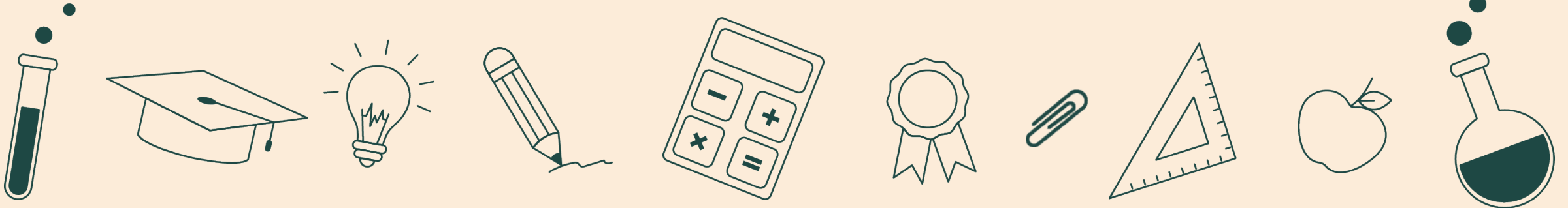




Everything Has Gone Wrong...Now What?!?

State Charter Schools Commission
Morgan Felts, Chief Operations Officer





Vision

Innovative and superior charter schools advancing education in every community.





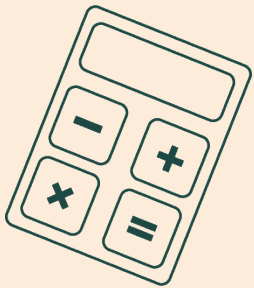
Mission

The mission of the State Charter Schools Commission of Georgia is to improve public education by authorizing high quality charter schools that provide students with better educational opportunities than they would otherwise receive in traditional district schools.



Session Format

- Case Study – Presentation Of the Facts (10 Minutes)
- Group Work/Discussion (20 Minutes)
- Share Out (20 Minutes)
- Turnaround Strategy, Tips & Takeaways (20 Minutes)



Case Study: Memorial Preparatory Academy



- Opened in 2009
- Academics
 - Met standards 1st term – 5-year Renewal
 - Struggled 2nd term – 3-year Renewal
 - Currently in 3rd term & continue to struggle academically



Case Study: Memorial Preparatory Academy



- School Environment
 - Principal turnover – 4 leaders within last 7 years
 - Teacher turnover – roughly 1/3 faculty opts to non-renew contracts each year
 - Student attrition – MPA is 6-12, but many students opt to leave after 8th grade. Total enrollment has steadily declined since 2017.



Case Study: Memorial Preparatory Academy

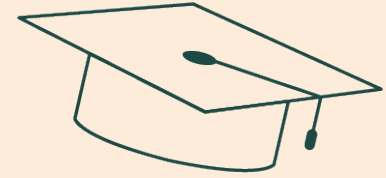


- School Facility

- MPA purchased a new facility in 2017 approximately 12 miles from its previous location.
- MPA is struggling to meet its obligations under the facility financing arrangement.



Case Study: Memorial Preparatory Academy



• Other Issues

- Finances – in 2020, MPA began experiencing severe cash flow issues, causing the school to dip into its limited reserve
- Governance – although the Board Chair has served on the board since 2009, the board has experienced significant board turnover in other areas, including the CFO position
- Operations – on-site monitoring during 2019 and 2020 revealed multiple compliance violations including: late data submission, open meetings violations and lack of required policies.



Your Turn



- Your team has been brought in to consult & develop a turnaround strategy for MPA.
- The Governing Board has asked you to consider the following questions:
 - What is the single biggest primary and secondary challenges MPA needs to focus on?
 - What should their long-term plan be to address these challenges?
 - Stop – what needs to stop happening?
 - Start – what needs to start happening?
 - Change – what needs to change from the way its currently being done?
 - Continue – what’s working and needs to continue?
 - What immediate, short-term action steps would you recommend to the school?

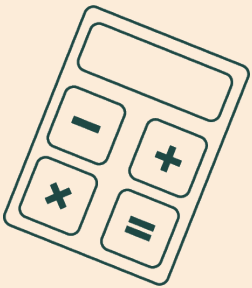


Turnaround Strategy

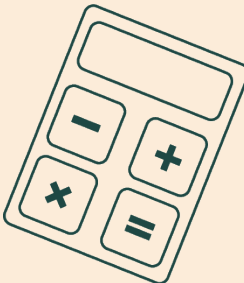
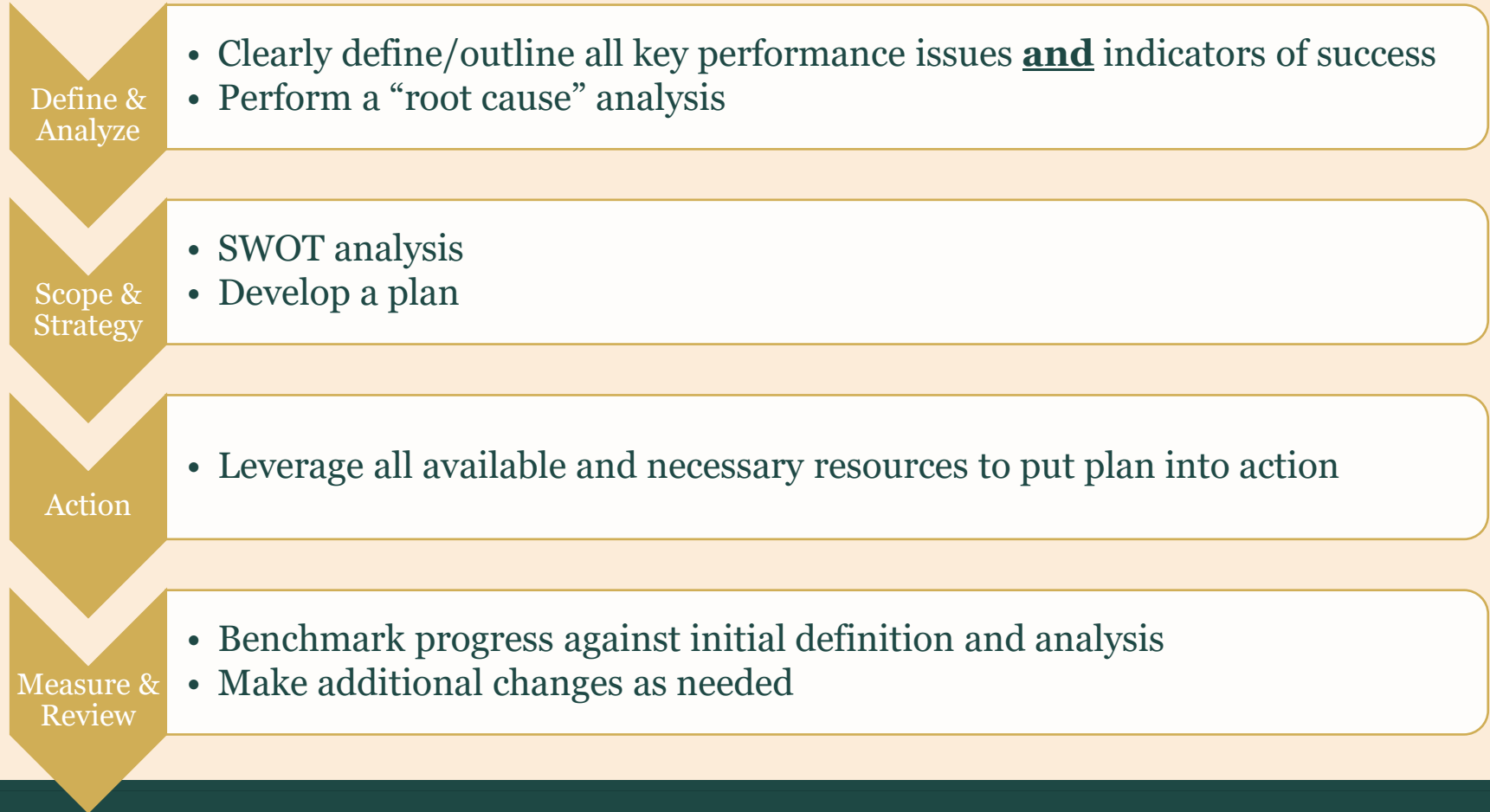
General – to transform a poor-performing school into a high-performing school

Business – to deal with the issues causing the poor performance

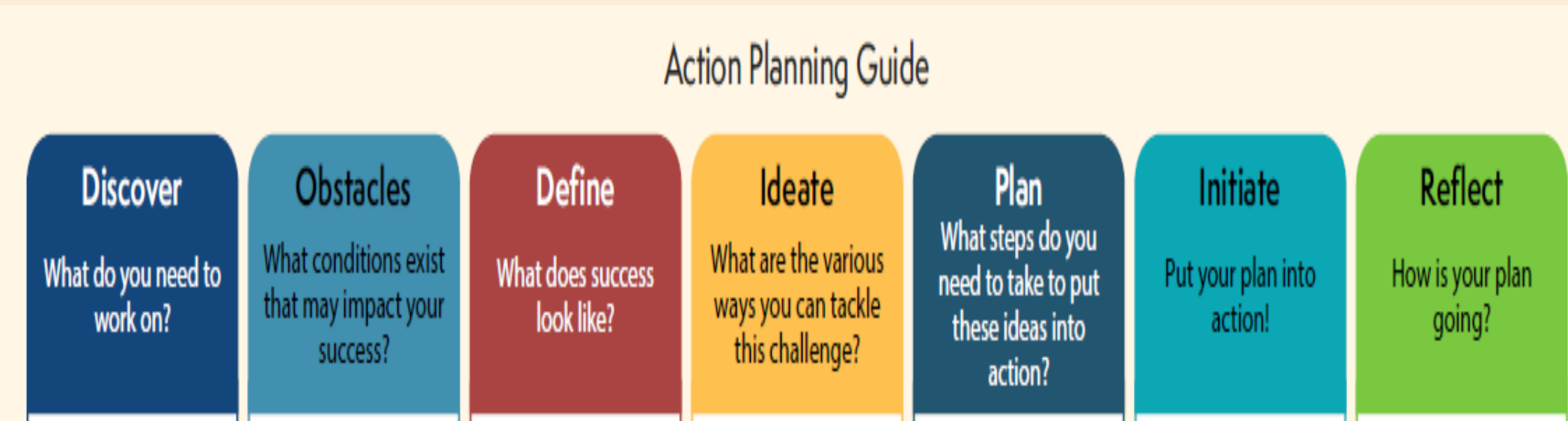
Academic – to solve the root-cause failure of the poor performance



Turnaround Strategy Process



Turnaround Strategy Process



Credit: NACSA, "Identifying Indicators of Distress in Charter Schools"



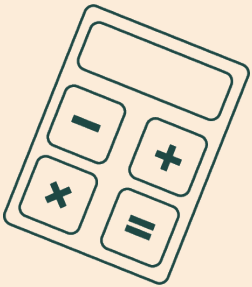
Turnaround Strategy Process

Assess

Create a
Plan

Stabilize,
Fund &
Fix

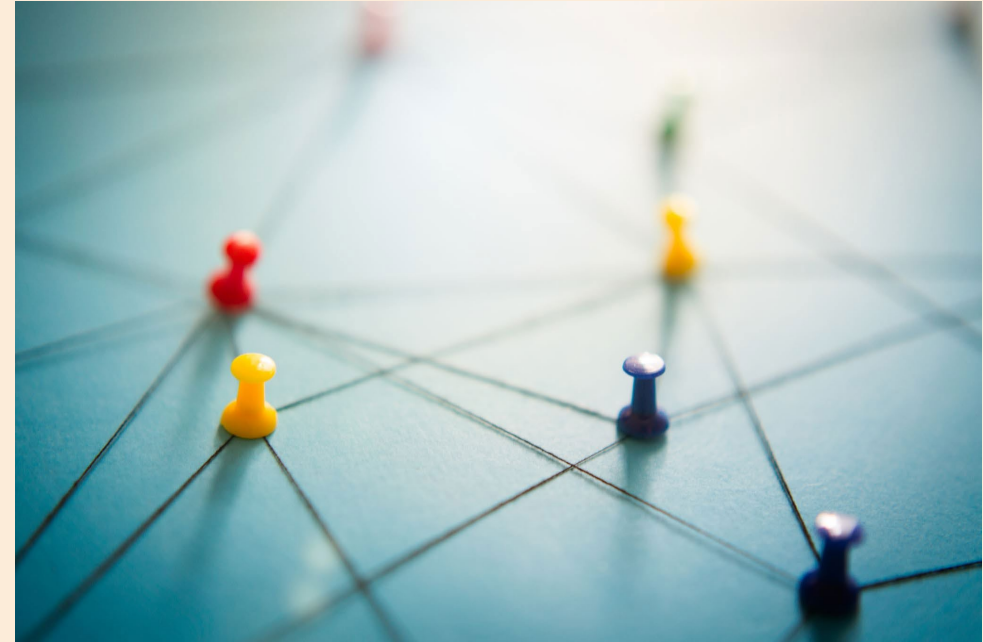
Re-
assess &
Repeat

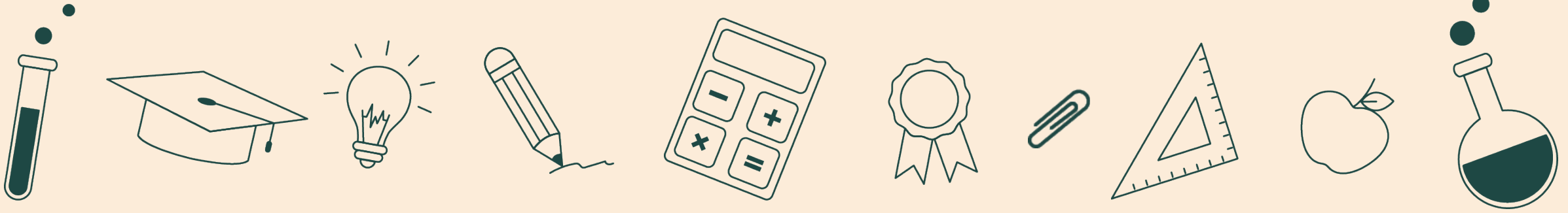


Final Tips & Takeaways



- Annual Risk Assessment – know where you're vulnerable
 - Indicators of Distress Self-Assessment
- Identify the symptom & the sickness
- Plan for short-term & long-term action
 - How do we stop the bleeding?
 - How do we make a full recovery?
- Ask for help!!





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