCE RESOURCE HIGHLIGHT: UNLOCKING THE POTENTIAL OF CHARTER SCHOOL GOVERNING BOARDS THROUGH PROFESSIONAL DEVELOPMENT
Christina Morla November 1, 2024

EXCEPTIONAL EDUCATION HIGHLIGHT: INNOVATIVE PRACTICES IN FLORIDA CHARTER SCHOOLS: INSIGHTS FROM CASE STUDIES ON EXCEPTIONAL STUDENT SERVICES
Linda Chambers November 7, 2024

EMBRACING GRATITUDE AND CONNECTION: A THANKSGIVING MESSAGE FOR SCHOOL LEADERS
Linda Chambers November 7, 2024
Dear Florida Charter School Leaders, As we approach Thanksgiving, I'm reminded of how deeply gratitude and connection shape the fabric of our lives and our work. In



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Contact Us

We are Florida's premier hub for charter excellence and insight by providing research-based best practices, resources, and support. If there is anything we can do to help, please contact us:

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