



## Annual Authorizer Report

Achievement School District

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## About the Achievement School District

Over the past decade, education has remained a top priority for Tennessee; this commitment established the foundation for education reform in our state and ultimately the creation of the Achievement School District (ASD). Established in 2012 as a statewide school district, the ASD was charged with turning around the state's lowest-performing schools.

The ASD represents a bold effort to transform student achievement in Tennessee's lowest performing Priority Schools, with a goal of implementing effective interventions that produce the desired and expected results, thereby substantially raising student achievement, and successfully transitioning schools to operate either back to their home district or under the Tennessee Public Charter School Commission. Currently acting as an authorizing district, ASD empowers school leaders and operators to create great schools by maximizing their autonomy and resources and by holding them accountable for transformative academic outcomes and operational health. The ASD also partners with parents and communities to create great schools where students can reach their highest potential.



## ASD School Performance Framework

### Purpose of the School Performance Framework

The purpose of the School Performance Framework (SPF) is to provide schools, Charter Management Organizations (CMOs), parents, and community stakeholders with a transparent tool to measure the effectiveness and health of the schools in the Achievement School District (ASD) by monitoring and reporting on the academic performance and school culture, financial performance, and organizational performance of each school in the ASD. An annual report for each school in the ASD will be generated that will answer the following questions:

- Is the charter school's academic program successful?
- Is the charter school financially viable?
- Is the charter school operating and governed effectively?

This School Performance Framework fulfills Tennessee Code Annotated T.C.A. 49-13-102 which requires that “performance-related provisions within a charter agreement shall be based on a performance framework that clearly sets forth the academic and operational performance indicators, measures, and metrics that will guide the authorizer’s evaluation of each public charter school.” In alignment with national best practices and the Tennessee Public Charter School Commission, the Achievement School District’s School Performance Framework provides a detailed tool for yearly monitoring and interventions as necessary. CMOs are encouraged to use the SPF throughout the year to inform planning and to self-assess the overall performance of the organization.

***While data points and information are collected on a rolling basis, CMOs will receive quarterly progress reports from the ASD. The quarterly snapshots allow for reflective conversation about the effectiveness of current practices and provides the CMO opportunities for real-time adjustments as needed. The cumulative and final School Performance Framework is issued at the Quarter 1 Stepback Meeting\*. The ASD can then use the SPF to inform potential interventions and plans of correction, charter renewal, and charter revocation decisions. The SPF results for the prior year are published in the Annual Authorizer Report that is visible to all community stakeholders via the Tennessee State Board of Education website.***

*\*Final SPF results provided to CMOs are based on previous year’s data.*

### Key Considerations

- As the state’s most rigorous intervention, the ASD provides the conditions in which schools should dramatically improve student outcomes. Ultimately, the ASD is a short term intervention where successful schools exit.
- All decisions should be based on what is in the best interest of students.
- Meaningful engagement with communities is critical to ensure partnership and shared ownership.
- The responsibility to ensure the successful operation of the charter school rests first with the governing board of the charter school.



- There are measures of charter school quality that can be identified and measured.

*An annual report will be produced using the SPF that will provide an honest assessment of school performance and transparently report on a school's progress toward meeting exit criteria.*

## Framework Structure

The School Performance Framework is based on three areas of performance which correspond directly to healthy and successful charter schools and are essential to a comprehensive evaluation of the schools in the ASD. These three areas are:

1. Academic Performance and School Culture (50%)
2. Financial Performance (30%)
3. Organizational Performance (20%)

	Definition	Example
<b>Indicator</b>	General categories of performance	Student achievement, long-term financial sustainability or reporting compliance
<b>Measure</b>	General means to evaluate an aspect of an indicator	Proficiency on state assessments or debt-to-asset ratio
<b>Metrics</b>	Method of quantifying a measure	Percentage of students at proficiency or above on state assessments
<b>Targets or Criteria</b>	Thresholds that signify success in meeting the criteria of performance for a specific measure	75 percent of students at or above proficiency
<b>Rating</b>	Assignment of a school's performance into a category, based on how the school performs against a target or criteria	Exceeds criteria, meets criteria, etc.

## Academic Performance and School Culture

### Overview

Schools in the ASD are expected to create positive learning environments which provide high-quality educational opportunities for all students. The Tennessee Department of Education (the department) will evaluate the academic performance and school culture of each school using the performance indicators outlined below.

The Academic Performance framework is made up of three indicators, which are outlined below.

1. Student Achievement and Growth (50%)
2. Comparative Performance (30%)



3. School Culture (20%)

## Financial Performance

### Overview

Although schools in the ASD have the autonomy to manage their finances to create the conditions for a high-quality educational experience, it is the responsibility of the department to ensure that schools are financially viable by monitoring both near-term financial health and long-term financial sustainability. The financial performance framework, which will be used annually aligns with NACSA's Principles & Standards for Quality Charter School Authorizing (2012), which states that authorizers should, through a performance framework, set clear expectations for "financial performance and sustainability."

The Financial Performance framework is made up of two indicators, outlined below.

1. Near Term Indicators
  - a. Current Ratio
  - b. Unrestricted Day Cash
  - c. Enrollment Variance
  - d. Default
2. Sustainability Indicators
  - a. Total Margin
  - b. Debt to Asset Ratio
  - c. Cash Flow
  - d. Debt Service Coverage Ratio

\*See SPF Guidance Document for GASB Audit Data Sources for Financial Performance Framework.

## Organizational Performance

### Overview

Charter Schools in the ASD have the autonomy to organize and manage the operations of their school within the state and federal guidelines to create high-quality educational experiences for all students. Through the organizational performance framework, which is closely aligned to the school's Charter School Agreement, the department will monitor the six indicators listed below to ensure that the schools are respecting the rights of students, staff, and families as well as meeting all State and Federal legal requirements.

The Organizational Performance framework is made up of six indicators, which are outlined below.

1. Education Program
2. Financial Management and Oversight
3. Governance and Reporting
4. Students and Employees



5. School Environment
6. Additional Obligations

If shortcomings are identified in the indicators, meeting a deadline(s) as stated in a corrective action letter and/or corrective action plan will be evidence that the “school promptly came into compliance.”

*Click [here](#) to see a copy of the entire rubric*



## Waivers

None of the schools within the ASD portfolio filed and/or received approval for waivers during the 24-25 school year.



## IOTA Community Schools TN

IOTA Community Schools is a small local public school district working to improve public education in Memphis for students in high poverty communities, and to ensure that all students graduate high school with the skills necessary to succeed in college, leadership, and life. The school's academic model prioritizes strong and empowered leadership, highly effective teaching, a college preparatory curriculum, meaningful community engagement, and the provision of comprehensive wraparound services to reduce non-academic barriers to learning.

The strength of this proven model, which has been adapted to meet the unique needs of students, families, and communities in Memphis, has allowed IOTA to exemplify the power of a public school to transform student behavior and academic outcomes. IOTA is focused on building high-quality schools that graduate all students with the academic and practical skills essential for success.

Hillcrest High School is the home of the Vikings. Hillcrest High is in the heart of the Whitehaven community, serving students throughout. Hillcrest High seeks to be a safe haven for students, holding fast to the mission to prepare all students for college, leadership, and life. Hillcrest High serves families from a cross-section of racial, cultural, and socioeconomic spectrums. Hillcrest High enrolls students in grades 9-12.

Wooddale Middle School creates a space where all students engage in a safe and inclusive school community that fosters healthy, fulfilled, inquisitive, collaborative, and caring learners. Our highly qualified and diverse staff are excited to work together with parents and students to ensure that all of our students are prepared for High School, College, Leadership, and Life. Wooddale Middle School enrolls students in grades 6-8.

Kirby Middle School hosts students from the Hickory Hill and Tchulahoma areas. Kirby Middle serves a diverse population of students and provides services to meet the varied needs of its population, from EL and special education services to homeless and gifted students. Kirby Middle has made a tremendous impact on the community, partnering with all stakeholders to build a great neighborhood school. Kirby Middle enrolls students in grades 6-8.

Wooddale Middle School transitioned to the Tennessee Public Charter School Commission. Hillcrest High and Kirby Middle are currently in the ASD portfolio.



# HILLCREST

## HIGH SCHOOL

<b>School Name</b>	Hillcrest High School
<b>Address</b>	4184 Graceland Drive Memphis, TN 38116
<b>Phone</b>	(901) 730-4098
<b>Website</b>	<a href="https://tn.greendot.org/hillcrest/">https://tn.greendot.org/hillcrest/</a>
<b>School Leader</b>	Teddrick Estes
<b>School Mission</b>	Green Dot Public Schools Tennessee's mission is to transform public education, so all students graduate prepared for college, leadership, and life.
<b>Operating Status</b>	OPEN – Currently in the ASD portfolio
<b>Year Opened</b>	2016-2017
<b>Grades Served in 2024-2025</b>	9-12
<b>Enrollment in 2024-2025</b>	448
<b>Contracted Services</b>	n/a
<b>Approved Waivers</b>	n/a



## Hillcrest High School SPF Report

Overall Score			
Component	Score	Weight	Weighted Score
Academic Performance and School Culture	2.11	50%	1.055
Financial Performance	2.75	30%	0.825
Organizational Performance	2.65	20%	0.53
Overall SPF Score			2.41
Overall SPF Rating			Meets Criteria

Academic Performance and School Culture					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
Student Achievement	School academic performance, as measured by TN's accountability system	2	20%	50%	0.76
	Absolute performance in ELA	3	8.33%		
	Absolute performance in Math	2	8.33%		
	Absolute performance in Science	2	8.33%		
	TVAAS Overall Composite (1 yr trend)	1	40%		
	Chronic Absenteeism Rate	1	5%		
	ELPA - percent of students meeting or exceeding growth criteria	1	10%		
Comparative Performance	School comparative performance to the resident LEA priority school average in ELA	3	9.09%	30%	0.84
	School comparative performance to the resident LEA priority school average in math	2	9.09%		
	School comparative performance to the resident LEA priority school average in science	2	9.09%		
	SWD comparative performance to the resident LEA priority school average in ELA	4	9.09%		
	SWD comparative performance to the resident LEA priority school average in Math	2	9.09%		
	EL comparative performance to the resident LEA priority school average in ELA	4	9.09%		



Academic Performance and School Culture					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
	EL comparative performance to the resident LEA priority school average in Math	2	9.09%		
	ED comparative performance to the resident LEA priority school average in ELA	4	9.09%		
	ED comparative performance to the resident LEA priority school average in Math	2	9.09%		
	BHN comparative performance to the resident LEA priority school average in ELA	4	9.09%		
	BHN comparative performance to the resident LEA priority school average in Math	2	9.09%		
Culture	Suspension rate	3	25.00%	20%	0.5
	Student attrition rate	4	25.00%		
	Teacher retention rate	2	25.00%		
	Student attendance rate	1	25.00%		
				<b>Overall Score:</b>	<b>2.11</b>

Financial Performance					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
Near Term Indicators	1(a). Current Ratio	3	25%	50%	1.375
	1(b). Unrestricted Day Cash	3	25%		
	1(c). Enrollment Variance	2	25%		
	1(d). Default	3	25%		
Sustainability Indicators	1(a). Total Margin	3	25%	50%	1.375
	1(b). Debt to Asset Ratio	2	25%		
	1(c). Cash Flow	3	25%		
	1(d). Debt Service Coverage Ratio	3	25%		
				<b>Overall Score:</b>	<b>2.75</b>

*\*Subject to change as the current score/rating does not include the most current audit data for Financial Performance.*



Organizational Performance					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
Education Programs	1(a). Is the school implementing the material terms of the education program as defined in the current charter agreement?	3	25%	16.67%	0.41
	1(b). Is the school complying with applicable education requirements?	3	25%		
	1(c). Is the school protecting the rights of students with disabilities?	1	25%		
	1(d). Is the school protecting the rights of English Learner (EL) students?	3	25%		
Financial Management and Oversight	2(a). Is the school meeting financial reporting and compliance requirements?	3	50%	16.67%	0.33
	2(b). Is the school meeting financial reporting and compliance requirements? <b>Based on annual audit</b>	3	50%		
Governance and Reporting	3(a). Is the school complying with governance requirements?	3	33.33%	16.67%	0.50
	3(b). Is the school holding the Charter Management Organization (CMO) management accountable?	3	33.33%		
	3(c). Is the school complying with reporting requirements?	3	33.33%		
Students and Employees	4(a). Is the school protecting the rights of all students?	2	20%	16.67%	0.4
	4(b). Is the school meeting attendance goals?	3	20%		
	4(c). Is the school meeting teacher and other staff credentialing requirements?	3	20%		
	4(d). Is the school complying with laws regarding employee rights?	3	20%		



**Organizational Performance**

Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
	4(e). Is the school completing required background checks?	3	20%		
School Environment	5(a). Is the school complying with facilities and transportation requirements?	3	33.33%	16.67%	0.50
	5(b). Is the school complying with health and safety requirements?	3	33.33%		
	5(c). Is the school handling information appropriately?	3	33.33%		
Additional Obligations	6(a). Is the school complying with all other obligations?	3	100%	16.67%	0.50
				<b>Overall Score:</b>	<b>2.65</b>



# KIRBY

## MIDDLE SCHOOL

<b>School Name</b>	Kirby Middle School
<b>Address</b>	6670 E. Raines Rd. Memphis, TN 38115
<b>Phone</b>	(901) 730-8169
<b>Website</b>	<a href="https://tn.greendot.org/kirby/">https://tn.greendot.org/kirby/</a>
<b>School Leader</b>	James Johnson
<b>School Mission</b>	Green Dot Public Schools Tennessee's mission is to transform public education so all students graduate prepared for college, leadership, and life.
<b>Operating Status</b>	OPEN – Currently in the ASD portfolio
<b>Year Opened</b>	2016-2017
<b>Grades Served in 2024-2025</b>	6-8
<b>Enrollment in 2024-2025</b>	393
<b>Contracted Services</b>	n/a
<b>Approved Waivers</b>	n/a



## Kirby Middle School SPF Report

<b>Overall Score</b>			
Component	Score	Weight	Weighted Score
Academic Performance and School Culture	1.73	50%	0.865
Financial Performance	2.88	30%	0.864
Organizational Performance	2.84	20%	0.568
Overall SPF Score			2.3
Overall SPF Rating			Does Not Meet Criteria

<b>Academic Performance and School Culture</b>					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
Student Achievement	School academic performance, as measured by TN's accountability system	1	20%	50%	0.6
	Absolute performance in ELA	1	6.25%		
	Absolute performance in Math	1	6.25%		
	Absolute performance in Science	1	6.25%		
	Absolute Performance in Social Studies	1	6.25%		
	TVAAS Overall Composite (1 yr trend)	1	40%		
	Chronic Absenteeism Rate	1	5%		
	ELPA - percent of students meeting or exceeding growth criteria	3	10%		
Comparative Performance	School comparative performance to the resident LEA priority school average in ELA	2	8.33%	30%	0.575
	School comparative performance to the resident LEA priority school average in math	2	8.33%		
	School comparative performance to the resident LEA priority school average in science	2	8.33%		
	School comparative performance to the resident LEA priority school average in social studies	1	8.33%		
	SWD comparative performance to the resident LEA priority school average in ELA	2	8.33%		



**Academic Performance and School Culture**

Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
	SWD comparative performance to the resident LEA priority school average in Math	2	8.33%		
	EL comparative performance to the resident LEA priority school average in ELA	3	8.33%		
	EL comparative performance to the resident LEA priority school average in Math	3	8.33%		
	ED comparative performance to the resident LEA priority school average in ELA	2	8.33%		
	ED comparative performance to the resident LEA priority school average in Math	2	8.33%		
	BHN comparative performance to the resident LEA priority school average in ELA	1	8.33%		
	BHN comparative performance to the resident LEA priority school average in Math	1	8.33%		
Culture	Suspension rate	3	25.00%	20%	0.55
	Student attrition rate	4	25.00%		
	Teacher retention rate	2	25.00%		
	Student attendance rate	2	25.00%		
				<b>Overall Score:</b>	<b>1.73</b>

**Financial Performance**

Section	Indicator	Final	Percentage of Section	Percentage of Indicator	Weighted
Near Term Indicators	1(a). Current Ratio	3	25%	50%	1.5
	1(b). Unrestricted Day Cash	3	25%		
	1(c). Enrollment Variance	3	25%		
	1(d). Debt Service Coverage Ratio	3	25%		



Financial Performance					
Section	Indicator	Final	Percentage of Section	Percentage of Indicator	Weighted
Sustainability Indicators	1(a). Total Margin	3	25%	50%	1.375
	1(b). Debt to Asset Ratio	2	25%		
	1(c). Cash Flow	3	25%		
	1(d). Debt Service Coverage Ratio	3	25%		
				<b>Overall Score:</b>	<b>2.88</b>

*\*Subject to change as the current score/rating does not include the most current audit data for Financial Performance.*

Organizational Performance					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
Education Programs	1(a). Is the school implementing the material terms of the education program as defined in the current charter agreement?	3	25%	16.67%	0.50
	1(b). Is the school complying with applicable education requirements?	3	25%		
	1(c). Is the school protecting the rights of students with disabilities?	3	25%		
	1(d). Is the school protecting the rights of English Learner (EL) students?	3	25%		
Financial Management and Oversight	2(a). Is the school meeting financial reporting and compliance requirements?	3	50%	16.67%	0.5
	2(b). Is the school meeting financial reporting and compliance requirements? <b>Based on annual audit</b>	3	50%		
Governance and Reporting	3(a). Is the school complying with governance requirements?	3	33.33%	16.67%	0.50
	3(b). Is the school holding the Charter Management Organization (CMO) management accountable?	3	33.33%		
	3(c). Is the school complying with reporting requirements?	3	33.33%		
Students and Employees	4(a). Is the school protecting the rights of all students?	3	20%	16.67%	0.47
	4(b). Is the school meeting attendance goals?	3	20%		



### Organizational Performance

Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
	4(c). Is the school meeting teacher and other staff credentialing requirements?	2	20%		
	4(d). Is the school complying with laws regarding employee rights?	3	20%		
	4(e). Is the school completing required background checks?	2	20%		
School Environment	5(a). Is the school complying with facilities and transportation requirements?	3	33.33%	16.67%	0.44
	5(b). Is the school complying with health and safety requirements?	2	33.33%		
	5(c). Is the school handling information appropriately?	3	33.33%		
Additional Obligations	6(a). Is the school complying with all other obligations?	3	100%	16.67%	0.50
				<b>Overall Score:</b>	<b>2.96</b>



# WOODDALE

## MIDDLE SCHOOL

<b>School Name</b>	Wooddale Middle School
<b>Address</b>	3467 Castleman St. Memphis, TN 38118
<b>Phone</b>	(901) 730-4086
<b>Website</b>	<a href="https://tn.greendot.org/wooddale/">https://tn.greendot.org/wooddale/</a>
<b>School Leader</b>	Crystal Parsons
<b>School Mission</b>	IOTA Community Schools Tennessee's mission is to transform public education, so all students graduate prepared for college, leadership, and life.
<b>Operating Status</b>	OPEN – Currently in the Tennessee Public Charter Commission portfolio
<b>Year Opened</b>	2015-2016
<b>Grades Served in 2024-2025</b>	6-8
<b>Enrollment in 2024-2025</b>	552
<b>Contracted Services</b>	n/a
<b>Approved Waivers</b>	n/a



## Wooddale Middle School SPF Report

<b>Overall Score</b>			
Component	Score	Weight	Weighted Score
Academic Performance and School Culture	2.09	50%	1.045
Financial Performance	2.75	30%	0.825
Organizational Performance	2.9	20%	0.58
Overall SPF Score			2.45
Overall SPF Rating			Meets Criteria

<b>Academic Performance and School Culture</b>					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
Student Achievement	School academic performance, as measured by TN's accountability system	1	20%	50%	0.68
	Absolute performance in ELA	2	6.25%		
	Absolute performance in Math	2	6.25%		
	Absolute performance in Science	3	6.25%		
	Absolute Performance in Social Studies	3	6.25%		
	TVAAS Overall Composite (1 yr trend)	1	40%		
	Chronic Absenteeism Rate	1	5%		
ELPA - percent of students meeting or exceeding growth criteria	1	10%			
Comparative Performance	School comparative performance to the resident LEA priority school average in ELA	3	8.33%	30%	0.9
	School comparative performance to the resident LEA priority school average in math	3	8.33%		
	School comparative performance to the resident LEA priority school average in science	3	8.33%		
	School comparative performance to the resident LEA priority school average in social studies	3	8.33%		
	SWD comparative performance to the resident LEA priority school average in ELA	3	8.33%		



**Academic Performance and School Culture**

Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
	SWD comparative performance to the resident LEA priority school average in Math	3	8.33%		
	EL comparative performance to the resident LEA priority school average in ELA	3	8.33%		
	EL comparative performance to the resident LEA priority school average in Math	3	8.33%		
	ED comparative performance to the resident LEA priority school average in ELA	3	8.33%		
	ED comparative performance to the resident LEA priority school average in Math	3	8.33%		
	BHN comparative performance to the resident LEA priority school average in ELA	3	8.33%		
	BHN comparative performance to the resident LEA priority school average in Math	3	8.33%		
Culture	Suspension rate	2	25.00%	20%	0.5
	Student attrition rate	4	25.00%		
	Teacher retention rate	2	25.00%		
	Student attendance rate	2	25.00%		
				<b>Overall Score:</b>	<b>2.09</b>

**Financial Performance**

Section	Indicator	Final Score	Percentage of Section	Percentage of Indicator	Weighted Score
Near Term Indicators	1(a). Current Ratio	3	25%	50%	1.375
	1(b). Unrestricted Day Cash	3	25%		
	1(c). Enrollment Variance	2	25%		
	1 (d). Default	3	25%		



Financial Performance					
Section	Indicator	Final Score	Percentage of Section	Percentage of Indicator	Weighted Score
Sustainability Indicators	1(a). Total Margin	2	25%	50%	1.375
	1(b). Debt to Asset Ratio	2	25%		
	1(c). Cash Flow	2	25%		
	1(d). Debt Service Coverage Ratio	2	25%		
				<b>Overall Score:</b>	<b>2.75</b>

*\*Subject to change as the current score/rating does not include the most current audit data for Financial Performance.*

Organizational Performance					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
Education Programs	1(a). Is the school implementing the material terms of the education program as defined in the current charter agreement?	3	25%	16.67%	0.50
	1(b). Is the school complying with applicable education requirements?	3	25%		
	1(c). Is the school protecting the rights of students with disabilities?	3	25%		
	1(d). Is the school protecting the rights of English Learner (EL) students?	3	25%		
Financial Management and Oversight	2(a). Is the school meeting financial reporting and compliance requirements?	3	50%	16.57%	0.5
	2(b). Is the school meeting financial reporting and compliance requirements? <b>Based on annual audit</b>	3	50%		
Governance and Reporting	3(a). Is the school complying with governance requirements?	3	33.33%	16.67%	0.50
	3(b). Is the school holding the Charter Management Organization (CMO) management accountable?	3	33.33%		
	3(c). Is the school complying with reporting requirements?	3	33.33%		
Students and Employees	4(a). Is the school protecting the rights of all students?	3	20%		



<b>Organizational Performance</b>					
Section	Indicator	Final Score	Percentage of Section Score	Percentage of Indicator Score	Weighted Score
School Environment	4(b). Is the school meeting attendance goals?	1	20%	16.67%	0.4
	4(c). Is the school meeting teacher and other staff credentialing requirements?	2	20%		
	4(d). Is the school complying with laws regarding employee rights?	3	20%		
	4(e). Is the school completing required background checks?	3	20%		
	5(a). Is the school complying with facilities and transportation requirements?	3	33.33%	16.67%	0.5
	5(b). Is the school complying with health and safety requirements?	3	33.33%		
	5(c). Is the school handling information appropriately?	3	33.33%		
Additional Obligations	6(a). Is the school complying with all other obligations?	3	100%	16.67%	0.5
				<b>Overall Score:</b>	<b>2.9</b>



**Overall Performance Ratings**

Operator	School	Academic Outcomes	Financial Outcomes	Organization Outcomes	Overall SPF Rating
IOTA Community Schools	Hillcrest High School	Does Not Meet Criteria	Meets Criteria	Meets Criteria	Meets Criteria
IOTA Community Schools	Kirby Middle School	Does Not Meet Criteria	Meets Criteria	Meets Criteria	Does Not Meet Criteria
IOTA Community Schools	Wooddale Middle	Does Not Meet Criteria	Meets Criteria	Meets Criteria	Meets Criteria



### 2024-25 ASD Authorizer Portfolio Goals

Our ultimate goal is to support all ASD operators to ensure they meet annual school improvement targets and meet priority exit status. ASD portfolio goals for 2024-25 school year are listed below:

2024-25 ASD Authorizer Portfolio Goals
75% of charter schools will receive a rating of exceeding or meeting on each component of the SPF for the previous school year.
100% of charter schools will use data to support continuous improvement practices as noted in our monthly CMO meetings, milestone visits, and the annual site visit.



## Reflection

This annual report is intended to serve as a resource for continued transparency for all ASD stakeholders. The purpose of the School Performance Framework (SPF) is to provide schools, Charter Management Organizations (CMOs), parents, and community stakeholders with a transparent tool to measure the effectiveness and health of the schools in the Achievement School District (ASD) by monitoring and reporting on the academic performance and school culture, financial performance, and organizational performance of each school in the ASD. An annual report for each school in the ASD will be generated that will answer the following questions:

- Is the charter school’s academic program successful?
- Is the charter school financially viable?
- Is the charter school operating and governed effectively?

This School Performance Framework fulfills Tennessee Code Annotated T.C.A. 49-13-102 which requires that “performance-related provisions within a charter agreement shall be based on a performance framework that clearly sets forth the academic and operational performance indicators, measures, and metrics that will guide the authorizer’s evaluation of each public charter school.” In alignment with national best practices and the Tennessee Public Charter School Commission, the Achievement School District’s School Performance Framework provides a detailed tool for yearly monitoring and interventions as necessary. CMOs are encouraged to use the SPF throughout the year to inform planning and to self-assess the overall performance of the organization.

While data points and information are collected on a rolling basis, CMOs will receive quarterly progress reports from the ASD. The quarterly snapshots allow for reflective conversation about the effectiveness of current practices and provide the CMO with opportunities for real-time adjustments as needed.

### **Key Considerations**

- As the state’s most rigorous intervention, the ASD provides the conditions in which schools should dramatically improve student outcomes. Ultimately, the ASD is a short-term intervention where successful schools exit.
- All decisions should be based on what is in the best interest of students.
- Meaningful engagement with communities is critical to ensure partnership and shared ownership.
- The responsibility to ensure the successful operation of the charter school rests first with the governing board of the charter school.